Luton Borough Council
Corporate Plan 2017-2020

www.luton.gov.uk
Setting the scene

Corporate Plan link to the Luton Investment Framework

The 2017-2020 Corporate Plan has been produced to sit alongside the Luton Investment Framework (LIF) (Appendix B) which is the Council-driven plan for major town-wide transformation.

The LIF is the Council’s key area of focus as we, together with our partners, are on schedule to secure more than £1.5 billion investment to transform the town and create 18,500 quality jobs for local people; while driving improvements to health and wellbeing, creating opportunities for residents, raising aspirations and enhancing prosperity across the town. More information is available at www.luton.gov.uk/LIF

The LIF, however, does not capture all the Council’s strategic priorities and key areas of focus. In addition to our updated mission, vision and strategic priorities, the Corporate Plan also includes latest demographic and business information on Luton, the Council’s achievements since the last Corporate Plan was published, explains what residents have told us, our key ‘place shaping’ actions, new performance measures, risks and the Medium Term Financial Plan.

The Corporate Plan supports the four-year budget settlement and supersedes the existing Corporate Plan, which was produced in 2014.
Foreword

As Leader of Luton Council, I am proud to present our Corporate Plan which illustrates how we are tackling both the exciting opportunities and the challenges presented to the town. The last year was a landmark for Luton, as we moved into delivery of our ambitious and credible £1.5 billion Luton Investment Framework (LIF).

Driving improvements to health and wellbeing, creating opportunities, raising aspirations and enhancing prosperity across the town, we are demonstrating what can be achieved when the Council comes together with businesses, schools, investors and developers, each with a huge passion for Luton.

Of course, Government funding has continued to reduce drastically, and Luton has been harder hit than most. Even as demand for services has been increasing, the scale of the savings made by Luton Council over the last six years exceeds £107 million. The outlook remains challenging.

Our financial plan estimates that we will need to achieve a further £11-£14 million savings between 2018/19 to 2019/20 to offset reductions in government funding and grants and to meet the costs of increased demand for essential services. Councillors will continue to examine every part of the Council’s budget and work to ensure the least possible direct impact on services.

Nonetheless, our town and people are far too important to dwell on the public sector spending cuts. This is why we changed our focus to ensure we can invest in our communities and improve outcomes for local people.

Anybody looking around the town can’t help but notice how it is changing. We have attracted many millions of pounds of central funding for projects like the Luton Dunstable Busway, improvements to the inner ring road and Junction 10a of the M1, all of which are improving access to the town, encouraging business growth, more job opportunities and benefiting our local economy.

At Marsh Farm the £25 million redevelopment is under way, and at High Town the new neighbourhood masterplan is being developed. Luton Council owns the fifth biggest and fastest growing major airport in the country, and our company London Luton Airport Ltd (LLAL) receives income of around £27 million per year. This valuable source of income supports Council and community projects, not just in Luton but also in surrounding areas.

The Council and LLAL are proposing to improve the passenger experience, and secure the success of the airport, by investing £200m in a new Mass Passenger Transit system that will cut journey times from London St Pancras International to the terminal to just 30 minutes. Planning applications are also being brought forward to enable up to 6,000 new jobs at Century Park and Bartlett Square within the London Luton Airport Enterprise Zone.

Our ongoing success will depend on close working between councillors, senior managers, passionate partners and a motivated workforce, adamant that Luton will fulfil its potential.

Our town has a unique sense of community spirit, with people from many varied backgrounds united by a commitment to take pride in Luton. Your views as residents and service users are important to us, and your feedback will continue to inform elected members and senior managers as decisions are taken.

Cllr Hazel Simmons,
Leader of Luton Borough Council
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Appendices: available at www.luton.gov.uk

Appendix A: Key performance Indicators
Appendix B: The Luton Investment Framework
Section 1: Mission statement, vision, values and strategic priorities

Mission Statement:
Enabling Luton to be proud, vibrant, ambitious and innovative

Our new mission statement describes the Council’s purpose and aspiration. Our role has changed in recent years and will continue to do so as we address new challenges and identify opportunities.

The Council sees itself as a ‘community leader’ and a ‘place shaper,’ encouraging local communities to work together to build and create safe, attractive and prosperous local areas where people want to live, work and do business. It also sees itself as an ‘enabler’, supporting communities to be self-reliant.

The Council’s vision
The new vision sets out what the Council will look like in five or more years and what it will achieve.

As a leader and shaper of Luton we will:
- deliver high quality services to improve the life opportunities for our people
- work with our partners to ensure Luton is dynamic, prosperous, safe and healthy
- celebrate our diversity and vibrancy and come together to build sustainable communities
- provide strong leadership and a voice for the town.

The Council’s values
In order to help us achieve our vision, we have in place a previously agreed set of values that shape corporate behaviour in delivering services and working with communities. We feel strongly that they remain the right values to promote and also to measure ourselves against, regardless of the challenges we face:
- Embrace equality and diversity, cohesion and inclusion
- Respect others
- Act with integrity
- Constantly strive for improvement
- Focus on our customers and citizens
- Promote accountability to local people.

Strategic Priorities
These are the areas upon which the Council must focus in order to achieve its vision. Our strategic priorities take into account emerging local and national priorities and align with the themes in the Luton Investment Framework.

The strategic priorities are:
- Building economic growth and prosperity
- Enhancing skills and education
- Improving health and wellbeing
- Developing quality homes and infrastructure
- Supporting safe, strong and cohesive communities
- Integrated, efficient and digital service delivery – striving for a ‘one Luton’ approach.
Section 2: About Luton

Luton is located approximately 30 miles north of central London. The town has excellent communication links – London is 22 minutes away by train. There is also direct rail access to the south of London (Brighton, Gatwick) and to the north (Bedford, Leicester, Derby, Nottingham and Sheffield). It is one of the top five most affordable towns for commuting to London.

Luton is also located next to the M1 motorway with the M25 only 10 minutes away. These links provide excellent road access to Milton Keynes, Northampton and via the M6 to Birmingham and the North. Links to the north and south of the region and beyond are also facilitated by the A6 and the nearby A5. East-west road links are provided by the A505 that offers access to the A1 and to the rest of the Eastern Region.

Luton has its own international airport that provides a range of scheduled and charter flights to over 120 destinations. It is currently undergoing a £110 million transformation which will see capacity increase by 50 per cent by 2020 to 18 million passengers. In addition, a £200 million new passenger transit system will improve links between the main airport railway station and the terminal.

Demography

The official estimate of the population of Luton was 214,710 for 2015. A combination of a high birth rate and high migration has led to an increase in the population in recent years. With an area of 4,336 hectares, this translates into a population density of 49 persons per hectare which is greater than many London boroughs.

According to the 2011 Census, the age structure of Luton’s population differs from that of the nation as a whole. Luton has a younger population than the rest of England and the Eastern Region. The under 15 years age group accounts for 22 per cent of the Luton population compared with 18 per cent nationally and

1 2015 Mid Year Population Estimate, Office for National Statistics, 2016
2 2011 Census, Office for National Statistics
4 2015 Indices of Multiple Deprivation, Communities & Local Government, 2015
5 Child Poverty Local Indicators 2016 Update, Centre for Research in Social Policy, Loughborough University
Economy

Gross Value Added (GVA) is a measurement of economic activity and GVA per head in Luton is £22,766 which is ten per cent lower than the national average. GVA per head grew by 3 per cent in the last year.

According to the Business Register and Employment Survey (BRES) there are now 87,000 jobs in Luton with strong employment growth in recent years. There are now more service sector jobs than those in manufacturing but manufacturing employment remains higher than the national average and has become stable since the loss of many jobs from Vauxhall. Major employers in Luton are Luton Borough Council, Luton NHS, Easyjet, TUI UK Ltd, Monarch Airlines and General Motors.

London Luton Airport is a major employer in the region and also a strong driver of the economy of Luton. It directly employs 9,400 people and indirectly supports 17,700 jobs. The new Airport Enterprise Zone will bring in a further 7,200 jobs to the area over the next few years.

Average weekly earnings of people living in Luton are £506 per week, which is less than the national average of £539 per week. The average weekly wage of those who work in Luton (but do not necessarily live in Luton) is £543, which is higher than those who work and reside in Luton itself and the national average.

The rate of those claiming Job Seekers Allowance in Luton is two per cent, which is the same as the national rate and higher than the regional (1.4 per cent) rate. Unemployment is highest in South (3.3 per cent) and Northwell (2.9 per cent) wards and lowest in Bramingham (0.7 per cent) and Barnfield (0.8 per cent) wards.

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8 Gross Value Added 2015, Office for National Statistics, 2016
6 Annual Survey of Hours & Earnings, 2016, Office for National Statistics, 2016
9 Job Seekers Allowance Claimant Count, March 2017, Office for National Statistics via NOMIS
Section 3: What residents have told us

Every six months a Perceptions of Luton Residents Survey is undertaken to collect a range of data about Luton and the Council.

A sample of 1,000 local residents from across all wards take part in a telephone survey. The sample is always representative of Luton’s diverse communities so quotas are set for the demographic profile of Luton’s population for all 19 wards.

This survey is repeated for benchmarking purposes so the Council can monitor perceptions and performance on a six monthly basis.

Visit www.luton.gov.uk for the latest perceptions results. The figures below relate to the latest survey before this corporate plan was printed.

Encouragingly, 35 per cent of residents feel the image of Luton has improved over the past 12 months and 35 per cent of residents also said they would speak highly about Luton or remain neutral (40 per cent). This is a considerably more positive response compared to the Perceptions of Luton Survey 2013.

Overall a majority of residents were positive about Luton with most indicating they are satisfied with Luton as a place to live (72 per cent), work (64 per cent) and study (58 per cent). 79 per cent of residents indicated they were satisfied with their local neighbourhood as a place to live and furthermore 83 per cent agreed that their local area is a place where ‘people from different backgrounds get on well together’.

In Luton, satisfaction with the ‘local area’ as a place to live has remained fairly consistent for the last five years (72-76 per cent). Residents’ level of agreement on people from different backgrounds getting on well together in their local area has improved over the last few years and now stands at 85 per cent. However, a decline has been noted for residents feeling they can influence decisions affecting their local area from 50 per cent in 2014 to 41 per cent in 2016, and this is one of the reasons why the Council is modernising its approach to member-led engagement.

Respondents were fairly positive about the Council and agreed that the organisation understands issues within its local community (57 per cent), is always improving to make Luton a better place (68 per cent), working to make the town safer (70 per cent), provides good quality services that are value for money (64 per cent), relates well with its residents (63 per cent) and keeps residents well informed (65 per cent). Just over half of all residents (56 per cent) agreed that Luton Borough Council has a good reputation in the local community.

These illustrate one word residents used to describe Luton:

**2013**

- Dirty
- Diverse
- Poor
- Unsafe
- Scruffy
- Dangerous
- Depressed

**Now**

- Nice
- Vibrant
- Average
- Okay
- Improving
- Elevating
- Brilliant
- Friendly
- Interested

Visit www.luton.gov.uk for the latest perceptions results. The figures below relate to the latest survey before this corporate plan was printed.
The 2016 Fear of Crime and Anti-Social Behaviour Survey indicates residents feel that over the last 12 months, crime and anti-social behaviour in their local area (defined as 15-20 minute walk from where they live for the purpose of this survey) has significantly ‘got worse’ (64 per cent) compared to when asked the same question in 2014 (44 per cent). Only 3 per cent feel its improved compared to 9 per cent in 2015 and 31 per cent stayed the same.

Furthermore, residents have indicated they feel less safe/more unsafe both during the day and after dark in their local area compared to previous years.

Types of crime and anti-social behaviour that residents and/or their families have been victims of and most affected by in the last 12 months are:
- environmental crime
- begging
- anti-social behaviour involving young people
- nuisance motorcycles
- people using or dealing drugs.

A Neighbourhood Regulatory Residents Survey also took place in 2016 to capture feedback on how local people feel about environmental issues and understand the scale and impact of these issues at a local and borough-wide level.

Issues identified include:
- littering – rubbish left on street
- Flytipping on public land
- Flytipping on private land
- Anti-social behaviour
- Dog Fouling

Three-quarters of residents said that these issues have an impact on their neighbourhood.

As a result of this feedback and the increase in flytipping incidents, the Council has created a Neighbourhood Enforcement Team to make a positive difference. Since August 2016, the team of uniformed Enforcement Officers has been a visible presence on Luton’s streets, providing support and protection for Luton residents, communities and local businesses. They are able to deal with issues quickly and effectively, since they possess certain police powers to enable appropriate action to be taken.
Section 4: Achievements in Luton since the previous Corporate Plan

Since the publication of the last Corporate Plan, the Council and partners have made significant progress and delivered a number of key achievements for the town and its residents:

Building economic growth and prosperity

- Formal launch of the Luton Investment Framework – setting out £1.5 billion of inward investment into the town.
- 25 per cent increase in new businesses.
- Facilitating the set up of the Luton Business Improvement District (BID) which has led to 3.5 per cent increase in town centre visitor numbers, bucking the national trend.

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- Junction 10a of the M1 improvements to traffic flow and ease of access both to and from the town. The project won the gold Considerate Constructors award. It was highly commended in the Construction News Awards’ Project of the Year (£10m-30m) category.

- Completion of the Luton Dunstable busway, cutting journey times between the towns to just 15 minutes. Passenger numbers have doubled to 2.8 million over the last two years.

- 25 per cent increase in new businesses.

- Unprecedented airport passenger growth, delivering additional revenue of £19 million over the period, and creating an estimated 4,200 new jobs throughout the supply chain.

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Establishment of Foxhall Homes (a council wholly owned housing company) to optimise council land and property assets including the use of redundant spaces to provide high standard, new build properties for sale and rent, at both market and affordable rates.

Secured £1.1 million of funding from DCLG’s Homelessness Trailblazer fund to support the delivery and development of a new Integrated Prevention Service in order to reduce the risk of homelessness, increase financial stability and improve health outcomes for individuals.

The Napier Gateway plans are set to transform the former Vauxhall Motors site which has stood redundant for 15 years into a landmark mixed used scheme including homes, leisure and retail.

Planning applications submitted to the Council for major mixed used developments for leisure, retail and residential at Power Court and Junction 10A sites.

Luton is already well served by superfast broadband, and is part of the Central Superfast Broadband project to increase coverage to over 99 per cent. We have also been selected as a G Fast ultra-fast broadband pilot area.

The Council’s Fixed Assets Team designed and built two new SEN schools.

Establishment of the Rogue Landlord project with the Police and Fire Service has delivered 20 high profile prosecutions in its first year, demonstrating our commitment to improving the standard of private accommodation and tenant safety.

Enhancing skills and education

Released £1.3 million investment in the skills to enable projects to progress with a focus on the transition of young people from education to employment, and respond to needs of employers, including addressing adult skills and promoting job and career opportunities.

Almost 5,000 local people enhanced their skills by attending training courses run by our Adult and Community Learning Service.

Achieved an Ofsted rating of “Outstanding” for our Adult Learning Apprenticeship Programme.

Gained a top ten place amongst the learning communities in the UK (as measured by the ratio of school leavers attending university).

Placed in the top 25% for Early Years education across all local authorities nationally.

92% of secondary pupils attending good or excellent schools. Improving results in GCSEs were obtained in 16/17 and 75% of students studying at Sixth Form or equivalent now go on to university. Hundreds of apprenticeships have been created by organisations across the town to support young people into work.

Trained 700 professionals in ‘Five to Thrive’ to build parenting capacity and improve life chances of 0-5 year-olds.

The Unemployment rate in Luton has fallen from 7.6 per cent in December 2014 to 6.6 per cent in December 2016.

Full time employment has now increased by 1,300 and full time earnings increased by 3.4 per cent.
Improving health and wellbeing

- Establishment of a new integrated 0-19 years health service aligned with the 0-5 Flying Start strategy.
- Working with the Luton and Dunstable University Hospital, we have linked our social workers to hospital wards. This community care discharge programme has led to the L & D Hospital being one of the best performing hospitals in the country.
- A downward trend in teenage pregnancies can be observed from 2013/14-2014/15.\(^{10}\)
- A reduction in childhood obesity (reception year) from 10.4 per cent in 13/14 to 9.7 per cent in 15/16.\(^{11}\)
- Our partnership with Active Luton continues to improve the health of our communities. The ME TIME Programme which combats inactivity among women from ethnic minorities now has 5,000 members.
- Male and female life expectancy had increased from 76.9 and 80.8 years in 2009/10 to 78.4 and 82 years in 2016/17, while infant mortality has reduced from 7.4 to 5.1 per 1,000 live births.
- The signing of the Concordat between the Council and Luton Clinical Commissioning Group. This will result in their coming together to form one commissioning body for health and social care to enable people in Luton to pursue healthy lives and put communities at the heart of everything they do.

Attainment of seven prestigious Green Flag awards for Luton’s Parks.
- Secured around £2 million from the Heritage Lottery Fund to refurbish Wardown House.
- Attracted over £2 million investment money from the Arts Council to both develop and enhance the cultural and artistic offer.
- Launch of the Cultural Quarter.
- Opened the new Stopsley Day Care and Respite Centre for adults with learning disabilities.
- Opened Jonathan Henry Place, a new supported housing scheme for adults with learning disabilities and mental health needs.

Supporting safe, strong and cohesive communities

- Commended for our work on safeguarding children and communities against radicalisation, including the profiling of our Mother School programme on the BBC’s The One Show.

\(^{10}\) Data source - Obesity, Child Mortality, Conceptions https://fingertips.phe.org.uk/
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Launch of the new Multi-Agency Safeguarding Hub.

Awarded £2.6million from the Government to revolutionise our child protection service. This innovative model will bring together professionals with expertise in adult mental health, substance misuse and domestic abuse within our social workers teams, enabling our social workers to focus on children’s needs.

Downward trend in the number of looked after children which has traditionally been around the 400 mark; with a reduction at 31 March 2016 to 378 and further reduction at 31 March 2017 to 364.

Participation of 22,000 Luton pupils in the Recycling Reward Scheme for schools.

The launch of the new Member-led Engagement Programme to support the community leadership role of ward councillors and increase opportunities for community involvement and influence at a local level – with the majority of councillors now using social media and blogs to engage with constituents.

Awarded the EELGA Charter for Elected Member Development for the second time, demonstrating our commitment to stronger leadership.

**Integrated, efficient and digital service delivery – striving for a ‘one Luton’ approach**

Achievement of our highest ever rates of Council Tax and Business Rates collection.

Being shortlisted for the APSE Innovation Award 2016, for the integration of Information, Advice and Guidance provided through Luton Access Partnership.

Our Council Tax service is the third best unitary service in the country in terms of value for money (per cent collected divided by cost per head of population).

Luton Access, our information, advice and guidance partnership, supported 18,918 customers in 2016 (25 per cent increase) with debt, housing and welfare benefits problems. Intervention resulted in customers being £5.51m better off, 123 homelessness cases were prevented, £7.1m debt was successfully managed (£200K written off), 345 bailiff or creditor actions stopped/utility disconnections prevented. There was a big increase customers having needs met at assessment stage (77 per cent), reducing those needing referral to (more expensive) casework support (23 per cent).

Launched the new Council brand, internal communications strategy and organisational development strategy – the People Plan.

The Council’s volunteering programme has been re-launched in 2016, with hundreds of volunteers giving almost 18,000 hours back to the community.

The launch of the new Member-led Engagement Programme to support the community leadership role of ward councillors and increase opportunities for community involvement and influence at a local level – with the majority of councillors now using social media and blogs to engage with constituents.
Section 5: What are we going to do?

National and local context

Luton’s vision for the future takes into account the national and local picture, as well as post Brexit and wider international considerations. Local authorities are significantly impacted by the direction that Central Government policy takes as well as local conditions and the implications of these will vary area to area.

This plan aligns with other key strategies and frameworks such as the Luton Investment Framework (Appendix B) which focuses on building aspiration, creating opportunities, and deliver prosperity in the town, and the People Plan, the Council’s organisational development strategy.

Local Government grant funding

Local Government continues to face a challenging financial picture, the result of the EU Referendum having brought further uncertainty. The Chancellor of the Exchequer has reserved the right to reset the country’s fiscal policy as new information emerges and the impacts of Brexit are better understood.

The future of the Local Government Settlement (the grant that councils receive from Central Government to help fund local services) was due to be replaced by a new system of business rates retention. The detail of the system is being piloted by some authorities and the system was scheduled to be operational nationwide by 2019/20. However, recent announcements suggest this might be reconsidered.

Our financial plan estimates that we will need to achieve £11-£14 million savings between 2018/19 to 2019/20 to offset reductions in government funding and grants and to meet the costs of increased demand for essential services. It is difficult to predict how the proposed change in the Settlement system will impact on the Council’s funding until the pilot study is complete and fuller details of the new system are published. There are additional financial pressures in each of our key services as outlined in the following sections.

Prevention and Early Intervention - Children

Early intervention and prevention is part of a national strategy and drive to help improve outcomes for children across the UK, help to prevent some of the social issues that we face being passed through generations and to reduce the impact on public sector finances.

Recent programmes include ‘Flying Start’ which focuses on pregnancy to age 5 as a foundation for a healthy future and Stronger Families which has already helped 525 families to overcome specific issues. There is also a focus on transforming our youth work provision, in particular for those who are vulnerable and at risk of coming into care or of being drawn into violent extremism.

Education

The latest government thinking clearly states that the best option for all schools is for them to become academies, which means that they would no longer be managed by local authorities, and it is particularly encouraging the establishment of multi academy trusts (single bodies responsible for improving and maintaining the standards across a group of schools). This also impacts on the grants that the Council currently receives to support schools.

In Luton, we are looking at how we can continue to work with schools no matter whether they are part of the local authority or an academy. This includes those children and young people who are educated at home or in an independent setting.
There continues to be pressure on school places in the borough, but the Council is working with schools to increase pupil numbers. In 2016, 4,515 additional primary places and 1,050 additional secondary places were secured to cater for the pupil population increase. The Pupil Projections, produced by the Council’s Business Intelligence Team, show the following growth in pupil numbers:

- Between 2017-2030 forecasts show that an additional 3,150 primary school places will need to be created.
- A new 1,200 place secondary school is scheduled to open for new Year 7 intakes from September 2018 and school expansions are planned at Stockwood Park Academy and Chalk Hills Academy. A further 2,400 secondary school places will still need to be created between 2019-2030 to accommodate the town’s growing pupil population.

A cross departmental School Place Strategy Group is developing a plan to ensure that the town will have sufficient education infrastructure until 2036.

Lifelong learning

The Council’s vision for education and lifelong learning is that every learner has high aspirations for themselves, is fully equipped with key life skills to learn and has an ambition towards employment, education and training, taking every opportunity to reach their full potential. We are also committed to working with local employers to ensure that the town develops a skilled workforce that meets business needs and ultimately helps to sustain the economic growth. It is for this reason the Council has approved £1.9m to fund a new skills strategy and ‘aspiration centre’.

Housing

Luton continues to face significant housing challenges. The town shares many characteristics with the London boroughs which include overcrowding, high levels of homelessness, variable conditions in the private rented sector and some rogue landlords. Luton is also attractive to both individuals and London local authorities looking to house people, as a result of its relatively low (but rising) property values and proximity to the capital. The changes to local housing allowances in the Welfare Reform Act have forced people out of London who may then seek cheaper accommodation in Luton, putting pressure on an already stretched affordable housing stock.

The Council recognises that to achieve a healthier future for Luton, we need to focus on increasing the amount and quality of housing, including improving private rented housing conditions because the link between good housing and better health and wellbeing is well known. The Council’s housing company Foxhall Homes has acquired a number of sites for suitable housing developments.
We are taking significant steps to address the issues through a revised Housing Investment Strategy for Luton and the Luton Investment Framework. These strategies will have a significant impact on how the Council will deliver housing, health and wellbeing related services as well as on communities themselves, with 5,700 new homes targeted by 2035. This, however, will not meet the number of new homes required for the forecast population and given the lack of available land in the town, we will need to work in partnership with neighbouring councils to be able to provide a mix of good quality affordable housing and more prestigious, larger homes to attract a cross-section of people to live and work in Luton.

The Housing and Planning Act 2016 has now become legislation and puts a series of requirements on local authorities in addition to affecting tenants. The Act includes provision to ensure local authorities promote new homes (including starter homes), deal with abandoned premises and force the compulsory sale of local authority assets and land. There are, however, additional measures through the Act to help councils deal with Rogue Landlords. As part of the existing ‘Rogue Landlord’ project in Luton we are cracking down on individuals who provide sub-standard housing and we have already introduced the Houses of Multiple Occupancy (HMO) additional licensing scheme.

Integrated Prevention Service

Homelessness is at record levels in Luton and this puts an immense strain on housing in the town, leading to many families being placed in temporary accommodation. This is not financially sustainable for the Council and it recognises that these temporary housing solutions are not suitable for the long-term wellbeing of the individuals and families concerned.

We know that homelessness is a complex issue intrinsically linked to employment, health and wellbeing that requires a co-ordinated and integrated response from a range of agencies and services to support those at risk.

This is all the more significant when considered in the context of Welfare Reform. The Welfare Reform and Work Act came into force in 2016. It reduced or capped a significant number of benefits and introduced the Universal Credit which is paid to residents rather than direct to landlords and was introduced in Luton in February 2016 to a limited number of single people with new claims. In response to the potential risk of financial pressures occurring for recipients as a result of this, coupled with changes to the local housing market, the Council has developed and continues to focus on having a joined up town response that recognises and supports the key links between employment, housing, debt, and health and wellbeing, including the development of Luton Access and a new Integrated Prevention Service.

The service, which will be located in the Council’s Customer Services, builds on the success of the Luton Access model and will proactively work to ensure the early identification of those at risk of financial related crisis. Working alongside partner agencies and services in the voluntary and wider public sector, Prevention Officers will work to increase the long term stability and self-sufficiency of customers by providing and co-ordinating interventions designed to prevent homelessness, overcome barriers to employment and improve health and wellbeing.
Public health and commissioning

Improving the health and wellbeing of Luton’s population and reducing inequalities in the most effective and efficient way are key priorities for the authority. We now have a stronger focus on prevention, early intervention and self-management and allowing better access to services by commissioning the best local services. We are integrating health and wellbeing services so Luton people will receive one service that can address more than one need. This involves recommissioning all the healthy lifestyle and wellbeing services which includes stop smoking, health checks, weight management and social prescription, and bringing this together with the non-acute mental health services commissioned by Luton Clinical Commissioning Group (CCG). We have already reviewed our model for drug and alcohol services to achieve better outcomes for Luton people.

We have ambitious plans to transform health and social care services for local people with the signing of a health and wellbeing concordat with Luton CCG which will result in creating a single commissioning function to address the complex health and care needs of the town. This means there will be an even greater emphasis on reducing inequalities in accessing services, offering support to enable individuals to shape their own care, and a greater focus on prevention. Through our procurement processes we plan to maximise the impact of our commissioning by delivering wider social value whenever we commission.

We are also providing opportunities for services to become self-sufficient and sustainable through the Community Activity Network to give local community providers an opportunity to network with other local organisations as well as offer advice and access to funding.

Social Care

There continues to be significant changes to the legislation and initiatives that affect social care, including the resettling of child refugees fleeing from conflict zones in the Middle East.

In July 2016 the government published its vision for children’s social care called ‘Putting Children First’, delivering our vision for excellent children’s social care’. This sets out a four-year programme of reform in children’s social care focused on people and leadership; practice and systems and governance and accountability. In addition, the Children and Social Work Bill (2016) is being introduced to ensure that children can be adopted by new families without delay, improve the standard of social work and increase the opportunities for young people in care in England.

Locally, the Council is ensuring that social care services are well organised to meet its statutory duty to safeguard vulnerable children and young people including setting up a “MASH” (Multi-Agency Safeguarding Hub) which co-located officers from a number of agencies in order to better deal with emerging issues together.

The Council has been awarded £2.4million from the Government’s Children’s Social Care Innovation Programme to revolutionise its child protection service, which aims to achieve better health and educational outcomes for children and to help keep families safely together. This innovative model will bring together professionals with expertise in adult mental health, substance misuse and domestic abuse within our social workers teams, enabling our social workers to focus on children’s needs. Creating a multidisciplinary team will help improve information sharing, identify risks in families more quickly and allow us to provide intensive support.

Sustainability and Transformation Plan (STP)

STPs are an NHS initiative. They give local NHS organisations and councils the opportunity to work together to improve how health and social care is designed and delivered to improve the way people receive the best possible service. Locally, 12 NHS organisation and four councils have been working together to find ways of improving and modernising services. Luton Council and its STP partners have identified five priorities:

- Prevention
- Primary, community and social care
- Sustainable secondary care
- Technology
- System redesign
to parents to tackle root problems such as mental health issues and at the same time ensure children are fully protected.

The Care Act was designed to meet the challenges of an increasing older population and their related needs and this continues to be a priority for the Council. The Better Together programme, which focuses on integration of the services across health and social care, centres around the principles of the Care Act.

Community cohesion and development

The Council and its partners will continue to build resilience and promote community cohesion through positive engagement and development work with Luton’s diverse communities including Luton in Harmony where individuals and organisations have pledged to work together to build community cohesion.

Preventing Radicalisation and Extremism

The threat level to the UK from international terrorism is categorised as ‘severe’ meaning an attack is highly likely. Syria and the prominence of ISIS remains the greatest and most challenging threat locally and Al Muhajiroun present the most visible and concerning manifestation of this – with a significant number of convictions from this group is recent times. This is set along side some recent Far Right activity in the town by Britain First.

The Counter Terrorism and Security Act 2015 places a duty on all local authorities and specified organisations to ‘have due regard to the need to prevent people being drawn into terrorism’. Luton is a Home Office priority area for Prevent and has well developed partnership arrangements and innovative safeguarding practice in place to effectively manage the risks of radicalisation. The Council continues to consolidate its referral and case management arrangement through ‘Channel’ process. We have trained 5,000 frontline workers and implemented a range of prevention and early intervention projects to build resilience and safeguard local people. Nationally and locally, however, there is opposition to the Prevent strategy.

Luton is one of 45 local authorities in phase one of the government’s community coordinator programme which forms part of the national counter extremism strategy. Luton is also leading the national Special Interest Group on counter extremism.

Infrastructure

In April 2016 the Luton Investment Framework (LIF) (Appendix B) was launched which sets out a 20-year plan for major transformation to take place in Luton in order to achieve strong and sustainable growth in the town. The Framework includes 10 development sites and sets out plans to attract over £1.5 billion worth of investment into the town to create 18,500 new jobs, build 5,700 new homes, two new schools and as a result see a noticeable increase in prosperity and the positive health and wellbeing of Luton residents.

Luton was successful in its bid to be granted an Enterprise Zone, which means businesses will benefit from simplified planning rules, funding for superfast broadband and up to 100 per cent business rate discount which will benefit both new and existing Luton businesses. The new Luton Airport Enterprise Zone, around 395 acres in size, will consist of three linked sites surrounding Luton Airport and looks set to create over 7,200 direct jobs.

Recent and planned transport improvements such as the £31 million J10a improvement scheme, Luton Dunstable Busway and Century Park access road will support such economic growth, ensuring that the town and key sites around it become even more accessible. The £200 million new passenger transit system announced in early 2016 will transfer passengers and staff quickly and easily between Luton Airport Parkway and the airport. Work will commence in 2017 and is expected to be completed by 2020.

The Neighbourhood Planning Act 2017 sets out reforms to simplify and speed up the planning process in order to facilitate growth and ensure
the building of infrastructure required to support economic recovery. It also intends to strengthen the role of communities through neighbourhood planning. Luton especially welcomes the latter which forms a key part of the Council’s vision to become a ‘place shaper’ and ‘community leader’ in building strong, safe and cohesive communities.

The Vehicle Technology and Aviation Bill (2017) details plans to put Britain at the forefront of the modern transport revolution. In Luton we are proud to have a long history of car production in the town and are able to boast of having Britain's longest-running automotive factory, General Motors' Vauxhall facility where vehicles have been built continually since 1905. The announcement of the PSA Group takeover could, however, have an impact on the town.

Skills
The Skills and Employability Strategy sets out priorities for the Council and its partners to support young people’s transition from education to employment, tackle barriers to employment such as disability, mental health and age, increase apprenticeship opportunities and work closely with employers to better understand and respond to business skills needs. Over the next four years we will use the strategy and associated action plan to focus on key projects aimed at improving skills and employment changes, including £1.3m Luton Investment Framework funding to help young people in high school become job ready, and for adults to access construction and airport jobs.

Digital Strategy
97.6 per cent of Luton residents already enjoy a connection to superfast broadband, one of the highest levels in the country. Luton Council’s digital strategy, agreed in early 2017, will assist the Council to have more services available online, for customers to access information, advice and guidance from home, and ‘self-serve’ where appropriate. This will provide a fast, reliable service for Luton residents and businesses and will assist the Council with further efficiencies.

The strategy aims to:
- Support businesses to grow and do business more effectively
- Enable partners and voluntary sector organisations to benefit from digital
- Provide residents with the right support and training to benefit from digital delivery
- Provide an easy-to-use, responsive, informative website
- Develop mobile phone apps that will provide access to key services required by customers
- Automate Council forms and processes that make it quicker and easier as a customer or resident to make payments, report issues, and get support, advice and information about their transactions with the Council.

Waste
In 2015, Luton residents recycled 35 per cent of their waste, still short of the Council target of 50 percent. To help residents recycle more the Council consulted on changes to Luton’s household recycling centres and a ‘recycle right’ scheme. This will reduce waste disposal costs, increase the rate of recycling and improve residents’ quality of life by reducing the amount of illegal rubbish left in the streets. The Council will continue explore ways to encourage residents to recycle more, including public information and education campaigns.

Culture
Luton Culture is an arts and cultural charity which provides and promotes the offer across the town and has recently launched the Luton Cultural Quarter to build on the variety of events held throughout the year, including Luton Carnival which in 2016 celebrated its 40th anniversary. The diversity of the events on offer has recently been recognised by the Arts Council which awarded over £1 million to four organisations in the town, including the University of Bedfordshire to deliver arts and cultural activity over the next three years.

The Council is developing a ten-year Arts and Cultural Plan to increase participation and provide more opportunities for talented people to meet their full potential, culminating in a City of Culture bid for 2025.
Luton Investment Framework: Key targets

BUILDING ECONOMIC GROWTH AND PROSPERITY

- Secure more than £1.5 billion investment
- Town Centre improvements
- 5 new hotels
- 18,500 new jobs
- A business incentive scheme
- 10 new large businesses
- 18m passengers

DEVELOPING QUALITY HOMES AND INFRASTRUCTURE

- 5,700 new homes
- Increased connectivity by road, rail and air
- A fit-for-purpose central rail station
- Top UK city for broadband connectivity
- 97.6% of addresses can connect to super-fast broadband
- Investment in green travel
- 5G and superfast broadband

EDUCATION SKILLS AND EDUCATION

- Improved school results
- Two new schools
- Luton jobs for local residents
- More training opportunities for residents
- Develop employability and training networks
- Luton key worker scheme
- Outstanding learning opportunities for all ages
- Relocation of Barnfield College
- A new programme to sell Luton residents
- A national programme to sell Luton residents
Luton Investment Framework: Key targets

**IMPROVING HEALTH AND WELLBEING**

- **Increased Life Expectancy** and lifestyle choices
- **Fewer people experiencing deprivation**
- **Travel strategies**: Promoting safe walking, cycling, exercising, and socialising
- **Diverse events** to bring communities together
- **Luton will be a dementia friendly town**
- **Increased access for residents to enjoy physical activity**
- **Children under five will have increased levels of social and emotional wellbeing**
- **5,000 families will be supported in parenting**
- **Significant reductions in infant mortality, stillbirths and babies with low birth weight**
- **25% increase in ‘early years’ learning**
- **Full joined up health and social care services**

**SUPPORTING SAFE, STRONG AND COHESIVE COMMUNITIES**

- **Return to work for 250 young people each year**
- **Training and development opportunities for 500 community volunteers**
- **Reduce fly-tipping and other environmental crimes**
- **More residents connecting with their local councillors**

- **Other environmental crimes**: Reduce fly-tipping and other environmental crimes
- **Training and development opportunities for community volunteers**: More residents connecting with their local councillors
Section 7: Strategic Planning Framework

Luton Borough Council has a responsibility to report on how it is fulfilling its statutory duties and how it is providing cost effective, good quality services to businesses and residents in Luton. The Council needs to make sure that it does this in a clear, open and easy to understand way so that everyone can see where we are performing well, in addition to any areas where we need to improve further.

The Council has developed a new Strategic Planning Framework which builds upon reporting processes and draws together different plans and strategies across the Council into one, comprehensive reporting structure.

The diagram above shows the flow from the Corporate Plan down to an individual member of staff’s personal objectives, with the monitoring and scrutiny arrangements detailed below.

1) Corporate Plan
The Corporate Plan (this document) tells residents what the Council is going to do over the next few years along with what it will be doing differently and why. This plan describes the context and constraints in which the Council is working so that residents and Luton businesses can understand why some decisions are taken. This plan should be read in conjunction with the Luton Investment Framework (Appendix B) which is the wider place shaping plan for the borough.
2) Plans and strategies to address priorities

Sitting directly below the Corporate Plan are other key plans or strategies which directly address the Council’s priorities, including those identified as being ‘cross-cutting’ i.e. they span more than one priority or service area. The most relevant current strategies and plans are listed below against the strategic priority that they intend to address. Each of these strategies and plans are overseen by a board that provides both challenge and leadership, ensuring that each one delivers the outcomes that it needs to.

<table>
<thead>
<tr>
<th>Strategic priority</th>
<th>Plans / Strategies</th>
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<tr>
<td>Building economic growth and prosperity</td>
<td>Luton Investment Framework</td>
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<td>Enhancing skills and education</td>
<td>Skills and Employability Strategy</td>
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<td>Apprenticeship Strategy</td>
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<td>Children and Young People’s Plan</td>
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<td>Improving health and wellbeing</td>
<td>Joins Strategic Needs Assessment</td>
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<td>Health and Well-Being Strategy</td>
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<td>Better Together Strategy</td>
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<td>Sports, Arts and Culture strategies</td>
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<td>Flying Start (0-5)</td>
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<td>Developing quality homes and infrastructure</td>
<td>Housing Investment Strategy</td>
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<td>Local Plan and Local Transport Plan</td>
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<td>Homelessness Strategy</td>
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<td>Supporting safe, strong and cohesive communities</td>
<td>Community Safety Strategy</td>
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<td>Community Cohesion Strategy</td>
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<td>Local Children Safeguarding Board Threshold document</td>
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<td>Integrated, efficient and digital service delivery –</td>
<td>Transformation Strategy</td>
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<td>striving for a ‘one Luton’ approach</td>
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<td></td>
<td>Digital Strategy</td>
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<td>Medium Term Financial Plan</td>
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3) Service Plans
Each Service Director is required to have a service plan which shows how their services will undertake activities to meet the Council’s six strategic priorities and clearly demonstrates the expected positive impact that they will deliver for Luton residents. These service plans are updated annually and each Service Director reports on progress, impact and what outcomes have been achieved to the Chief Executive on a quarterly basis.

4) Team Plans
Some services are made up of just one team so they will only have a service plan but where there are a number of teams each individual team will develop their own plan. This will reflect the overall service plan (detailed above) and identify where the team’s work will deliver against both the strategic priorities and the activity listed in the service plan. It will then describe in more detail the work that the team will undertake that year to help to deliver those wider outcomes. These team plans are scrutinised by Service Directors for progress and to ensure that they are having the expected impact.

5) Individual objectives
Personal development is important and the Council believes that each and every employee should receive a yearly Personal Performance Assessment (known as a PPA) which is the Council’s appraisal system. Objectives for each individual staff member are set to enable them to deliver specific activity in their team plans, and as a result help their team to achieve the actions that they are responsible for.

The linking together of different levels of plans is known as ‘the golden thread’ that ensures that there is a clear and demonstrable line from the Council Corporate Plan right through to the individual objectives of every staff member. This enables each staff member to understand their own individual contribution to the direction of the organisation.

How Luton residents can find out how well the Council is doing

The Council monitors its own performance through a series of key performance indicators (KPIs). The Council also has to monitor and report to central government on approximately 130 impact measures that mainly relate to Children’s and Adult Social Care (our People directorate).

The KPIs have been refreshed for this Corporate Plan to reflect the current circumstances and the new ways of working that the Council is adopting (see Appendix A). The new set of performance indicators will enable both councillors and members of the public to scrutinise Council performance against social, economic and health outcomes, in a transparent way.

Every quarter, the Council analyses its performance indicators against the agreed targets and where necessary, seeks to address any under-performance as quickly as possible. This is then detailed in a report that is scrutinised firstly at Overview and Scrutiny Board (OSB) which is made up of elected members and then at Executive Committee both of which are public forums which any member of the public is able to attend. This report is published on the Council website in the ‘Council and Democracy’ section so that it is freely available to all Luton residents.

Luton Borough Council is also scrutinised by a number of external bodies including Ofsted (Children’s Social Care and Education), the Care Quality Commission (Adults Social Care), the Freight Transport Associate and Environment Agency (Waste), to name but a few. The outcomes of such external scrutiny are publicly available on the relevant agency’s website.

Luton Together (Phase 3) is the latest chapter in the Council’s transformation strategy. The previous phase ran from 2013 – 2016 and has been refreshed to build upon successes over the last three years and ensure its relevance to the current and future position that the Council faces. This transformation strategy details how the Council will deliver the additional savings required whilst ensuring an efficient, energetic and sustainable council, well positioned to meet whatever the future brings.

The Council is concentrating on a few key areas to make sure that it does them well. Its approach remains focussed on:

- identifying and making savings
- reducing waste and more efficient use of resources
- increasing commercialisation and the resulting net profit
- attracting different sources of funding and investment to Luton.

Luton is not alone in having to manage increasing demand for services and over the last 18 months has taken a proactive approach to addressing this issue when making savings, reducing costs and using available resources more effectively. We recognise that in addition to dealing with existing budget pressures through effective service planning, early intervention and prevention is key in addressing future demand for services. This means that issues, and the links between a range of issues, are identified as early as possible in order to provide support and prevent the problem from escalating. As a result, prevention and early intervention is a focus for commissioning both current and future services.

An increased emphasis on commercialisation and trading has delivered new and varied income streams for the authority. This area needs to be developed further so that the Council is more competitive, has lower costs to maximise its returns from income and is able to capitalise on all areas of tradable business so that full income potential can be realised.

There remains the possibility that some services may no longer exist in the future as they are not deemed to be statutory (the Council is not required by law to deliver them). By reducing non-statutory services further or even stopping them completely, the Council can use its resources to focus on delivering high quality statutory services, or investing in early intervention and prevention activities to support Luton residents and businesses.

Where there are limited opportunities to save further money in certain services, options such as shared services are being explored within the Council and beyond in order to reduce costs and maintain (and where possible increase) the quality of services to Luton residents and businesses. This means that in the future, the structure of the Council may look very different.

We have scrutinised our own staffing structure and concluded that it needed to change in order to ensure affordability and sustainability going forward. As a result, we restructured in early 2016 delivering a new People Directorate and combining Adults and Children’s Social Care. Other services were positioned in different directorates in order to maximise links between specialisms and teams in delivering the vision.

Luton’s Transformation Strategy has already introduced new ways of working and innovative delivery. Service remodelling, fresh thinking and new approaches have been the way forward over the past five years. Many services have as a result improved and Luton Borough Council has appeared prominently on the shortlists of a range of national excellence awards; winning prestigious prizes such as ‘Excellence for Innovation’ from the Institute of Revenues Rating and Valuation (IRRV) and ‘Transport Local Authority of the Year’ at the National Transport Awards in 2014.
Section 9: Medium-term financial plan

Each council is required to have a medium-term financial plan which sets out how it will use its resources to achieve its strategic priorities detailed in its Corporate Plan. The Council’s medium term financial planning is driven by its aim to work alongside residents, organisations and business in Luton, with the interests of Luton firmly at the heart.

The medium-term financial plan includes the predicted level of revenue, income and investment available to the Council against predicted budget pressures and further savings targets. The current plan is based on the need to find further savings over the current Settlement period. The government’s austerity programme continues and the Council has already made savings exceeding £107 million in the last six years, with a further £11-£14 million of savings to be achieved by March 2020.

The Council provides value for money to the taxpayers of Luton by setting a council tax which is both below the national average, and considerably below the level of the council tax elsewhere in Bedfordshire, and is working hard to collect as much income as it can so that this can be reinvested back into services for Luton residents and businesses.

Increasing demand and reducing resources has put a pressure on services, some of which were already challenged from previous years. Children’s and Adults Social Care Services are dealing with more individuals requiring statutory support and increasingly complex cases that require more expensive placements and assistance, resulting in budget pressures. At the same time, meeting the demand for increasing numbers of households presenting as homeless or requiring temporary accommodation has led to an overspend on this budget that shows no sign of initially reducing.

The Council is well aware of the need to do things differently, hence its focus on investing in early intervention and prevention to reduce future need whilst also tackling the here and now. To assist with the pressures, the Council has been one of the first to use a zero based budget approach which builds budgets from the bottom upwards, rather than automatically assuming that the previous year’s budget is the correct budget to take forward into the next year. It has started this in the areas of greatest need, including Children’s Social Care and Housing.

The Council is fortunate in that it owns London Luton Airport Limited (LLAL) and is able to utilise income from the airport to invest in non-statutory services in Luton. The medium term financial plan has been developed to include LLAL income projections and these were included before the UK made a decision to exit the European Union. Both the airport and the Council remain committed to ‘business as usual’ and work is ongoing to continue to encourage new airlines to sign up to flying from Luton and to increase passenger numbers to meet predictions. However, the Council and LLAL are aware that the financial context in which it is operating is very different.
Section 10: Luton Borough Council savings programme

Every local authority across the country has had to make savings to their budgets over the last six years as a result of cuts to local government grants. Luton Borough Council has already made savings exceeding £107 million in those six years and has managed to achieve this without significant cuts to front line services or impact on residents.

Luton has managed to achieve its savings in a number of ways, many of which will not have been visible to local residents such as changing how it is structured and how it works to be more efficient.

The Council has also made changes to become more cost-effective in how it purchases goods and commissions services.

In addition we have increased our efforts to trade with a variety of partnerships and organisations across the country, and as a result brought in income of over £24 million.

The Council still has to find £11-£14 million savings by March 2020 which is becoming much harder, and elected members have to make difficult decisions which will affect their communities. Luton Borough Council is looking at different ways to achieve the required savings which includes how it may work in closer partnership with neighbouring local authorities in specific service areas, where it can trade more, where it can take advantage of innovation in technology to work in better ways and where investing in early intervention and prevention activity in a wide range of areas will improve the lives of Luton residents and also reduce costs in future years.

This work to meet this savings target runs alongside the Luton Investment Framework which aims to increase revenue achieved from business rates through attracting more businesses to Luton. Also with a plan to build nearly 6,000 homes over the next 20 years, the owners of which will all pay council tax, this increase in revenue to the Council will benefit Luton residents.
Section 11: Organisational development

Our ‘People Plan 2016-19’ details how we will recruit, communicate with, develop and enable our workforce to deliver the Council’s revised mission statement and vision. We recognise that staff have been expected to deliver high quality services throughout a sustained period of major change and budget reductions. As a Council, we will respond to further challenges and changes during the next three years, with great optimism for the future.

The organisation has set out its priorities for the engagement, development and support of its people as follows:

- Ensure the Council has a productive, suitably qualified, skilled and motivated workforce, able to deliver services in a more commercial context, and in accordance with the Council’s mission, vision and values
- Ensure managers are able to lead, manage and improve performance of individuals, teams and services
- Promote the Council as an employer of choice, using pro-active attraction, recruitment and retention methods to engage with a diverse local community and workforce
- Ensure that our strategic priorities, decisions and actions are informed by accurate, good quality data
- Offer accessible, timely and inclusive learning opportunities to develop people’s skills and knowledge, and measure the impact of learning on behaviours, performance and productivity
- Ensure that employees are confident and resilient to deliver good practice, safe in the knowledge that they have management support, with appropriate systems and the necessary tools to do their job well

In order to deliver these ‘People Priorities’, there are seven areas of focused activity, aiming to give our workforce the best possible understanding of what it means to work as “One Council” along with the tools, skills, rewards and experiences to help them both contribute to the realisation of the Council’s vision and to fulfil their own potential.

These seven key areas are:

- Enabling Change
- Engagement, Communication and Recognition
- Employee Development and ‘Growing our Own’
- Leadership, Capacity and Capability
- Pay and Reward
- Attraction, Recruitment and Retention
- Performance.

By valuing and supporting our workforce; providing good quality professional development; ensuring that every member of staff gets appropriate management support and by respecting and understanding the different roles and skills of our staff, we can empower our whole council team to make a real difference to the lives of residents in Luton.
Section 12: Risks

Understanding and mitigating risks are important for any organisation and for a public sector body this can include the ability of the Council to deliver services under any situation, as well as prepare for the unknown. Risks are logged by the Council on a central risk management system and these are monitored quarterly with the Chief Executive.

Many of the risks detailed below have not differed from those of the previous Corporate Plan and there are also some new risks which relate to the changing contexts and times. All risks are being managed.

Key risks:
- Failure to keep to approved budget, particularly re: demand-led services, new requirements, savings targets, loss of income
- Staff Performance - Overload/stress
- Failure to recruit/retain staff
- Significant Project Failure
- Safeguarding of Vulnerable Children
- Impact of the Care Bill and implications for the authority to provide a number of facilities to service users and rights of carers
- Implications of Brexit
- The risk of overspending the homelessness budget due to the increase in homelessness demand and the rising costs of temporary accommodation
- Risk of cyber attack
- Council reputation with all stakeholders and wider reputation of Luton as a place to live, work, learn and visit
- Uninsurable loss, for example pollution or terrorist attack
- Loss or collapse of key IT application/hardware or data corruption - unauthorised access to personal data on council systems
- Loss or failure of key supplier, provider or partner
- Breach of health and safety legislation
- Industrial action
- Failure to act appropriately following receipt of a safeguarding alert in line with multi agency procedures
- Failure to have effective Business Continuity Plans in place
- Decrease in volume of airport traffic or closure resulting in reduction of key income stream
- Failure to maintain emergency response and recovery plans.
Opportunity
Aspiration
Prosperity

The Luton Investment Framework
Securing more than £1.5 billion for the future of Luton

www.luton.gov.uk/lutoninvestmentframework