



Luton Council Corporate Plan 2021-2023

Luton 2020 - 2040
A place to thrive



Luton



Foreword

I am delighted to present our new Luton Council Corporate Plan 2021-2023. This document sets out how Luton Council will work with everyone in our town to deliver on our shared vision for Luton 2020-2040.

The Corporate Plan is built around the vision and strategic priorities to ensure that Luton Council, its staff and partners all play their part in delivering on this over the next three years.

Our town-wide vision for Luton 2020-2040 – ‘a place to thrive’, was launched in October 2020. The vision sets an ambitious blueprint for the future of Luton to be a healthy, fair and sustainable town where everyone can thrive and no-one has to live in poverty.

This new Corporate Plan builds on the successes of Luton over the last few years, including the Luton Investment Framework, which has delivered investment and economic growth for the town. The Corporate Plan seeks to overcome the immediate challenges we face, to ensure a strong recovery from the COVID-19 pandemic and tackle poverty in Luton so that everyone can benefit from future growth in the town.

This document sets out our priorities for the next three years, to lay the foundations for delivering on our long term ambitions by 2040. Over the next two to three years, we will prioritise work to secure a strong economic recovery and to protect our most disadvantaged residents from the worst impacts of the pandemic. This plan also demonstrates how we will ensure that our organisation is well-equipped to deliver over the next three years and how we will ensure accountability throughout this period whilst we also recover from the financial impacts the pandemic has put on the council.

Our long-term ambition still sits at the heart of our Corporate Plan – a town where no-one has to live in poverty and to deliver on our commitments to addressing climate change, making Luton a fairer town and providing the best start for our children and young people.

Everyone in the council has an important role to play in delivering on this Corporate Plan. We will work collaboratively with all our residents, and organisations across the private, public, voluntary and community sectors to achieve this Corporate Plan, the town-wide vision and our strategic priorities over the next three years and we will ensure that everyone has a meaningful voice to shape the future of our town.

This is a truly ambitious Corporate Plan that sets out a positive direction for the council and the future of Luton, where we can all enjoy a better quality of life.

I am proud to launch this new Corporate Plan for our council and look forward to working with everyone to make it a reality.

Cllr Hazel Simmons MBE
Leader of Luton Council

This document sets out our priorities for the next three years, to lay the foundations for delivering on our long term ambitions by 2040.



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Introduction

This document sets out Luton Council's Corporate Plan for the next three years as we work with everyone in our town to deliver on our shared vision for Luton 2020-2040.

Our town-wide vision for Luton 2020-2040 – 'a place to thrive', was launched in October 2020, following consultation with staff, residents and partners across the town. This vision sets an ambitious blueprint for the future of Luton to be a healthy, fair and sustainable town where everyone can thrive and no-one has to live in poverty.

The vision has been brought forward following the impact of COVID-19. The pandemic has further highlighted the scale and significance of the challenge of poverty in Luton with the poorest in the town likely to be hit hardest by the health and economic impacts of the virus. The immediate priorities within the vision will focus on overcoming these impacts by protecting the most disadvantaged and securing a strong economic recovery.

The Corporate Plan is built around the vision and strategic priorities to ensure that Luton Council, its staff and partners all play their part in delivering on this over the next three years.

Luton Council has two important roles to play in delivering towards the Luton 2020-2040 vision. Firstly, this is a truly town-wide vision that will require the input of residents, businesses and organisations across the public, private and voluntary sectors. This work will be driven through two strategic partnership boards – the Health and Wellbeing Board and the Inclusive Economy Board. Luton Council will play an important leadership role across each of these boards to support everyone in Luton to play their part in delivering on the vision.

Secondly, Luton Council will play its part as an organisation in achieving the vision. All of our services will be focussed on achieving the strategic priorities and target outcomes set out in the vision.

This document sets out in detail how we will deliver as an organisation and support residents and partners to play their part in delivering on the vision. This plan also demonstrates how we will ensure that our organisation is well-equipped to deliver over the next three years and how we will ensure accountability throughout this period.



Corporate Plan Framework

Our Mission:

To work with everybody in our town to lay the foundations to deliver on our vision. Luton will be a healthy, fair and sustainable town where everyone can thrive and no-one has to live in poverty.

Our Strategic Priorities

Securing a strong economic recovery from COVID-19, which protects jobs, incomes and businesses and enables us to build a more inclusive economy.



Protecting the most disadvantaged in our town by prioritising services and interventions that alleviate the impact of poverty and reduce health inequalities.



Making Luton a child friendly town, where our children and young people grow up feeling happy, healthy and secure, with a voice that matters and the opportunities they need to thrive.



Becoming a greener and more sustainable town, to meet our long-term ambition to be carbon neutral and climate resilient by 2040.



A strong and empowered community supporting fairness, equality and local pride and speaking with a powerful voice.



A future ready council, delivering modern and efficient services that help to deliver our vision for Luton 2020-2040.



Part 1:

Where we are now



About Luton

Luton is a vibrant, modern and diverse town in the East of England. The town has a number of key strengths and assets, from its outstanding location and connectivity to its diverse population, culture and community.

Location

Luton benefits from being in an excellent location, close to the centre of the Oxford-Cambridge Arc, with outstanding connectivity by road, rail and air.



The town is situated next to the M1 motorway and is just ten miles from the M25. Luton has three railway stations, providing access to Central London within 30 minutes, as well as direct journeys to the Midlands and the South Coast of England.

Luton is also home to the UK's fifth largest airport, providing flights to more than 70 destinations across Europe, the Middle East and North Africa for up to 18 million passengers per year.

Luton also has excellent access to greenspace, both within the town and nearby. The town is home to a number of excellent parks, including six with Green Flag status: Wardown, Stockwood, Memorial, Brantwood, Peoples' and Manor Road parks. Luton is also surrounded by outstanding greenspace, including the nearby Chiltern Hills.

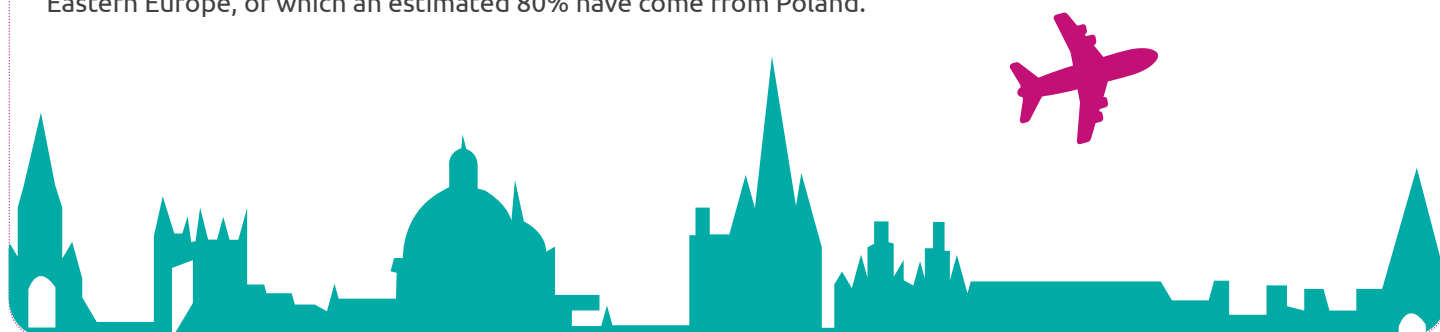
Population

Luton has an estimated population of 213,100 people and is as densely populated as many London boroughs. The estimated population of Luton has fallen slightly for three consecutive years, with around 1,800 less people living in the town than in 2016. Despite this, the population of the town is projected to grow.



Luton has one of the youngest populations in the country, with more than a third of our residents being below the age of 25 and around a fifth below the age of 16. Despite this, the population of the town is projected to age significantly over the next 20 years, with the number of people aged 85 and above expected to almost double.

Luton is a super-diverse town, with no single ethnic origin accounting for a majority of the population. Approximately 45% of the population are White British, with 30% of Asian ethnicity, 10% Black and 10% from other White backgrounds. Luton has many long-established diverse communities of Pakistani, Bangladeshi, Indian, African Caribbean and Irish origins. Since 2004, the town has also experienced an increase in arrivals from Eastern Europe, of which an estimated 80% have come from Poland.



Economy

Luton's economy experienced strong and sustained growth in the years prior to the COVID-19 pandemic. The economy of Luton was worth an estimated £7.5 billion a year at the beginning of 2020, with local GDP per head around nine per cent higher than the national average.

A high proportion of Luton's workforce are employed in sectors such as business administration, manufacturing, transport and property services. London Luton Airport is among the major employers in Luton, supporting thousands of jobs and adding around £1.1 billion to the regional economy at the beginning of 2020. Engineering and manufacturing is also a key sector for employment in Luton, alongside emerging sectors such as digital and creative industries and the green economy.

Median weekly earnings have been increasing in Luton in recent years, however resident's earnings remain lower than workplace earnings in the town. In 2019, around one in four workers in Luton were earning below the Real Living Wage of £9.30 per hour. In November 2020, this increased to £9.50 per hour and the Real Living Wage Foundation are encouraging businesses to implement this new sum by May 2021.

Luton's economy faces significant challenges from the COVID-19 pandemic, with the aviation and hospitality sectors heavily impacted. Six months into the pandemic, Luton had the eighth highest claimant count out of 63 major towns and cities in the UK and the seventh highest rate of furloughed workers.



Education

Luton has a strong education offer for children, young people and adults from schools to higher education. 77.5 per cent of pupils in Luton attend good or outstanding schools and in 2020 Luton was one of the only places in the country with no inadequate schools.

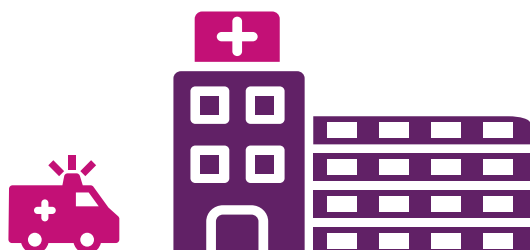
Luton is also home to the University of Bedfordshire, which provides higher education to around 7,000 students per year, as well as two dedicated further education providers, Luton Sixth Form College and Barnfield College.



Health and Wellbeing

Life expectancy for males born in Luton today is 78.1 years whereas for females this is 82.5 years. Both of these are lower than the average life expectancy rates across England of 79.6 and 83.2 years respectively.

Childhood obesity in Luton is particularly high, with 26 per cent of 10-11 year olds classed as obese compared to 20 per cent nationally. Physical activity among adults in Luton is also lower than in other places. Luton also fares worse nationally on many of the wider determinants of health, including deprivation, homelessness and violent crime.



Progress since our last Corporate Plan

Our last Corporate Plan ran from 2017-2020 and was aligned to the delivery of the Luton Investment Framework (LIF).

The Luton Investment Framework

The Luton Investment Framework (LIF), launched in 2016 was a 20-year strategy to attract £1.5 billion of inward investment to Luton. The LIF was delivered with partners in the town across a range of projects and 12 key development sites.

By 2019, the LIF had already surpassed the initial target of £1.5 billion of inward investment and was beginning to transform the town through the creation of new jobs and affordable homes, as well as delivering skills and greater wellbeing for our residents.

Key achievements from the LIF included:

£4.5 billion delivery and forecast



Phase three underway on Butterfield Technology Park

17 million passengers per year at London Luton Airport by 2019

Raised standards at Key Stage Two for reading, writing and maths

Refreshed our approach to Population Wellbeing

£3.5 million renovation of Wardown House and **£1.2 million** refurbishment of the Hat Factory



£150 million investment in the redevelopment of London Luton Airport

Over 300 new homes, with a further **1,400** under construction

The opening of a new **£40 million STEM building** at the University of Bedfordshire in 2019



£1.9 million of investment in skills programmes, including 16x16, Passport to Employment and the Construction Skills Academy



Planning permission granted for a number of key development sites including Bartlett Square, Newlands Park and the Power Court Stadium



Purple flag status for the town centre



Over £1.6 million of funding agreements through Community Led Local Development



Inclusive Growth Commission

Following the success of the Luton Investment Framework, the council established an independent Inclusive Growth Commission to investigate how to ensure that everyone in Luton could benefit from the growth being generated by the LIF.

The commission spoke to more than 500 residents in Luton and gathered a wealth of evidence from a range of partners. In October 2019, the commission launched their final report, which highlighted several key strengths and a number of challenges for the town. These challenges included the impact of poverty on the opportunities and quality of life of our residents.

In their final report, the commission outlined 12 ambitions for Luton, which focussed on developing a productive place, collaborative communities and happy, healthy and successful people. The report contained a series of recommendations, including developing a local wealth building approach, establishing Luton as a real living wage town and measures to tackle poverty, improve the health and wellbeing for our residents and to improve skills and access to employment. These recommendations helped to shape our Vision, Strategy and this Plan.

Financial position and savings

Since 2010, the council has had to find more than £160 million of savings to meet budget pressures due to the reduction of the revenue support grant from central government. Over this period the council's medium term financial planning has been driven by its aim to work alongside residents, organisations and businesses in the town, within the interests of Luton.

By taking early and sometimes difficult decisions, we have been able to maintain many frontline services and have continued to provide value for money to Luton taxpayers. Between 2012 and 2017 we had already managed to find savings of more than £107 million and since 2017 we have taken a further £38 million out of our annual budget.

As well as finding savings, we have also been innovative in increasing our income from other sources since 2017. This has included continued efforts to provide traded services to partner organisations across the country as well as investing in assets such as London Luton Airport. In 2019/20, more than one in every £20 spent by Luton Council came from our London Luton Airport dividend.



Risk Management

Luton Council takes a proactive approach to risk management and seeks to embed risk management into its culture, processes, structure and all of its activities, including project management, to ensure opportunities are maximised, there is effective delivery of services and objectives are met.

The diversity of services offered by the council presents a vast potential for risks of all kinds, including reputational, financial, personal and direct risks to the provision of services to the public. It is essential that the council ensures effective service provision continues through the efficient use of risk management programmes. These programmes need to ensure that the council can achieve its long-term objectives and can discharge its responsibilities to the citizens. In order to do so, it must identify and evaluate the key controls required to manage significant risks, identify any gaps in controls, and take action to mitigate those gaps. It is important to recognise that risk cannot be eliminated, but it must be minimised, and managed.

The council's Risk Management Strategy provides a framework for the effective management of risks and opportunities, which is also an essential part of good corporate governance. The strategy reflects current thinking, best practice and the value of well-recognised principles for risk management, and is reviewed and updated on a regular basis.

A recent addition to the risk management programme is the e-learning training, which is supported by on-line media on how to use the council's risk management software for recording and management of key risks. In response to COVID-19 this has replaced previous classroom based training. The council's key risks are recorded within the Corporate and Departmental Risk Registers, which are regularly monitored and updated by the Risk Owners. The corporate risks are reported to Senior Management, the Internal Governance Group and Audit and Governance Committee for review on a quarterly basis.



Organisational Development

In 2016, we launched our first People Plan 2016-2019. The plan was refreshed and relaunched as a further three year plan 2019-2022. In light of the pandemic, the council's savings agenda and the rapid changes to how and from where we work, the People Plan is again being updated.

Since 2017, we have seen clear progress against these objectives. This progress includes the development of our Career Pathways Programme, participation in the National Graduate Development Programme and the launch of a new recruitment site in 2018. We have also been successful in growing more of our own staff, surpassing our target of 69 apprenticeships in 2017, with 184 apprentices working for the council in 2019/20.

Our new plan will include a target to increase the proportion of our workforce from BAME heritage year on year for the next decade.

We have taken steps to improve performance management in the organisation by introducing a new 'check-in' system for staff appraisals, as well as successfully reducing staff sickness rates to below the public sector average and have also driven down spend and reduced the number of agency and temporary staff. Employees throughout the organisation are also supported by a range of training opportunities, delivered in-house, through our e-learning platform and increasingly through 'blended' learning solutions to fit with increased working from home.

Our workforce continues to benefit from a range of fitness classes, NHS health checks and counselling services as part of our Employee Wellness Programme. In addition, we have put in place more options for flexible retirement, shared cost additional voluntary contributions (AVCs) and opportunities for staff to purchase additional leave to support a healthy work-life balance for our workforce.

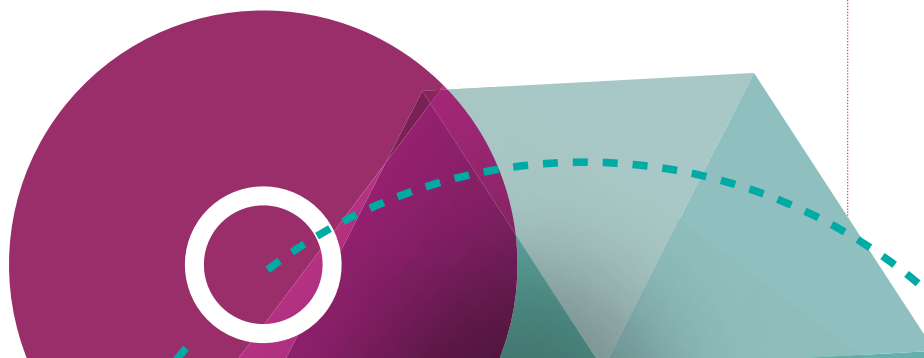
Managing the impact of COVID-19

Since the beginning of the COVID-19 pandemic, Luton has experienced some of the biggest impacts anywhere in the UK. Throughout this period, the council have played a leading role to overcome these challenges, working closely with partners throughout the town as well as national government to protect the health and economic prospects of residents.

During the initial national lockdown, the council worked closely with the community to protect the most vulnerable residents. Together, we provided advice, support and access to food, medicine and other essentials for thousands of residents who were required to shield due to their age or underlying health conditions.

Luton was also among the first places in the country to be placed under local restrictions by Central Government. Again, the council worked closely with businesses and the community to observe these restrictions and where necessary to enforce them. Following the first national lockdown and the ease of measures, Luton was the first local area in the country to successfully drive down the rate of infection and move away from these restrictions, making the town an example of best practice for the whole country.

The pandemic is likely to have a sustained impact on our residents and our economy for some time. Luton is expected to be one of the worst affected areas for job losses, while those from the most deprived backgrounds are at greatest risk of ill health and death from the virus. Continuing to take action locally to prevent the spread of the virus, while delivering on priorities to ensure a strong recovery and to protect the most disadvantaged will be an important ongoing focus for the council.





Part 2:

**Our town-wide vision
for Luton 2020-2040:**

A place to thrive

How we developed our shared vision

Following the launch of the Inclusive Growth Commission's final report in October 2019, Luton Council began an initial open consultation with residents and partners across Luton to shape and co-produce a shared vision for the town for the next 20 years. This vision brings together all of the recommendations from the commission with a clear focus on ensuring that everyone in Luton can benefit from growth so that no one has to live in poverty.

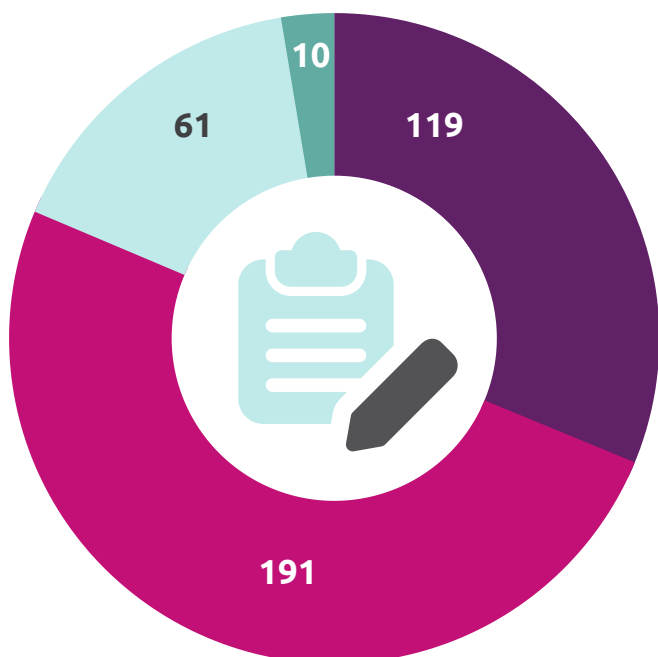
The vision was also shaped by the COVID-19 pandemic and the urgent need to overcome the health and economic impacts of the virus on our town and our residents. As a result, the council brought forward its consultation on an initial vision for the first five years of our journey to 2040.

The council led an in-depth consultation during the summer of 2020, speaking to staff, residents and organisations in Luton and the surrounding areas through a series of virtual consultation sessions as well as receiving responses to online surveys.

Altogether, the consultation received more than 200 responses from members of the public as well as 119 from representatives of organisations across the public, private and voluntary sectors. In addition, 136 residents also contributed to a survey telling us about the impact of COVID-19 on their household finances, helping to shape the vision and priorities. We also received 61 responses from members of staff from different parts of the organisation.

These responses have helped to evolve and shape our final vision and priorities for Luton 2020-2040. The responses are summarised in our consultation report along with the resulting changes made to the vision. We are able to demonstrate that we listened to our residents and partners and have made the necessary changes to the vision enabling everyone to be part of shaping and co-producing the final vision.


Participants in the Luton 2040 Consultation



 Members of the public (aged 25 and over)

 Luton Council staff

 Young people (ages 0-24)

 Public, private and voluntary organisations

- More than **500 residents** spoke to the Inclusive Growth Commission in 2019.
- The Luton 2040 vision consultation received **381 responses** from residents and organisations in 2020.
- **61% of people** said they agreed that the vision set the right ambition for the town.
- Between **72% and 87% of people** said they agreed with each of the strategic priorities individually.

Our unifying mission: No-one in poverty

At the heart of the vision for Luton is a single-unifying mission for everyone in Luton to work together to ensure that everyone can thrive and no-one has to live in poverty. The impact of poverty in Luton was highlighted by the Inclusive Growth Commission's report and our initial analysis shows that around one in three families in Luton were living below a decent standard of living at the beginning of 2020.

The COVID-19 pandemic has further demonstrated the scale and significance of poverty in Luton as well as laying bare many of our most stark and interconnected challenges, including health inequalities, insecure work and the quality and affordability of housing.

Securing a strong economic recovery to protect jobs, incomes and businesses, as well as protecting our most disadvantaged residents must therefore be our immediate priority for the next three years as we overcome the COVID-19 pandemic. This will enable us to lay the foundations to deliver on our long-term ambition for the town by 2040.

Underlying commitments at the heart of our vision

As well as addressing the impact of poverty, the vision includes three underlying commitments that are reflected within the strategic priorities.

Tackling inequality – A town built on fairness

Tackling inequality is at the heart of the challenge we face in ensuring that everyone in Luton has the opportunity to thrive and no-one has to live in poverty. To achieve this we will need a clear commitment to delivering more equitable outcomes for all our residents, as well as ensuring that everyone in Luton has the power to shape the future of the town.



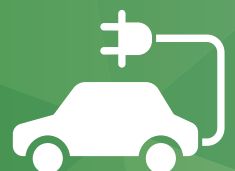
The future of our young population – A child-friendly town

Giving our children and young people the best start in life is essential if we are to ensure that in future, everyone in our town can thrive and no-one has to live in poverty. This commitment will focus on ensuring that Luton is recognised as a UNICEF child-friendly town, where children and young people aged 0-24 can grow up safe and secure, with a voice that matters and the opportunities they need to thrive.



The impact of climate change – A carbon neutral town

The future prosperity of our town and its residents relies on all of us taking bold and decisive action to ensure that Luton is a sustainable place for years to come. The council set out an ambition to make Luton a carbon neutral town by 2040 – 10 years ahead of the national target. With this commitment at the heart of the vision we will work in partnership to ensure that our homes, our infrastructure, our businesses and our airport are all sustainable.





Part 3:

**Delivering on our
town-wide vision**

Luton 2020-2040

How we will drive system-wide delivery

The Luton 2020-2040 vision will be delivered through a partnership approach, which encompasses all businesses, communities, voluntary and public sector organisations throughout the town. Luton Council has an important role to play in leading this partnership work across the town.

We will do this through the facilitation of two strategic partnership boards – the Inclusive Economy Board and the Health and Wellbeing Board. Each board contains representatives of various sectors throughout Luton that are relevant to their respective roles. In each case, the boards will plan and set out a number of initiatives relating to various work streams to achieve the Luton 2040 vision.

Each of these boards and their respective sub-boards will meet regularly throughout the year with shared responsibilities and initiatives being brought together through the respective chairs at the Luton 2040 Board. The council will also host a bi-annual summit of the two boards and their respective sub-boards to meet and discuss shared responsibilities.

The council will work with each of these boards, sub-boards, their members and any subsequent action groups to implement these initiatives throughout Luton. The council will do this through both its elected members and council officers. This will include: chairing meetings, representation on the boards and sub-boards, officers providing strategic policy advice and relevant data, and by providing administrative support to meetings. The council will also demonstrate leadership by example wherever possible with its own actions as an organisation.

Health and Wellbeing Board

The Health and Wellbeing Board will focus on improving the quality of life of all our residents and reducing inequalities so that everyone in the town is able to live a healthy life and reach their full potential. This board will be responsible for driving the Population Wellbeing Strategy to reduce health inequalities and protect the most disadvantaged in our community. The vision and actions are taken forward through the three delivery boards that report to the Health and Wellbeing board and include: The Transformation Board; The Health Inequalities Delivery Board and the Children's Improvement Board.

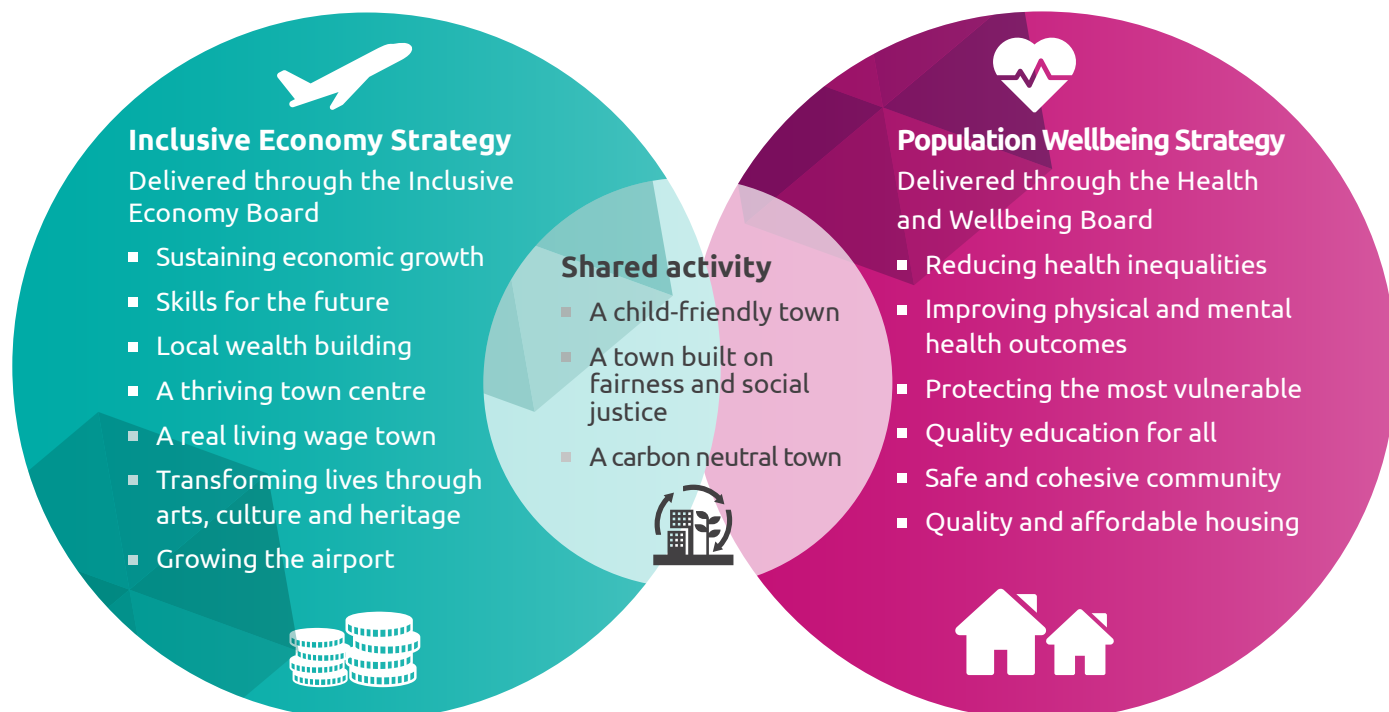
Inclusive Economy Board

The Inclusive Economy Board will focus on securing our economic recovery from COVID-19 as well as building a more inclusive economy in which all our businesses and residents can thrive. To achieve this, the board will be responsible for driving the town's Economic Recovery Plan and the Inclusive Economy Strategy. The vision and actions of the board will be driven through a number of sub-boards and groups including the Employment and Skills Partnership Group and the Progression and Transition Board.



Shared activity

The commitments at the heart of our town-wide strategies for Luton 2020-2040 will be shared responsibilities for both the Health and Wellbeing Board and the Inclusive Economy Board. These commitments are to make Luton a child-friendly town, a carbon neutral town and a town built on fairness and social justice. These commitments will therefore underpin the work of both boards and strategies.



How we will deliver as an organisation

As well as our role in leading the system-wide delivery of the vision, we must play our part as an organisation to deliver towards the vision through all of our services.

This Corporate Plan sets out how we have aligned our mission and strategic priorities to the Luton 2020-2040 vision. All of our services, teams and staff will also align their service plans, team plans and strategies to the mission and priorities set out here (see Part 5 of the Corporate Plan).



Our mission and strategic priorities for 2021 – 2023

Our mission statement and strategic priorities are aligned to the vision for Luton 2020-2040. This will ensure that our focus as an organisation is on delivering the vision through our services and in partnership with everybody in the town. This is a vision for the town, driven in partnership through the Health and Wellbeing Board and the Inclusive Economy Board.

Five of these strategic priorities are directly aligned to the priorities to achieve the Luton 2020-2040 vision, with an additional organisational priority focussed on ensuring that our council is future-ready to deliver on the vision over the next 20 years.

Our Mission:

To work with everybody in our town to lay the foundations to deliver on our vision. Luton will be a healthy, fair and sustainable town where everyone can thrive and no-one has to live in poverty.

Our Strategic Priorities

Securing a strong economic recovery from COVID-19, which protects jobs, incomes and businesses and enables us to build a more inclusive economy.



Protecting the most disadvantaged in our town by prioritising services and interventions that alleviate the impact of poverty and reduce health inequalities.



Making Luton a child friendly town, where our children and young people grow up feeling happy, healthy and secure, with a voice that matters and the opportunities they need to thrive.



Becoming a greener and more sustainable town, to meet our long-term ambition to be carbon neutral and climate resilient by 2040.



A strong and empowered community supporting fairness, equality and local pride and speaking with a powerful voice.



A future ready council, delivering modern and efficient services that help to deliver our vision for Luton 2020-2040.



Strategic priority: Securing a strong economic recovery from COVID-19, which protects jobs, incomes and businesses and enables us to build a more inclusive economy.



Through this strategic priority, we will continue to focus on securing Luton's economic recovery following the COVID-19 pandemic, while setting the important foundations to reform our local economy so that everyone can benefit from future growth and prosperity in the town.

For this strategic priority, we will focus on delivering on each of the target outcomes set out in the Luton 2020-2040 vision:

- A skilled workforce that meets the needs of local employers
- More of our residents in high-value, well-paid jobs within Luton
- Diversifying our economy by supporting and growing key sectors including the green economy, digital, creative industries, manufacturing and aviation
- A thriving town centre with the right mix of office, retail, residential and leisure space
- More money spent locally, with increased social value from the public sector and anchor institutions

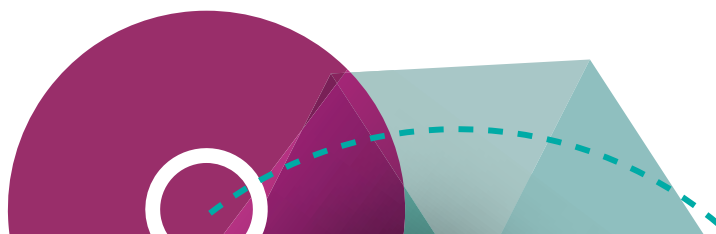
A skilled workforce that meets the needs of local employers

To deliver a skilled workforce that meets the needs of local employers we will bring forward a new Employment and Skills Strategy. Following a 2019 skills audit, which identified the skills gaps in our local economy. We will continue to work with employers to shape this strategy, mapping out the future needs of our economy, including in relation to digital skills and the zero-carbon economy.

We have established an Employment and Skills Partnership Group to shape and co-produce the strategy and deliver on the action plan. Alongside this, we will encourage employers to make use of various skills and employment schemes such as Luton's Career Hub, apprenticeships and the government KickStart Scheme.

As part of the Employment and Skills Strategy, we will bring forward our Employment Support Hub and the continuation of our Passport to Employment programme to support residents to develop skills and get back into work.

As an organisation, we will continue to support the development of our own staff through our People Plan. This will include the continuation of our apprenticeship and graduate opportunities within the council, alongside work experience placements.



More of our residents in high-value, well-paid jobs within Luton

To enable our residents to access high-value, well-paid jobs we will continue to work with partners through the Inclusive Economy Board to make Luton an attractive destination for employers and we will use our Employment and Skills Strategy to enable residents to access these jobs. We will also work with partners to encourage more local recruitment and to overcome barriers to employment facing residents.

We will also work with employers to make Luton a Real Living Wage town to prevent our residents from experiencing in-work poverty. Through the Inclusive Economy Board, we will work with businesses to develop a Good Business Charter, to deliver more jobs that pay the real living wage and where possible the Luton living wage. We will put this commitment at the heart of our community wealth building approach to generate buy-in from employers across the town.

As a council, we will set a clear example by ensuring that all our staff are paid the real living wage and we will actively promote other organisations across Luton who are also living wage employers. Through our progressive Procurement Strategy and social value work, we will also encourage all our suppliers to also pay the real living wage.

Diversifying our economy by supporting and growing key sectors including the green economy, digital, creative industries, manufacturing and aviation

Through our Economic Recovery Plan we will continue to work with businesses and organisations throughout our local economy to open safely in line with COVID Secure guidance. We will also support the recovery of businesses by administering government loans and grants and by working together to source additional funding for specific sectors. Our immediate priority will be to ensure a strong recovery for key sectors that have been impacted by the pandemic, including aviation and hospitality.

As we move beyond the pandemic, we will focus on growing these key sectors, alongside emerging sectors such as the green economy and digital and creative industries. To support the growth of creative industries we will develop a new Heritage Strategy for the town to increase participation and create new opportunities for investment and tourism. This will sit alongside our refreshed 10-year Arts and Cultural Strategy for Luton.

We will work with partners through the Inclusive Economy Board to develop sector specific programmes for start-ups, business growth and innovation. We will work collaboratively to identify new funding and to build local partnerships between business and academia to support innovation.

A thriving town centre with the right mix of office, retail, residential and leisure space

Town centre regeneration is at the heart of our shared vision for a place where everyone can thrive. We will work with town centre businesses to deliver our Town Centre Recovery Plan to protect local businesses and make the town centre safe for residents and visitors.

We will also bring forward our Town Centre Masterplan to transform our town centre to meet the needs of everyone in Luton. This plan will focus on ensuring that we have the right mix of uses in our town centre.

We will also work with partners through the Inclusive Economy Board to promote our town centre to visitors and potential investors, using targeted campaigns through our Think Luton Communications Strategy.

The town centre is also important for our wider population wellbeing agenda linked to housing, active travel and a better environment.



More money spent locally, with increased social value from the public sector and anchor institutions

A local wealth building approach will be central to building a more inclusive economy, by keeping more of our collective spend within Luton and by generating real social value through procurement.

The council will continue to set a clear example through our new procurement strategy, which aims to increase our local spend from 25 per cent to 70 per cent by 2023/24. Our strategy will also increase the proportion of our procurement spend with local SMEs and will encourage our suppliers to employ and develop local people, buy from local supply chains and reduce environmental harm.

We will work closely with anchor institutions and large employers in the public sector to adopt a collaborative procurement approach that keeps more of our collective spend within Luton and to take forward our social value framework. This framework will maximise opportunities for social value through procurement, including a buy local approach, real living wage, support local people into employment and supporting wider environmental and health outcomes for the town.



Strategic priority: Protecting the most disadvantaged in our town by prioritising services and interventions that focus on prevention, alleviate the impact of poverty and reduce health inequalities.

This strategic priority will ensure that we focus on improving the quality of life for all our residents. The Population Wellbeing Strategy will lead this priority and ensure Luton is an equitable place where people thrive, have the opportunity to live a healthy life mentally, socially and physically; and are able to maximise their potential.

Alongside this, we need to ensure that we protect the most disadvantaged in our town and to continue to support the most vulnerable in our society. This priority will also focus on addressing the health inequalities that prevent people from reaching their full potential.

For this strategic priority, we will focus on delivering on each of the target outcomes set out in the Luton 2020-2040 vision:

- Better and more equal healthy life expectancy for residents across Luton
- More of our residents will live in good quality and secure housing
- More of our families will be financially sustainable and fewer will experience being in crisis
- Greater support for mental wellbeing and reduced social isolation for people of all ages
- A safer community with fewer cases of domestic abuse, serious violence and drug and alcohol related harm



Better and more equal healthy life expectancy for residents across Luton

The impact of COVID-19 has further highlighted the significant health inequalities that exist within Luton. Addressing these inequalities is vital if we are to give everybody in Luton the opportunity to thrive and ensure that no-one has to live in poverty.

We will work with partners through the Health and Wellbeing Board and its delivery boards to deliver the actions in the Population Wellbeing Strategy. These plans will focus on addressing prevailing inequalities and wider issues that impact physical and mental wellbeing with the overall aim of achieving better and more equal life expectancy for residents across our town.





More of our residents will live in good quality and secure housing

Improving the quality and security of housing for residents will be an important aim to reduce health inequalities and tackle poverty.

Through our Housing Strategy and Local Plan, we will work with developers to deliver at least 425 new homes per year for residents. The council will directly contribute to this by building 250 new homes by 2023, through its housing company, Foxhall Homes and our new council housebuilding programme. We will also continue to work with partners to ensure that we have the right homes of good quality, by encouraging the development of more large homes for families in the town.

We will continue to invest in our existing council homes to improve quality, energy efficiency and to reduce fuel poverty. Our enforcement teams will continue to drive up the standards in the private rented sector through selective licensing and measures to tackle rogue landlords. We will also work in partnership across the sector to support the delivery and adaptation of more homes to meet specialist needs for people with disabilities, learning disabilities, older people, care leavers and victims of domestic abuse.

We will also continue to work closely with partners to tackle homelessness and rough sleeping through the delivery of specialist support and a Housing First Scheme. We aim to eradicate rough sleeping and to reduce the number of households in temporary accommodation to under 900 by July 2022.

More of our families will be financially sustainable and fewer will experience being in crisis

To prevent people from falling into poverty and long-term cycles of deprivation we will focus on ensuring that more of our families are financially sustainable with preventative measures to stop them from falling into crisis.

As a council we will continue to play an important role through the delivery of Universal Credit and other types of financial support to those in need. We will also provide additional wrap around support to tackle issues such as debt, housing and unemployment.

We will work closely with partners through Luton Access and the Luton Poverty Action Group to share insights and work collaboratively to prevent families from falling into poverty.

Greater support for mental wellbeing and reduced social isolation for people of all ages

Providing greater support for mental wellbeing and to reduce loneliness and social isolation is especially important following the impact of COVID-19.

Through the Health and Wellbeing Board and its delivery boards we will work with partners to provide support for people of all ages suffering from mental ill health. This will include working with partners and using the evidence to inform a system-wide mental health strategy including a focus on prevention. We will also work with partners to tackle loneliness and isolation to ensure that carers, social care users and our most vulnerable residents have regular social contact – including through continuing to develop the social prescribing service.

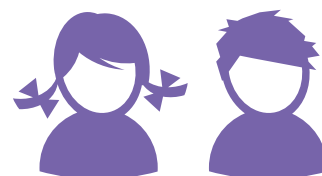
A safer community with fewer cases of domestic abuse, serious violence and drug and alcohol related harm

Supporting a safe community is essential if we are to enable our residents and businesses to thrive. To achieve this we will focus on some of our most serious and prevalent types of crime that are linked to deprivation in our community.

We will deliver a new Community Safety Partnership Plan with partners across Luton, including our emergency services and the voluntary and community sector. This plan will focus on tackling the challenges of domestic abuse, serious violence and drug and alcohol related harm to drive down crime and reoffending rates and strengthen the perception and reality of safety in the town. This work links clearly across to the Health Inequalities Delivery Board to ensure a continued focus on inequalities through the delivery of the plan.



Strategic Priority: Making Luton a child-friendly town, where our children and young people grow up feeling happy, healthy and secure, with a voice that matters and the opportunities they need to thrive.



Giving our children and young people the best start in life is at the heart of our shared vision for Luton. Through this strategic priority we will work with everyone in the town to ensure that Luton is recognised as a UNICEF child-friendly town where are young people (aged 0-24) have the best chance to thrive in later life.

For this strategic priority, we will focus on delivering on each of the target outcomes set out in the Luton 2020-2040 vision:

- All of our children and young people will be able to access services that keep them safe and secure
- Reduced health inequalities for all our children and young people
- Children and young people with SEND will have the same opportunities as non-disabled children and young people
- Excellent educational outcomes and increased aspiration and achievement for our children and young people
- Our young people will have a voice that is heard and that matters

All of our children and young people will be able to access services that keep them safe and secure

Keeping children and young people safe and secure is essential for us to give them the best start in life. Our Children's Improvement Plan will deliver on this outcome to ensure that our children's services are rated as good or outstanding by Ofsted.

Our children's services team will work with families and partners to ensure that children and young people can remain safe and with their families, with their physical, emotional and mental health needs being met. Where children and young people cannot remain safely within their families we ensure that they can remain close to home, so that they can maintain existing relationships and support networks, where appropriate.

We will work with partners through our Community Safety Partnership to protect young people from issues such as serious youth violence, drug and alcohol related harm and abuse. We will also support our young people as they transition into adulthood by providing them with information and specific support with transition into education, employment and training so that they are able to thrive in later life.



Reduced health inequalities for all our children and young people

The Population Wellbeing Strategy includes a specific focus on starting and developing well for children and young people. Alongside the work of the Health Inequalities Delivery Board, we will work to reduce health inequalities for young people across Luton.

This will include particular focus on issues such as mental wellbeing, child healthy weight and tooth decay – where there is particularly high need in Luton and a clear link to inequalities and deprivation.

We will deliver on existing strategies such as the Child Healthy Weight Strategy and the Luton Food Programme, with partners including businesses, schools and health providers to reduce these inequalities.

We will work with partners to ensure that children and young people are growing up in a healthy environment, by tackling issues such as poor quality housing that can impact upon their wellbeing.

Children and young people with SEND will have the same opportunities as non-disabled children and young people

Supporting children and young people in Luton with Special Educational Needs and Disabilities (SEND) is an important aim if we are to give all our children and young people the best start in life.

Our SEND Strategy sets out six key outcomes to support all children and young people with SEND and their families. These outcomes will enable children with SEND to be safe, independent, physically and mentally healthy, an active part of the community with a voice that is listened to and the opportunity to be the best that they can be.

Our SEND Strategy will deliver on each of these outcomes and support more than 5,700 children and young people with SEND who attend schools in Luton.

Excellent educational outcomes and increased aspiration and achievement for our children and young people

To provide the best start in life we will also deliver on the target outcome within our shared vision to raise aspirations and achievement for all our children and young people.

Through our Education Strategy we will work with schools, education providers, the Children's Trust Board and other partners in the town to increase aspiration, matched by quality schools and educational outcomes.

We will aim to make sure that all children in Luton attend a good or outstanding school, while continuing to ensure that none of our schools are inadequate. We will focus on improving school readiness by using early intervention to address issues around communication and language skills in early years. These actions will translate into better educational outcomes for children and young people throughout their schooling.

Through our Inclusive Economy Board and the Employment and Skills Partnership Group, the Progression and Transition Board and the Luton Careers Hub, we will work with our education providers and businesses to identify opportunities for young people to raise aspirations, develop skills and find employment opportunities and we will support young people where necessary to transition into education, training or employment.

Our young people will have a voice that is heard and that matters

Like all our residents we will focus on giving our children and young people a voice that is heard and that matters.

As an organisation, we will continue to develop our Young People's Council to give children and young people a key role in influencing our priorities and decision-making. We will also aim to generate more engagement with young people in our consultations and will continue to work with our Looked After Children panel, as well as children and their families to co-produce the services that they use.

We will also encourage our partners to promote the voices of children and young people and will ensure that both of our strategic partnership boards for Luton 2020-2040 include representation from our Young People's Council to support this.

Strategic Priority: Becoming a greener and more sustainable town, to meet our long-term ambition to be carbon neutral and climate resilient by 2040.

This strategic priority will deliver on our commitment to ensure that Luton responds to the climate emergency by becoming a carbon neutral and climate resilient town by 2040. The council will play a leading role in shaping and delivering a Climate Change Action Plan with residents and organisations throughout Luton.

For this strategic priority, we will focus on delivering on each of the target outcomes set out in the Luton 2020-2040 vision:

- Net zero carbon emissions from organisations, households and the council which will also include improving the energy performance of council owned buildings, encouraging reduction in waste and recycling, accelerated tree planting, improved natural green spaces and other green infrastructure and be delivered and supported by reskilling, retraining and conducting research to accelerate the move to a net zero economy
- Better air quality enjoyed by people across Luton
- A greener transport network that supports employment and increased use of sustainable travel across Luton
- Increased walking and cycling by residents, workers and visitors in the town
- The most sustainable airport in the UK



Reduced net carbon emissions from organisations and households

The commitment to being a carbon neutral town is at the heart of our shared vision for the future of Luton. This will require everyone in the town, including residents and organisations across the public, private and voluntary sectors to reduce their net carbon emissions.

The council has already played a leading role in declaring a climate emergency and setting the challenge for the town and has worked closely with residents and partners to shape a Climate Change Action Plan for Luton.

We will work with businesses across Luton to reduce emissions and create a low carbon economy by making environmental impacts a key element of our social value framework. We will also work with households, landlords in the private rented sector and developers to improve energy efficiency standards in homes and broader mixed-use developments across Luton. We will also continue to encourage residents to waste less and recycle more, while working with schools to strengthen education around climate change for our young people.

As a council, we will also play our part in reducing our emissions. We will continue to upgrade council buildings and council-owned homes to be more energy efficient, utilising technology such as low carbon lights and renewable energy sources. We will also accelerate the use of battery-powered tools and other measures to reduce energy use among our parks teams, as well as developing more programmes for LED street lighting.

For all the council vehicle fleet, we are looking to move away from diesel and swap to a cleaner gas to liquid fuel. This new fuel is free from metals, sulphurs and aromatics; it uses natural gases as opposed to crude oil and testing of this fuel has shown a reduction in NOX emissions of up to 46 per cent. Alongside this, we are currently reviewing and testing suitable electric light vehicles with a view to start introducing them into certain operations.

The council are looking at a number of new, innovative ways to reduce carbon and become greener. Across the town, we will accelerate tree planting, green spaces and other green infrastructure. This will include accessing funding opportunities to protect and maintain parks and green spaces; installing green roofs and walls to council buildings; endeavouring to achieve more Green Flag status parks and encouraging more community initiatives and projects and accelerate the provision of new green infrastructure and address inequalities of access to local green spaces.

We will continue to use our influence as a large employer to change staff behaviour to reduce waste and energy usage within the council and we will ensure that our procurement policies and contracts reduce environmental harm in supply chains.

This strategic priority will be supported and delivered by reskilling, retraining and conducting research to accelerate the move to a net zero economy. We will maximise the opportunities to access existing assistance such as the National Skills Fund, the National Retraining Scheme and the Apprenticeship Levy to accelerate low carbon skill development to help and assist reskilling and re-employment in Luton.

Better air quality enjoyed by people across Luton

Better air quality is an important outcome for this strategic priority that will directly improve the quality of life for our residents.

To achieve this we will continue to focus on air quality monitoring for poor air quality in the town in particular looking at areas around schools. This will ensure we take an intelligence led approach, using reliable data to address this challenge.

We will consider a range of options to improve air quality in various locations, the most important is to encourage behavioural change and we will include actions to discourage car usage in certain areas such as the town centre and close to schools. The Town Centre Masterplan will take into account traffic management to reduce pollution caused by congestion and we will work with schools to manage traffic and discourage car use.

We will also consider options such as neighbourhood consolidation zones to reduce traffic in certain areas of high pollution. In addition we will continue to investigate opportunities for tree planting and natural grasslands on council owned land.

A greener transport network that supports employment and increased use of sustainable travel across Luton

Providing a greener transport network is an important outcome that will help to reduce carbon emissions and improve air quality for residents.

Our new Transport Strategy will enable people in Luton to choose more sustainable forms of transport that support access to employment and opportunities and improve their quality of life. We will work collaboratively with government agencies, transport providers and other partners in Luton and the wider region to deliver this strategy.

The strategy will promote improvements to local and regional connectivity and encourage a shift from private vehicle use to public transport as well as walking and cycling. We will work with businesses to support and encourage the development and implementation of sustainable travel plans and we will also work with partners to expand the provision of electric vehicle charging points in the town and we will consider more schemes that promote electric vehicle usage by our staff and residents. In addition, we will consider options to move towards more electric vehicles within our own fleet.

The Luton DART will be operational by early 2022 to support more sustainable travel to the airport and we will work with partners to encourage more passengers to arrive by rail. We will also continue to engage with bus and taxi companies to explore options to move towards more electric and hybrid vehicles in the town.

Increased walking and cycling by residents, workers and visitors in the town

As well as encouraging a shift from cars to more sustainable vehicles and public transport, we will also aim to increase walking and cycling by residents in the town so that becomes the norm.

Our new Transport Strategy focusses much more on sustainable travel and will help steer the investment towards alternative modes of transport away from cars. We will aim to deliver a healthy streets approach, where people are able to walk and cycle, while feeling safe and relaxed. This approach will also focus on ensuring that our town is attractive, with things to see and do and places for people to rest.

We will continue to identify ongoing sources of funding following the pandemic to invest in more safe cycle and walkways and we will work in partnership with the local Cycling Forum and partners regionally and nationally to develop schemes to encourage more cycling. This will include work with partners to increase the number of cycle trainers and extend provision for cycle training to secondary schools and adults.

The most sustainable airport in the UK

To achieve this ambitious priority, we recognise that our airport will need to play a critical role across the board. London Luton Airport has set out its ambition to be the most sustainable airport in the UK and will develop and deliver its own action plan to achieve this.

This action plan will focus on reducing emissions, improving air quality and encouraging a shift to more sustainable transport options for passengers to travel to and from the airport. We will work in partnership with our airport company, the airport operator and partners to strengthen the sustainability of the airport, its suppliers, the aviation industry, airport businesses and the transport network as a whole.



Strategic Priority: A strong and empowered community supporting fairness, equality and local pride and speaking with a powerful voice.

This strategic priority will focus on building on the strength of our community to co-produce and deliver on our commitment to be a town built on fairness. We will work with our whole community and civil partners to promote equality and local pride and to establish a powerful voice for all our residents to shape the future of our town.

For this strategic priority, we will focus on delivering on each of the target outcomes set out in the Luton 2020-2040 vision:

- A town built on fairness with equitable outcomes for all our residents
- A continually cohesive community where our residents get along well with each other
- A meaningful voice for all our residents to shape the vision and direction of our town
- Increased social responsibility and civic pride throughout our community
- A thriving voluntary and community sector that enables our residents to support themselves and each other



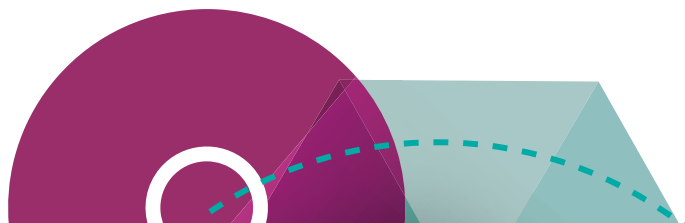
A town built on fairness with equitable outcomes for all our residents

This outcome will focus on the commitment at the heart of our shared vision for Luton to be a town built on fairness and social justice.

As an organisation, we will establish a new Social Justice Strategy based on the principles and values of equality, cohesion and inclusion to underpin and shape our town-wide vision for Luton 2020-2040. We are committed to ensuring that our culture clearly reflects these principles and the diversity of our community, and services are designed to be accessible for all and provide for those who need them most. Our staff will be supported and enabled to deliver all our services with fairness and mutual respect, and to work to overcome unconscious bias, supporting residents to overcome barriers to accessibility such as disability, learning disabilities, physical and mental impairments and language restrictions.

We will work with citizens and partners in the voluntary and community sector to establish a programme of activity and constructive debate based on the equity roundtable approach used in Buffalo, New York. This will identify structural inequalities facing people in our community, and drive actions through our 2040 agenda to break down these barriers and deliver fairness and equity for all.

We will work with partners to ensure that services delivered throughout Luton are accessible and to ensure that Luton is a disability friendly town, based on the criteria used for the European Award for Accessible Cities.



A continually cohesive community where our residents get along well with each other

One of Luton's greatest assets is its strong, diverse and cohesive community. It is the foundation of resilience in challenging times, and this has been demonstrated particularly during the COVID-19 pandemic.

We will continue to support and work alongside our community as we move through the pandemic and will actively protect and strengthen this cohesion through our Social Justice Strategy. We will continue to develop our partnerships to promote this positive vision of our town and local identity based on our shared principles and values.

A meaningful voice for all our residents to shape the vision and direction of our town

The voice of our residents was central to shaping our town-wide vision for Luton 2020-2040 and we will focus on ensuring that residents continue to have a powerful and meaningful voice to shape the future of the town and the services provided by our council.

We will strengthen our work to enable social inclusion and civic participation, and establish a new Citizens' Forum to help inform and shape the 2040 programme. Aligned with our wider approach to ward and area level community engagement and involvement, and as a key part of our new community-led equity programme, the Forum will enable citizens to express their views and help to shape the future direction of the 2040 vision.

We will ensure that we promote a culture of inclusion and accountability across all our services and partnerships, so that their users and all our residents can shape how they are delivered and respond to their specific needs, and that their insight is actively sought and used to drive improvement.

Community leadership is at the heart of our Luton 2020-2040 vision and the Corporate Plan. Our elected members have a lead role in this process. They are well connected and respected in their communities and play an important leadership role by setting an example to others to influence positive behaviour change; disseminating key council information through their contacts and networks; and engaging with their constituents in order to solve problems and listening to feedback which can be used to improve service delivery.

We will also continue to engage with residents through a range of other methods, including our Tenants Participation Group, council and town-wide consultations and our annual perceptions survey. We will aim to improve how we generate, coordinate and make use of community feedback to promote social inclusion, empower citizens and service users, and tackle inequalities.

Increased social responsibility and civic pride throughout our community

The strong sense of community spirit, mutual aid, solidarity and cohesion in Luton that has been even more apparent during the pandemic presents a clear opportunity to develop greater civic pride and social responsibility across our town. This will be an essential asset for achieving our vision for working together to develop a cleaner, greener and more attractive town where everyone can thrive.

We will continue to work with our voluntary and community sector to encourage and enable activity that supports civic pride, such as volunteering, help for vulnerable people, and neighbourhood clean-ups. We will support our residents to be able to play their part in meeting our other objectives by contributing to our local economy in all its aspects, protecting and improving our environment, and caring for each other.

As a council, we will also continue to play our part in making Luton an attractive place to live, with continued focus on our street cleaning services, our parks and greenspaces and our town centre.

A thriving voluntary and community sector that enables our residents to support themselves and each other

Working with our outstanding voluntary and community sector and enabling our residents to support themselves and one another are essential aspects of our goal and is an important aim to help tackle poverty in our town. This is especially important as significant pressures on resources and rising demand for services combine to present increasing challenges following the COVID-19 pandemic.

We will build on our existing relationships to co-produce approaches to building capacity and self-reliance so that our community has even greater skill, strength and commitment to support itself, with the council continuing to provide additional support that the community itself cannot provide.

We will build a stronger relationship with our voluntary and community sector through our new equity programme and commitment to Social Justice, and use this collaborative approach as a focus for shaping the commissioning of council and partnership services. We will work with our partners to identify where the sector is able to provide more effective and efficient services and improve equitable outcomes, and through the transfer of assets to keep buildings and services open where there is need.

We will also adopt a community hub model to utilise existing building stock to operate across five strategic community areas within Luton. The aim of these hubs is to build more cohesive and resilient communities by providing better and more accessible and integrated partnership services to Luton's most vulnerable residents.





WELCOME
TO LUTON

Part 4:

**Organisational Strategic
Priority:**

A Future Ready Council

Strategic Priority: A future ready council, delivering modern and efficient services that help to deliver our vision for Luton 2020-2040.

Future ready: Getting match-fit to deliver Luton 2020-2040

Alongside the strategic priorities that are directly aligned to the vision, this additional strategic priority will focus on ensuring that our organisation is match-fit to deliver on the vision for Luton over the next 20 years.

Our Future Ready programme, driven by the council's Future Ready Board will be responsible for ensuring that our organisation has the right structure, resources and culture that it needs to deliver good quality services that meet our ambitions for Luton 2020-2040.

Our new Corporate Plan and organisational restructure will ensure that our services are aligned to the vision and that we have the right people in the right jobs to deliver our strategic priorities. We will also ensure that we continue to have the best processes in place for governance and accountability to provide effective leadership and performance management across our services.

Through our People Plan we will continue to develop our workforce so that our staff are equipped with the right skills, training and motivation to deliver high-quality services. Our workforce will be more representative of our community and alongside this be agile and collaborative to deliver crosscutting work throughout our organisation.

The Future Ready programme will also continue our council's transformation journey, building on the success of recent years. Our services will be designed with a focus on prevention and early intervention, as well as enabling customers to help themselves by providing more digital and easy to use services.

All of our decision-making and services will be intelligence-led, using data and insights to evaluate the impact and value of our policy decisions. Our corporate values will also be at the heart of our decision-making and the way that we work and engage with partners and residents.

The sustainability of our organisation and its services is paramount and if we are to continue delivering on our ambitions for Luton 2020-2040. Future Ready will continue to drive important efficiency savings throughout our organisation to deliver lean and high-quality services.



Our corporate values: A council that cares



Our corporate values were developed by staff from across our organisation. These values reflect our determination to be a council that cares about our residents, our partners and our colleagues.

As an organisation, we will put our corporate values at the heart of everything we do. Our values will underpin the decisions we make and the ways in which we interact with our residents, staff and partners.

We will be:

Collaborative – We will work together across our organisation with all our service areas and teams playing their part to deliver on our strategic priorities. We will also demonstrate this value by working closely with our partners and our community through our two strategic partnership boards, enabling everyone in Luton to work together to achieve our shared vision for Luton.

Ambitious – Along with our partners and residents we have set an ambitious and inclusive agenda to ensure that everyone in Luton can thrive and no-one has to live in poverty. This ambition is reflected in our mission and strategic priorities to ensure that we drive great outcomes from all our services and throughout the Luton system.

Respectful – We recognise the challenges that are faced by people throughout our community and the barriers that we must overcome to make Luton a fairer town where all can thrive. Respect for one another will be at the heart of our decision-making and our engagement with residents, staff and partners and we will endeavour to be open, honest and constructive in our approach to tackling these challenges.

Empowering – We will empower our staff and our partners to take decisions and carry out interventions that have a positive impact on the lives of our residents, placing trust in their knowledge and expertise. We will also empower our community to be active, resilient and socially responsible in supporting one another and enable our residents to have a meaningful voice to shape the future of our town.

Supportive – Supporting everyone in Luton will be at the heart of our mission to enable everyone to thrive. We will support our staff and our partners with the resources they need to provide high-quality services for our residents. We will also support all of our staff and our residents with the opportunities they need to reach their full potential.

Our People Plan: Workforce and organisational development

The People Plan 2021-2024 will set out how we intend to recruit, develop and enable our workforce to deliver our mission and strategic priorities. It is an important strategy to being Future Ready to deliver on the vision for Luton 2020-2040. The People Plan is designed to ensure that our workforce is well equipped to deliver against the strategic priorities set out in this Corporate Plan, through effective recruitment, training and support for all our employees.

The People Plan focusses on:

- Planning and managing talent to ensure a high-performing, skilled and motivated workforce
- Progression routes, with training and development opportunities for employees to advance their careers within the council
- A range of employee benefits and schemes
- Providing digital tools to enable agile working and to increase efficiency
- Ensuring managers are able to lead, manage and improve performance of individuals, teams and services
- Supporting our workforce with accessible, timely and inclusive learning opportunities
- Value-based decision making and leadership
- Employee wellbeing and embracing diversity and inclusion

Attraction, recruitment and retention

To deliver our ambitions it is important that we are able to attract, recruit and retain the very best people for the roles we need. As an organisation, we believe in growing our own talented people to be successful in their roles.

The People Plan aims to do this by recruiting for potential and by providing career progression through a range of schemes, including our career pathways programme, secondments and through higher-level apprenticeships.

We also look to recruit young and talented people through our 'first steps to employment' programme, which includes work experience programmes and support for year 9's as well as recruitment of apprentices and graduates. The plan also includes a Guaranteed Interview Scheme for care leavers and progression opportunities for underrepresented groups with the council making a commitment to year on year increases in the proportion of BAME staff.

The plan also recognises the importance of offering a rewarding benefits package to our employees, helping to attract and retain talent. This includes measures to enhance our already attractive health and wellbeing offer for staff, as well as implementing a new market supplement scheme and measures to enable flexible retirement.



Digital workforce

Enabling our workforce to work in a more modern and digital way is an important focus of the People Plan. This will allow us to make greater efficiency savings, deliver services more effectively and work in a more agile way following the COVID-19 outbreak.

The People Plan looks to achieve this by ensuring we become a paperless organisation and increase our capacity for using digital tools such as video conferencing. The plan also sets out measures to improve access to data and information among our workforce, by developing our internal communication channels and creating an information dashboard to support planning and decision-making.

As well as the technology, we need to develop the skills of our employees to work in a more digital way, through the development of our online learning platform and learning resources. We will also carry out a skills audit to identify and meet current and future skills needs within our workforce.

Leadership, culture and performance

Finally, to ensure we have an efficient and effective workforce that delivers on our strategic priorities we need to have effective leadership and the right culture to enable good and consistent performance across the organisation.

The People Plan sets out how we will develop leadership at all levels and address inconsistencies in performance management. The plan also looks to improve how we engage with our partners and our workforce at all levels, particularly by engaging around new initiatives and reviewing the experiences of first year employees.

We will also work to develop a more fair and transparent culture in our organisation, by conducting an equal pay audit, developing a gender pay gap action plan and taking steps to ensure that our pay and reward strategy remains fair, equitable and competitive.



A financially sustainable council

Making sure that our council is self-reliant in the long-term and more resilient in order to weather any future economic and financial crisis as this is essential if we are to achieve the ambitions set out within the shared vision for Luton 2020-2040.

As an organisation, we will achieve this by delivering on our Medium Term Financial Plan and by setting balanced annual budgets which are affordable and sustainable and demonstrates value for money in delivery of services and enable us to invest in our town, our community and our workforce in order to grow the local economy and create jobs.

The council has approved the following aims as the principles behind its medium term financial strategy:

- To maintain a balanced budget position, and to set a medium term financial plan demonstrating how that position will be maintained
- Spending plans will be closely aligned with the council's aims and objectives
- The council will maintain a prudent level of reserves
- Budgets will be continually reviewed and modified to ensure that resources are targeted on key objectives

Since 2010, we have delivered £160 million of savings from our annual budget, while continuing to provide a wide variety of services and keeping Council Tax rates below the national average. Investing in key assets such as London Luton Airport has been helped to reduce the need for these savings, with the airport directly funding more than £17.4 million worth of frontline services in 2020/2021.

The impact of COVID-19 has significantly increased the need for further savings over the next two to three years, with significant reduction in revenue from London Luton Airport (LLAL), Council Tax and Business Rates, sales, fees and charges, commercial income as well as the ongoing increases in costs of the emergency response to the pandemic.

In July 2020, the council passed an emergency budget, which identified £22 million of savings alongside the use of reserve funds to meet this shortfall and stabilised both the council's and its subsidiaries financial position in the short-term. As the impact of the pandemic is still having significant impact on the council's finances and the next spending review is expected to be for one year only, it is very difficult to plan over the medium term. We are still in discussion with MHCLG as Luton is regarded as a special case due to LLAL exposure to the aviation industry. Throughout the course of the pandemic, we will continue to find the savings required to ensure that we set a balanced budget, which helps us to meet the ongoing costs of the pandemic and enables us to invest in Luton's recovery.

Moving forward, we will continue to deliver on our Medium Term Financial Plan, while ensuring that our Future Ready programme enables us to deliver efficient and high-quality services for our residents and demonstrates value for money.

The council is currently undergoing a review of its Capital Strategy. This will be designed and co-produced with members and officers and will set out the long-term strategy in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement of the Luton 2040 priority outcomes.



Part 5:

Governance and Accountability

System-wide delivery framework

The council will lead the system-wide delivery of the Luton 2020-2040 vision through two strategic partnership boards – the Health and Wellbeing Board and the Inclusive Economy Board. Each of these boards will include representatives from the public, private, voluntary and community sectors across Luton and the wider region.

Both boards will have its own overarching strategy – the Population Wellbeing Strategy and the Inclusive Economy Strategy. These strategies include key work streams for each board (see part 3).

The framework below sets out how the system-wide delivery of these strategies will be managed.

Luton 2040 Partnership Delivery Framework



Council delivery framework

The council will also play an important role in delivering on the vision through each of its services.

Luton's governance arrangements follow the Executive or 'Cabinet' model, with 10 Executive members taking the majority of the council's decisions, chaired by an Executive Leader appointed by Full Council. Each of the 10, which includes a Deputy Executive Leader, carry a portfolio of responsibility, but decisions are made by the Executive collectively.

They are held to account by four scrutiny committees comprising an Overview and Scrutiny Board and three topic specific scrutiny committees with remits of health, children's services and finance. Individual topics requiring closer scrutiny are conducted by time limited 'Task and Finish' groups. Non-executive functions are carried out by regulatory committees, dealing with planning, licensing, audit, and administrative functions. Full Council still has a role to play in approving the council's budget and policy framework matters. The council also has a Standards Committee, dealing with member conduct and probity and a Petitions and Representations Board.

The Corporate Plan is aligned to the vision for Luton 2020-2040 and will flow through to the development of service plans, team plans and individual performance plans to ensure that every part of the organisation is delivering towards these strategic priorities.

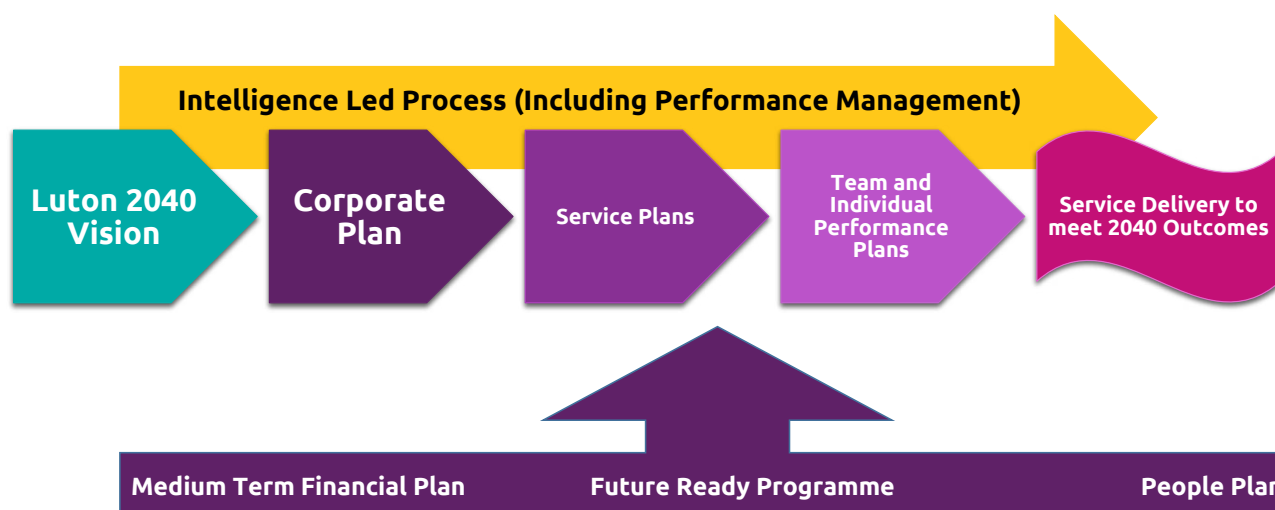
This will be an intelligence-led process where data and insights will inform the decisions we make as a council regarding our policy decisions and implementation. This intelligence-led process will also include our evaluation and monitoring of performance against strategic priorities and target outcomes, with specific key performance indicators linked to each of these outcomes.

Our additional organisational strategic priority, encompassing our Future Ready programme, People Plan and Medium Term Financial Plan will also feed into our ability to deliver at each stage of this process.

The diagram and table on the next page set out the council's Internal Delivery Framework.



Luton Council Internal Delivery Framework for Luton 2040



Feature	Summary
Luton 2020 -2040 Vision	The Luton 2020-2040 Vision will be the starting point for the council's delivery of services. The Corporate Plan along with all other plans and strategies will be aligned to the strategic priorities and target outcomes with the vision.
Corporate Plan (this document)	This document is the council's response to the Luton 2020-2040 vision. It outlines how the council intends to deliver on the vision as an organisation – playing its part through the services and interventions it delivers. This document is aligned to the 2020-2040 vision to ensure that the strategic priorities of the council match the vision and the objectives of the two boards. It informs how the council delivers its services and subsequent plans will flow from this and includes a sixth priority focused on internal finance, performance and resources.
Service Plans & Team Plans	<p>Flowing from the council's strategic plans will be the service level plans and team plans. Each service area will have its own service plan which will include the key objectives for that service. This will include key deliverables against the council's strategic priorities and any statutory responsibilities that service also has. Team plans will follow from this with objectives broken down from the service plans for the relevant team.</p> <p>A new service plan template will be completed by services in January – March 2021 and will be officially launched with the new financial year April 2021 – March 2022. Services will be asked to work on a three-year service plan, which will be refreshed annually.</p> <p>Service Directors / Directors will be asked to provide a quarterly update on progress against their service plans. This will be supported with finance, performance and future ready. A standard template will be provided to all services and the Luton 2040 team will support the completion of plans and templates.</p>
Intelligence Led Process	<p>The intelligence-led process will be a golden thread running through the development of all plans within the council. The council's Business Intelligence Unit will provide this function, working closely with the Luton 2040 team and senior leadership. This will include an intelligence-led approach to setting the strategic priorities and service level objectives and aligning these to key performance indicators (KPIs).</p> <p>The intelligence led approach uses insight from various information sources (published data, expert knowledge, performance indicators and feedback from our residents) to really understand the issues affecting us and how we might best approach these issues or adapt our activity.</p> <p>The BI unit will provide quarterly performance reports to support services with monitoring and reporting.</p>
Future Ready Programme The Medium Term Financial Plan (MTFP) The People Plan	<p>The Future Ready programme, along with the council's Medium Term Financial Plan and People Plan will all be geared towards ensuring that the council has the right resources to deliver at each stage of the process towards Luton 2020-2040 and the Corporate Plan.</p> <p>This will include ensuring that our financial, workforce and technological resources are all prioritised in the best way to deliver towards Luton 2020-2040 and to ensure that our services are designed to do so effectively.</p>

For further details please go to
www.luton.gov.uk/Luton2020-2040

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