Luton 2040
A place to thrive

Luton Employment & Skills Strategy

2022-2027

Implementation Plan

Our Partnership Pledges

Partnership is fundamental to the Luton Employment and Skills Strategy. It sets the tone for a sustained pledge from key partners and collaborators, which will drive delivery and can be regularly assessed. We see a wide variety of organisations being critical to our strategic success, but broadly these can be defined as employers, skills providers, local government, sub-regional agencies, our communities and specialist organisations.

The pledges below are direct, simple and designed to ensure that partner commitments are maintained and monitored.

Our pledges will require focus and will necessitate partners to make a commitment to the ongoing delivery of the Strategy and this Implementation Plan. **To substantiate this commitment, we would expect to see the following from pledging organisations:**

Pledge 1: Actively using the Strategy as a document which frames individual or organisational activity, supports the case for investment, project development, collaboration and contributes to raising the profile of the employment and skills agenda.

Formal endorsement of the Strategy

Active engagement with key partnerships and groups

Pledge 2: Delivering and adding value to the actions within the Implementation Plan where identified, whilst keeping track of other positive interventions made, such that progress can be effectively reviewed through monitoring and evaluation processes.

Delivering or supporting identified actions

Openly communicating success and best practice

Pledge 3: Socialising insights and information on an ongoing basis to support an improved understanding of Luton's performance as a place, and to pinpoint issues and opportunities which allow the Strategy to be a living and breathing document.

Sharing of data and intelligence to aid understanding

Attendance at the employment and skills conference

1. Introduction

Introduction

Implementation Plan Purpose

This Implementation Plan has been developed to accompany our 2022-27 Luton Employment and Skills Strategy. It builds on the delivery focus of the Strategy and places more detail around the key actions that will drive change and inclusive prosperity. These actions straddle our **four strategic priorities**:

1 Skills Driving Economic Recovery and Growth	**2** Developing a Pipeline of Talented and Resilient People
3 Tackling Long-Term Inequality and Economic Inactivity	**4** Creating an Adaptable, Upskilled Workforce

Action and Delivery

This Plan acts as a focal document for the **Luton Employment and Skills Partnership Board (ESPB)** and key partners, who will be tasked with delivering the Strategy and maintaining oversight of progress and performance. It has therefore been configured to:

- Provide a natural focus for local delivery

- Be practical, actionable and owned

- Complement other action-focused documents

- Include Specific, Measurable, Attainable, Relevant and Time-bound (SMART) indicators of performance

- Be a living document, which may flex and can be updated to reflect changing contexts and priorities (in tandem with any updates to the Strategy itself)

The Plan, therefore, forms the basis for accountability, transparency and collective ownership and will play a key role moving forward in:

- Advocacy and case making

- Monitoring and evaluation

- Partnership building

- Influencing and lobbying

- Celebrating success

Consistent with the Strategy itself, the Plan has been co-created, with partner organisations, businesses, and Luton residents helping shape the scope of interventions within.

Strategic Priority Actions

Each strategic priority is characterised by a series of key actions as identified within the Strategy. These respond to the evidence base and the emphasis of challenge and opportunity in Luton. They build on activities that are already in progress and take inspiration from farther afield, such that change will be focused in the areas where it is needed most, and the returns will be greatest.

The actions for each of the strategic priorities are set out below, with action tables being structured around the following dimensions:

- Headline action

- Key delivery activities

- Delivery timeframe (within the 5-year duration)

- Delivery owners

- Delivery partners

- Delivery outputs

- Measures of success

The results outlined within the action plans align with a series of higher level KPIs, which provide the focus for monitoring.

Implementation Plan – Vision to Outcomes

Our Implementation Plan adopts a logic chain, to highlight the tangible difference we are seeking to make across Luton. This is articulated below and frames the overarching approach taken to the delivery of the Strategy, with a focus on accountability, transparency, and continuity of approach.

Actions emphasise the high level intent that will address challenges and opportunities

Outputs help to demonstrate that activities are being delivered and progress made

Strategic Vision

Strategic Priorities

Actions

Activities

Outputs

Outcomes

Strategic priorities provide an evidence based focus for the actions we will take to maximise impact

Activities represent the core projects and deliverables that will be taken forward by partners

Outcomes are the key metrics of change we are seeking to shift over the 5-year Strategy

2. Action Plan

Our Action Plan

Strategic Priority 1: Skills Driving Economic Recovery and Growth

Headline Action	Key Delivery Activity	Timeframe	Delivery Owners	Delivery Partners	Delivery Outputs	Measures of Success[1]
1.1 Develop a seamless employment and skills ecosystem with employers at the centre to bridge the gap and ensure provision is based on the current and future needs of Luton's businesses and growth sectors, particularly SMEs who are the lifeblood of the local economy	1.1.1 Facilitate partnership working and new forms of collaboration through the ESPB, PTB and annual Employment and Skills Partnership Conference	Ongoing	Luton Council Economic Growth and Skills, Luton Council Education Services, Careers Hub Luton	Colleges, ESPB, Government Departments (BEIS, DfE, DLUHC), PTB	Number of events and conferences held	Increase in the number of relevant events held versus baseline
	1.1.2 Develop shared data and insight mechanisms, drawing on relevant data (including labour market, skills gaps need data, NEET, destination data) and business perspectives to shape provision and explore automated approaches	Year 1	UoB	Colleges, ESPB, Government Departments (BEIS, DfE, DLUHC), PTB	Number of new data insights and visualisation tools developed and deployed	Increase in the number of data tools and mechanisms versus baseline
	1.1.3 Work with businesses to better understand their skills and detailed recruitment needs	Ongoing	CoC, FSB and SEMLEP	Colleges, ESPB, Government Departments (BEIS, DfE, DLUHC), PTB	Evidence of business liaison (meetings, diagnostics, forums etc)	Increase in the scale and regularity of business engagement versus baseline
	1.1.4 Publish and circulate a bi-annual labour market update report	Year 1, 2, 3, 4, 5	Luton Council Economic Growth and Skills, SEMLEP	Colleges, ESPB, Government Departments (BEIS, DfE, DLUHC), PTB	Annual Luton labour market report published	Increase in the frequency of updates published versus baseline
1.2 Design clear learning and career pathways, making the connections at key stages and linking the curriculum to local jobs and work opportunity	1.2.1 Strengthen sector partnerships between education, providers and employers for Luton's growth and employment sectors	Year 1, 2	Careers Hub Luton, Luton Council Economic Growth and Skills	CoC, Colleges, Employers, ESPB, FSB, Government Departments (BEIS, DfE, DLUHC), SEMLEP, PTB, Schools	Number of priority sector partnerships established / number of sector-focused collaborative projects established	Increase in the number of sector partnerships/ projects established versus baseline

1. Note: Baseline refers to the position at the start of Year 1 of Implementation Plan delivery.

Luton Employment & Skills Strategy 2022-2027 - **Implementation Plan**

Headline Action	Key Delivery Activity	Timeframe	Delivery Owners	Delivery Partners	Delivery Outputs	Measures of Success
	1.2.2 Develop a comprehensive skills pathways route map based on Luton's growth and employment sectors, identifying and responding to gaps	Year 2, 3	Careers Hub Luton, Luton Council Economic Growth and Skills	CoC, Colleges, Employers, ESPB, FSB, Government Departments (BEIS, DfE, DLUHC), SEMLEP, PTB, Schools	Number of sector specific pathways route maps published	Increase in number of published skills pathway maps published versus baseline
1.3 Develop a joined-up and real-time approach to understanding and responding to emerging Green and Digital Sector skills requirements	1.3.1 Establish a Green Skills Group and a Digital Skills Group with a supporting action plan to better understand the roles this will create and the skills that will be in high demand	Year 1	Luton Council Economic Growth and Skills, SEMLEP	Employers, ESPB, Government Departments (BEIS, DfE, DLUHC), PTB, CoC, FSB	Green and Digital Skills Groups established / evidence of Group activity and associated outputs	Increase in the levels of green and digital sectors skills engagement and activity versus baseline
	1.3.2 Develop detailed green and digital skills requirements and pathway plan to support local employers and expected sector growth	Year 2	Luton Council Economic Growth and Skills, SEMLEP	Employers, ESPB, Government Departments (BEIS, DfE, DLUHC), PTB, CoC, FSB	Evidence of green and digital skills pathway mapping development and provider response	Increase in the number of green and digital skills pathway assets versus baseline
1.4 Target skills development and employment initiatives on sectors and employers experiencing recruitment difficulties and shortages	1.4.1 Work with local businesses to trial value-based recruitment, targeted locally with simplified job specifications and candidate selection deployed	Year 1, 2	Luton Council Economic Growth and Skills, DWP	CoC, Employers, ESPB, FSB, Government Departments (BEIS, DfE, DLUHC), PTB, SEMLEP	Value based recruitment model developed / evidence of successful value-based recruitment into local jobs	Increased adoption of value-based recruitment by employers versus baseline
	1.4.2 Further develop sector-based skills academies, where demand for labour is strongest and immediate, such as the Construction Skills Hub and the Social Work Academy	Ongoing	Luton Council Economic Growth and Skills, DWP	CoC, Employers, ESPB, FSB, Government Departments (BEIS, DfE, DLUHC), PTB, SEMLEP	Number of skills academies in development / number of active skills academies	Increase in number of operational skills academies versus baseline
	1.4.3 Create apprenticeship and traineeship pathways to support Luton's sectors and provide a greater balance of choice	Ongoing	Luton Council Education Services, Luton Council Economic Growth and Skills	CoC, Employers, ESPB, FSB, Government Departments (BEIS, DfE, DLUHC), PTB, SEMLEP	Number of apprenticeships offered in Luton by standard or qualification	Increase in apprenticeships and traineeship pathway options versus baseline

2. Note: Luton's priority growth and employment sectors are Aviation and Aerospace, Advanced Manufacturing, Automotive and Engineering, Creative Arts and Media; Construction and Health and Social Care.

Headline Action	Key Delivery Activity	Timeframe	Delivery Owners	Delivery Partners	Delivery Outputs	Measures of Success
	1.4.4 Deliver redundancy support packages as part of the economic recovery with a focus on transferable skills aligned with sectors where there are recruitment difficulties or expected jobs growth	Year 1, 2	Luton Council Economic Growth and Skills, DWP	CoC, Employers, ESPB, FSB, Government Departments (BEIS, DfE, DLUHC), PTB, SEMLEP	Number of active redundancy support programmes / take-up of redundancy support programmes	Increase in support programme availability and support versus baseline
	1.4.5 Hold job fairs promoting live vacancies and supported with quality careers advice	Ongoing	DWP, Careers Hub Luton, Luton Council Economic Growth & Skills	CoC, Employers, ESPB, FSB, Government Departments (BEIS, DfE, DLUHC), PTB, SEMLEP	Number of job fairs held / number of vacancies filled as a result of job fairs	Increase in the number of jobs fairs held versus baseline
1.5 Maximise local levers such as procurement and the opportunities of key regeneration and development in Luton, to create local job prospects and better connect to the local provider offer	1.5.1 As part of the Good Business Charter, establish an Anchors Procurement Group to maximise social value on delivery of local recruitment, apprenticeships, work experience etc	Year 1	Luton Council Economic Growth and Skills	CoC, Developers, Employers, LLAOL, SEMLEP	Anchors Procurement Group Established / Number apprenticeships and jobs secured through anchor procurements	Increase in apprenticeships and jobs secured through anchor procurements versus baseline
	1.5.2 Develop Employment and Skills Supplementary Planning Guidance to support planning submissions from developers	Year 2, 3	Luton Council Planning, DWP	CoC, Developers, Employers, LLAOL, SEMLEP	Supplementary Planning Guidance published / evidence of anchor and developer commitments within planning applications	Increase in employment and skills evidence within planning applications versus baseline
	1.5.3 Support London Luton Airport in its ambitions around local recruitment, employment and skills, aligned to their strategy	Ongoing	Luton Council Economic Growth and Skills	CoC, Developers, Employers, LLAOL, SEMLEP	Evidence of local people being employed and trained at the Airport	Increase in Luton-based employees at the airport versus baseline
	1.5.4 Maximise employment and skills opportunities from key developments such as Power Court and Newlands Park	Year 2, 3, 4 ,5	Luton Council Economic Growth and Skills	CoC, Developers, Employers, LLAOL, SEMLEP	Evidence of recruitment activity/ local people in training and job positions linked to key developments	Increase in local people employed through development and regeneration versus baseline

Headline Action	Key Delivery Activity	Timeframe	Delivery Owners	Delivery Partners	Delivery Outputs	Measures of Success
1.6 Increase the engagement and involvement of businesses in our employment, skills and learning activity, especially SMEs	1.6.1 Launch the new Barnfield College Employer Zone and full range of employer events and activities to increase involvement in curriculum design and other initiatives	Year 1	Barnfield College	CoC, Employers, ESPB, FSB, PTB, SEMLEP	Barnfield Employer Zone operational / total interactions	Increase in employer engagements with the College versus baseline
	1.6.2 Strengthen employer engagement with Careers Hub Luton, particularly SMEs	Ongoing	Careers Hub Luton, Luton Council Economic Growth and Skills	CoC, Employers, ESPB, FSB, PTB, SEMLEP	Total employer engagements / sector engagement breakdown	Increase in number of employers formally engaged versus baseline
	1.6.3 Strengthen links with Luton Council Economic Growth Team's employer engagement programme with inclusion of skills and recruitment assessments	Year 1	Luton Council Economic Growth and Skills	CoC, Employers, ESPB, FSB, PTB, SEMLEP	Skills assessment process established / Number of skills and recruitment assessments completed	Increase in number of completed skills and recruitment assessments versus baseline
	1.6.4 Employer representation on the ESPB and PTB increased	Ongoing	Luton Council Economic Growth and Skills, Luton Council Education Services	CoC, Employers, ESPB, FSB, PTB, SEMLEP	Number and breakdown of ESPB/ PTB directors	Increase in number of ESPB employer representatives versus baseline
	1.6.5 Use the Think Luton Business newsletter to engage employers on activity that can support their skills and recruitment needs	Ongoing	Luton Council Economic Growth and Skills	CoC, Employers, ESPB, FSB, PTB, SEMLEP	Number of relevant articles in newsletter / evidence of relevant business contributions to the newsletter	Increase in number of related articles in newsletter versus baseline
1.7 Embed enterprise education within local provision leading to more established entrepreneurship and start-up pathways and helping to inspire the next generation of new business owners	1.7.1 Coordinate a Luton Enterprise Event, which draws attention to the innovative and creative capacity of Luton's residents	Year 2	UoB, Colleges	ESPB, Government Departments (BEIS, DfE, DLUHC), SEMLEP, Schools, Wenta	Luton Enterprise event delivered / participation levels in event	Increase in the number of enterprise events held versus baseline

Headline Action	Key Delivery Activity	Timeframe	Delivery Owners	Delivery Partners	Delivery Outputs	Measures of Success[1]
	1.7.2 Work with Headteachers Forum and Careers Hub Luton to explore potential for an entrepreneurial programme for schools, to raise awareness within pre-16 age groups	Year 2	Careers Hub Luton, PTB	ESPB, Government Departments (BEIS, DfE, DLUHC), SEMLEP, Schools, Wenta	Evidence of entrepreneurial programme development / entrepreneurial programme deployment	Increase in the number of operational entrepreneurial programmes versus baseline
	1.7.3 Work with and support local start-up support agencies such as Wenta	Ongoing	Luton Council Economic Growth and Skills	ESPB, Government Departments (BEIS, DfE, DLUHC), SEMLEP, Schools, Wenta	Evidence of engagement with relevant start-up agencies	Increase in engagement levels with relevant agencies versus baseline
	1.7.4 Launch a 'Pathways into Self Employment' programme at UoB with a package of support for progress, pursuit and profit	Year 2	UoB	ESPB, Government Departments (BEIS, DfE, DLUHC), SEMLEP, Schools, Wenta	Programme launched and operational / levels of participation in programme	Increase in number of programmes and packages versus baseline
	1.7.5 Support job seekers to explore self-employment as a viable option and to raise aware of enterprise opportunities	Ongoing	DWP, Luton Council Economic Growth and Skills	ESPB, Government Departments (BEIS, DfE, DLUHC), SEMLEP, Schools, Wenta	Evidence of support focusing on enterprise opportunity / number of job seekers pursuing self-employment	Increase in number of job seekers pursuing self-employment versus baseline

Strategic Priority 2: Developing a Pipeline of Talented and Resilient People

Headline Action	Key Delivery Activity	Timeframe	Delivery Owners	Delivery Partners	Delivery Outputs	Measures of Success
2.1 Support and encourage schools and colleges to develop provision which enables the development of core employability skills that are in demand and will form the basis of future jobs, including STEM	2.1.1 Develop and promote project-based learning in schools aligned with key themes, such as the green economy	Year 2	Luton Council Education Services, Careers Hub Luton, SEMLEP	Colleges, Employers, ESPB, Government Departments (BEIS, DfE, DLUHC), PTB, Schools	Evidence of project-based learning development / number of project-based learning programmes	Increase in number of project-based learning programmes versus baseline
	2.1.2 Promote Careers Hub Luton and other CEC relevant resources, seeking further commitment from schools and colleges	Ongoing	Luton Council Education Services, Careers Hub Luton, SEMLEP	Colleges, Employers, ESPB, Government Departments (BEIS, DfE, DLUHC), PTB, Schools	Evidence of Careers Hub and CEC promotion / number of schools and colleges signed-up	Increase in number of schools and colleges affiliated with Hub versus baseline
	2.1.3 Increase engagement and activity with work placements, work experience, apprenticeships, T Levels, internships	Ongoing	Luton Council Education Services, Careers Hub Luton, SEMLEP, Luton Council Economic Growth and Skills	Colleges, Employers, ESPB, Government Departments (BEIS, DfE, DLUHC), PTB, Schools	Numbers of relevant places available / take-up of relevant programmes, courses, apprenticeships and internships	Increase in number of and take-up of relevant programmes and courses versus baseline
	2.1.4 Continue to strengthen the Passport to Employment Programme	Ongoing	Careers Hub Luton, Luton Council Economic Growth & Skills	Colleges, Employers, ESPB, Government Departments (BEIS, DfE, DLUHC), PTB, Schools	Evidence of programme development	Increase in number of programme engagements versus baseline
	2.1.5 Explore opportunities for closer linkages with UoB's STEM Facility, increasing exposure to STEM opportunities for young people and residents	Year 1	UoB	Colleges, Employers, ESPB, Government Departments (BEIS, DfE, DLUHC), PTB, Schools	Number of established relationships with school and college courses / student take-up of STEM courses (FE/HE)	Increase in number of school/college relationships with STEM Facility versus baseline
	2.1.6 Strengthen the STEM apprenticeship offer	Year 2	UoB	Colleges, Employers, ESPB, Government Departments (BEIS, DfE, DLUHC), PTB, Schools	Number/ type of STEM apprenticeships available	Increase in apprenticeships numbers versus baseline

Headline Action	Key Delivery Activity	Timeframe	Delivery Owners	Delivery Partners	Delivery Outputs	Measures of Success
	2.1.7 Launch and promote Barnfield College's new Digital Lab	Year 2	Barnfield College	Colleges, Employers, ESPB, Government Departments (BEIS, DfE, DLUHC), PTB, Schools	Barnfield College Digital Lab operational	Increase in engagement with Digital Lab versus baseline
	2.1.8 Establish the employer 'Skillmaker' initiative across Luton and the nearby regions to further develop links between employers and vocational and occupation training and education	Year 2	Barnfield College	Colleges, Employers, ESPB, Government Departments (BEIS, DfE, DLUHC), PTB, Schools	Evidence of Initiative in development / initiative operational and links established	Increase in the presence of related initiatives and engagement versus baseline
	2.1.9 Establish the Barnfield College GAP programme to generate and sustain on-the-job training opportunities for young people studying vocational and occupational qualifications	Year 2	Barnfield College	Colleges, Employers, ESPB, Government Departments (BEIS, DfE, DLUHC), PTB, Schools	Evidence of programme in development / programme take-up levels	Increase in programme take-up levels versus baseline
2.2 Develop a more comprehensive vocational offer for young people through a wider variety of learning options	2.2.1 Further develop engagement with young people to understand their specific learning needs	Ongoing	Luton Council Education Services, Careers Hub Luton	DWP, Employers, ESPB, Government Departments (BEIS, DfE, DLUHC), NHS, SEMLEP, Schools	Evidence of student surveying / detailed analysis of young person skills and employability needs	Increase in number and frequency of student surveying versus baseline
	2.2.2 Ensure young people are supported by careers education in schools as described by the Gatsby Benchmarks	Ongoing	Luton Council Education Services, Careers Hub Luton	DWP, Employers, ESPB, Government Departments (BEIS, DfE, DLUHC), NHS, SEMLEP, Schools	Gatsby Benchmark results recorded and analysed	Increase in Luton Gatsby Benchmark performance versus baseline
	2.2.3 Explore options for the continuation of Careers Hub Luton beyond current funding	Year 1, 2	Luton Council Education Services, Careers Hub Luton	DWP, Employers, ESPB, Government Departments (BEIS, DfE, DLUHC), NHS, SEMLEP, Schools	Evidence of Careers Hub Luton proposition development / level of further funding secured	Increase in funding committed to the Hub versus baseline
	2.2.4 Undertake strategic pupil place planning for 16-18 year-olds who need specialist provision, ensuring diversity of options	Ongoing	Luton Council Education Services	DWP, Employers, ESPB, Government Departments (BEIS, DfE, DLUHC), NHS, SEMLEP, Schools	Evidence of strategic pupil place planning	Increase in number of place-planning assessments completed versus baseline

Headline Action	Key Delivery Activity	Timeframe	Delivery Owners	Delivery Partners	Delivery Outputs	Measures of Success
	2.2.5 Map the vocational offer for young people in 16-18 and 19-25 and fill any gaps in provision	Year 1, 2, 3	Luton Council Education Services	DWP, Employers, ESPB, Government Departments (BEIS, DfE, DLUHC), NHS, SEMLEP, Schools	Comprehensive provision mapping completed / evidence of new provision being developed	Increase in availability of relevant pathway maps versus baseline
	2.2.6 Ensure there is a package of support in place for vulnerable young people who are registered as NEET or at imminent risk	Ongoing	Luton Council Education Services	DWP, Employers, ESPB, Government Departments (BEIS, DfE, DLUHC), NHS, SEMLEP, Schools	Evidence of targeted NEET support / levels of engagement with support programmes	Increase in availability of support packages versus baseline
	2.2.7 Develop the market around SEND provision, and increase the number of supported internships, volunteering and employment for young people (16-25) with SEND	Ongoing	Luton Council Education Services, Luton Council Children's Services	DWP, Employers, ESPB, Government Departments (BEIS, DfE, DLUHC), NHS, SEMLEP, Schools	Evidence of scope and focus of SEND provision / number of SEND focused internships and volunteering placements	Increase in number of internships and volunteering opportunities versus baseline
	2.2.8 Develop and promote alternative education pathways and transition between them	Year 1, 2	Luton Council Education Services	DWP, Employers, ESPB, Government Departments (BEIS, DfE, DLUHC), NHS, SEMLEP, Schools	Evidence of education pathways / promotion of pathways	Increase in promotion and marketing of pathways versus baseline
	2.2.9 Identify learner issues/ barriers in navigating pathways and seek ways to remove these and support learner progression	Year 1	Luton Council Education Services	DWP, Employers, ESPB, Government Departments (BEIS, DfE, DLUHC), NHS, SEMLEP, Schools	Learner barriers identified / response to mitigate learner barriers developed	Increased awareness of learner barriers versus baseline
	2.2.10 Continue to strengthen support for young people in care or care leavers (mentors, experience and guaranteed interviews)	Ongoing	Luton Council Virtual School, Luton Council Education Services	DWP, Employers, ESPB, Government Departments (BEIS, DfE, DLUHC), NHS, SEMLEP, Schools	Number of programmes aimed at supporting those in or leaving care	Increase in number of related programmes versus baseline

Headline Action	Key Delivery Activity	Timeframe	Delivery Owners	Delivery Partners	Delivery Outputs	Measures of Success
	2.2.11 Develop and implement curriculum innovations that maximise available funding to provide young people with a long and short qualification/ skills offer	Ongoing	Colleges, UoB	DWP, Employers, ESPB, Government Departments (BEIS, DfE, DLUHC), NHS, SEMLEP, Schools	Evidence of new curriculum development / audit of short and long course offer	Increase in number of related courses and provision versus baseline
2.3 Create more regular employer touchpoints with local role models connecting to students, parents, and influencers to enable informed decisions on learning and work choices	2.3.1 Increase Cornerstone Employers and Enterprise Advisors as part of Careers Hub Luton	Ongoing	Careers Hub Luton, Luton Council Economic Growth and Skills	CoC, Employers, ESPB, FSB, SEMLEP	Number of Cornerstone Employers and Enterprise Advisors / sector representation	Increase in number of engaged employers and advisors versus baseline
	2.3.2 Identify and engage key influential figures in Luton as role models that local people can identify with and be inspired by	Year 1	Luton Council Economic Growth and Skills	CoC, Employers, ESPB, FSB, SEMLEP	Mentors and influencers identified / number of actively engaged business leaders	Increased number of influencers mobilised versus baseline
	2.3.3 Share accessible 'live' labour market information and provide labour market CPD information to upskill teaching staff	Ongoing	Careers Hub Luton, PTB, Colleges, Schools	CoC, Employers, ESPB, FSB, SEMLEP	Labour market information available / evidence of data being used by providers and teaching staff	Increase in the dissemination of labour market information versus baseline
	2.3.4 Deliver a suite of engagement activities for young people, parents and carers on labour market information and careers	Ongoing	Careers Hub Luton, PTB, Colleges, Schools	CoC, Employers, ESPB, FSB, SEMLEP	Evidence of engagement activity with target audiences / numbers accessing labour market information and careers advice	Increase in number of engagement activities versus baseline
	2.3.5 Use Family Learning as an opportunity to connect parents with labour market understanding	Ongoing	Luton Council Economic Growth and Skills	CoC, Employers, ESPB, FSB, SEMLEP	Family Learning developed to include labour market information	Increase in Family Learning collaborations versus baseline

Headline Action	Key Delivery Activity	Timeframe	Delivery Owners	Delivery Partners	Delivery Outputs	Measures of Success
2.4 Increase levels of awareness and aspiration and promote Luton in a positive way to encourage young people to stay in Luton	2.4.1 Showcase local education and training resources including colleges, universities (national) and online learning and provide exposure points for local people	Ongoing	Luton Council Education Services, colleges, UoB	CoC, FSB, Employers, ESPB, PTB, SEMLEP	Evidence of relevant resource promotion and advocacy / number of exposure points mapped	Increase in the level of promotion and advocacy versus baseline
	2.4.2 Showcase future job opportunities and career pathways as part of the regeneration of Luton through Careers Hub Luton	Ongoing	PTB, Careers Hub, Luton Council Economic Growth & Skills	CoC, FSB, Employers, ESPB, PTB, SEMLEP	Number of events and showcase engagements held / evidence of promotion and marketing	Increase in number of events and showcases versus baseline
	2.4.3 Promote current job vacancies through the Passport to Employment jobs portal	Year 1	Luton Council Economic Growth and Skills	CoC, FSB, Employers, ESPB, PTB, SEMLEP	Number of vacancies promoted via the portal	Increased number of vacancies promoted through portal versus baseline
	2.4.4 Produce Luton Inward Investment Prospectus and associated campaign	Ongoing	Luton Council Economic Growth and Skills	CoC, FSB, Employers, ESPB, PTB, SEMLEP	Inward Investment prospectus published / associated campaign launched and marketed	Increase in inward investment profile and campaigns versus baseline

Strategic Priority 3: Tackling Long-Term Inequality and Economic Inactivity

Headline Action	Key Delivery Activity	Timeframe	Delivery Owners	Delivery Partners	Delivery Outputs	Measures of Success
3.1 **Provide joined up employment support for target groups that removes barriers to skills and work for disadvantaged groups, particularly women, returners to work, ethnic minority groups, disadvantaged community groups, some over 50s, people with physical and learning difficulties or disabilities, homeless or ex-offenders**	3.1.1 Initiate a programme of community conversations to develop a nuanced understanding of the solutions needed to address inequality and structural disadvantage	Ongoing	Luton Council Economic Growth and Skills, Luton Council Social Justice Team	BLCF, Colleges, Community Groups, Employers, Government Departments (BEIS, DfE, DLUHC) Raise Up Foundation, Schools	Evidence of community engagement / spatial focus of community engagement / evidence of key issues	Increase in the number and regularity of community conversations versus baseline
	3.1.2 Identify community champions to support in engaging customers and promoting the provision	Ongoing	DWP, Luton Council Economic Growth and Skills, Luton Council Social Justice Team	BLCF, Colleges, Community Groups, Employers, Government Departments (BEIS, DfE, DLUHC) Raise Up Foundation, Schools	Community champions identified / number of champions signed up	Increase in number of active community champions versus baseline
	3.1.3 Target existing and future funding (such as ESFA, BBO & CLLD) towards areas of high deprivation or disadvantage with community-based provision	Ongoing	DWP, Luton Council Economic Growth and Skills, Luton Council Social Justice Team	BLCF, Colleges, Community Groups, Employers, Government Departments (BEIS, DfE, DLUHC) Raise Up Foundation, Schools	Number of funding bids developed and submitted / value of funding secured	Increase in the value of funding allocated to related projects versus baseline
	3.1.4 Explore and agree a joint action plan to support our black and minority ethnic communities to access and progress in employment	Year 2	DWP, Luton Council Economic Growth and Skills, Luton Council Social Justice Team	BLCF, Colleges, Community Groups, Employers, Government Departments (BEIS, DfE, DLUHC) Raise Up Foundation, Schools	Development of action plan / action plan approved and activated	Increase in number of targeted actions delivered versus baseline
	3.1.5 Seek external funding to support targeted provision	Ongoing	ESPB, PTB	BLCF, Colleges, Community Groups, Employers, Government Departments (BEIS, DfE, DLUHC) Raise Up Foundation, Schools	Funding sources identified / value of funding secured	Increase in value of external funding secured versus baseline

Headline Action	Key Delivery Activity	Timeframe	Delivery Owners	Delivery Partners	Delivery Outputs	Measures of Success
	3.1.6 Leverage national programmes such as Disability Confident, Access to Work and BITC resources	Ongoing	DWP, ESPB	BLCF, Colleges, Community Groups, Employers, Government Departments (BEIS, DfE, DLUHC) Raise Up Foundation, Schools	Evidence of programme engagement / take-up of programmes in Luton	Increase in direct links with related programmes versus baseline
	3.1.7 Explore supported employment opportunities for individuals with higher support needs / SEND / LDD, including supported internships, apprenticeships, job carving	Year 1, 2	Luton Council Adult Social Services	BLCF, Colleges, Community Groups, Employers, Government Departments (BEIS, DfE, DLUHC) Raise Up Foundation, Schools	Evidence of supported employment opportunities / numbers of participating individuals	Increase in number of supported employment and learning opportunities versus baseline
	3.1.8 Work with Public Health to address health barriers to work and promote wellbeing	Ongoing	Luton Council Economic Growth and Skills, Luton Council Population Wellbeing	BLCF, Colleges, Community Groups, Employers, Government Departments (BEIS, DfE, DLUHC) Raise Up Foundation, Schools	Evidence of engagement and partnership working / development of new approaches	Increase in engagements with partners versus baseline
	3.1.9 Encourage cross referrals and raise awareness of local need through an annual employment and skills partnership conference	Year 1 and ongoing	Luton Council Economic Growth and Skills	BLCF, Colleges, Community Groups, Employers, Government Departments (BEIS, DfE, DLUHC) Raise Up Foundation, Schools	Evidence of cross referrals / employment and skills partnership conference held	Increase in numbers of cross referrals versus baseline
	3.1.10 Strengthen join up with Luton Access and the Council Tax Reduction Scheme	Ongoing	Luton Council Economic Growth and Skills	BLCF, Colleges, Community Groups, Employers, Government Departments (BEIS, DfE, DLUHC) Raise Up Foundation, Schools	Evidence of improved alignment and incentivisation	Increase in engagements with schemes versus baseline
	3.1.11 Explore the appetite for employer led learner grants that will promote equal access to higher level provision and accelerate skills development within the most deprived communities	Year 2	Luton Council Economic Growth and Skills	BLCF, Colleges, Community Groups, Employers, Government Departments (BEIS, DfE, DLUHC) Raise Up Foundation, Schools	Evidence of engagement with employers / value of employer led learner grants available	Increase in number and value of grants versus baseline

Headline Action	Key Delivery Activity	Timeframe	Delivery Owners	Delivery Partners	Delivery Outputs	Measures of Success
3.2 Help individuals to be job-ready by providing high quality employment and skills support	3.2.1 Encourage 'soft' entry programmes to engage people with learning	Year 2	Luton Council Economic Growth and Skills, colleges, DWP	Community Groups, Employers, ESPB, Government Departments (BEIS, DfE, DLUHC), Raise Up Foundation, SEMLEP	Evidence of 'soft' entry programme development / launch	Increase in number of 'soft' entry programmes versus baseline
	3.2.2 Deliver basic skills (English, numeracy, digital, ESOL)	Ongoing	Luton Council Education Services, colleges, DWP, Luton Council Economic Growth & Skills	Community Groups, Employers, ESPB, Government Departments (BEIS, DfE, DLUHC), Raise Up Foundation, SEMLEP	Number of relevant courses and take-up of relevant courses	Increase in number of relevant courses versus baseline
	3.2.3 Develop a digital Inclusion programme	Year 1, 2	Luton Council Economic Growth and Skills, DWP	Community Groups, Employers, ESPB, Government Departments (BEIS, DfE, DLUHC), Raise Up Foundation, SEMLEP	Evidence of digital inclusion programme development / launch of programme	Increase in number of operational programmes versus baseline
	3.2.4 Support local events such as the Luton Employability Day and jobs fairs	Year 1	Luton Council Education Services, Luton Council Economic Growth and Skills, DWP	Community Groups, Employers, ESPB, Government Departments (BEIS, DfE, DLUHC), Raise Up Foundation, SEMLEP	Number of events focused on promotion of skills and employability	Increase in number of relevant events versus baseline
	3.2.5 Create opportunities for volunteering as a gateway to wider participation	Ongoing	Luton Council Economic Growth and Skills, DWP	Community Groups, Employers, ESPB, Government Departments (BEIS, DfE, DLUHC), Raise Up Foundation, SEMLEP	Numbers of available volunteering opportunities / take-up of volunteering opportunities	Increase in number of volunteering opportunities versus baseline
	3.2.6 Provide accessible high quality careers guidance for all	Year 1, 2	Luton Council Economic Growth and Skills, Careers Hub Luton, DWP	Community Groups, Employers, ESPB, Government Departments (BEIS, DfE, DLUHC), Raise Up Foundation, SEMLEP	Evidence of all generation career guidance developed / launched	Increase in the breadth of career guidance available versus baseline

Headline Action	Key Delivery Activity	Timeframe	Delivery Owners	Delivery Partners	Delivery Outputs	Measures of Success
	3.2.7 Deliver employer focused training through schemes such as Passport to Employment	Ongoing	Luton Council Economic Growth and Skills, DWP	Community Groups, Employers, ESPB, Government Departments (BEIS, DfE, DLUHC), Raise Up Foundation, SEMLEP	Number of relevant support schemes / scheme take-up	Increase in active schemes versus baseline
	3.2.8 Deliver effective corporate parenting by creating sustained awareness and opportunities, including those beyond statutory limits, including direct upskilling and employment opportunities	Year 2	Luton Council Economic Growth and Skills, Luton Council Social Justice Team, Luton Council Adult Social Services	Community Groups, Employers, ESPB, Government Departments (BEIS, DfE, DLUHC), Raise Up Foundation, SEMLEP	Number of looked after children within local authority care	Decrease in number of looked after children within local authority care, versus baseline
3.3 Work with local businesses to embed best practice in real living wages, local recruitment, retention and skills progression, addressing racism and discrimination	3.3.1 Launch Luton as a Good Business Charter Town to guide employer behaviours	Year 1	Luton Council Economic Growth and Skills	BLCF, Community Groups, Employers, SEMLEP	Luton Good Business Charter scheme operational	Increase in businesses signed up to charter versus baseline
	3.3.2 Explore the potential for a Luton Employer Hub which connects residents to high quality job opportunities at all levels	Year 1	Luton Council Economic Growth and Skills	BLCF, Community Groups, Employers, SEMLEP	Evidence of project development and partner engagement	Increase in employer engagement via Hub versus baseline
	3.3.3 Promote examples of good practice to local employers	Year 2	Beds CoC, FSB, SEMLEP, Luton Council Economic Growth and Skills	BLCF, Community Groups, Employers, SEMLEP	Evidence of best practice promotion and marketing	Increase in promotional campaigns and marketing versus baseline
	3.3.4 Identify and respond to jobs where there are underrepresented groups e.g. gender divide, ethnicity, returners to work etc	Year 1, 2	DWP, Luton Council Economic Growth and Skills	BLCF, Community Groups, Employers, SEMLEP	Evidence of analysis undertaken to define gaps / evidence of response to identified gaps and inequalities	Increase in activities designed to support underrepresented groups versus baseline

Strategic Priority 4: Creating an Adaptable, Upskilled Workforce

Headline Action	Key Delivery Activity	Timeframe	Delivery Owners	Delivery Partners	Delivery Outputs	Measures of Success
4.1 Encourage greater uptake of CPD and flexible learning by employers, particularly SMEs, and ensure apprenticeships are seen to be part of the upskilling solution	4.1.1 Promote and signpost employers and residents to local and government initiatives such as the Lifetime Skills Guarantee	Ongoing	Luton Council Economic Growth and Skills, Colleges, CoC, FSB, SEMLEP, PTB, UoB	Employers, Government Departments (BEIS, DfE, DLUHC), Other Skills and Training Providers	Take-up of Lifetime Skills Guarantee	Increase in number of skills guarantee beneficiaries versus baseline
	4.1.2 Ensure employer engagement highlights benefits of CPD in terms of improved productivity, staff retention etc	Year 1	Luton Council Economic Growth and Skills, CoC, FSB, SEMLEP	Employers, Government Departments (BEIS, DfE, DLUHC), Other Skills and Training Providers	Evidence of related employer engagements and advocacy	Increase in number of businesses engaged on CPD versus baseline
	4.1.3 Identify Apprenticeship Ambassadors to promote benefits to employers	Ongoing	Luton Council Economic Growth and Skills	Employers, Government Departments (BEIS, DfE, DLUHC), Other Skills and Training Providers	Evidence of ambassador identification / recruitment	Increase in number of Apprenticeship Ambassadors versus baseline
	4.1.4 Hold 'Reskill to Rebuild' events for businesses across Luton	Year 2	Luton Council Economic Growth and Skills	Employers, Government Departments (BEIS, DfE, DLUHC), Other Skills and Training Providers	Number of events scheduled and held	Increase in number of events held versus baseline
	4.1.5 Offer 'Skills Boot Camps' to provide short and intensive skills training in skills shortages	Ongoing	Barnfield College, UoB, DWP	Employers, Government Departments (BEIS, DfE, DLUHC), Other Skills and Training Providers	Number of boot camps and events held	Increase in number of boot camps delivered versus baseline
	4.1.6 Develop and implement a range of CPD qualifications and skills that are highly accessible to in-work candidates	Ongoing	Barnfield College, UoB	Employers, Government Departments (BEIS, DfE, DLUHC), Other Skills and Training Providers	Number of CPD qualifications under development / delivered	Increase in number of CPD courses available and take-up versus baseline

Headline Action	Key Delivery Activity	Timeframe	Delivery Owners	Delivery Partners	Delivery Outputs	Measures of Success
4.2 Help individuals to upskill and reskill, building a workforce with transferrable skills	4.2.1 Strengthen, promote and signpost the blended learning offer and online platforms such as UoB, colleges, private providers	Ongoing	Luton Council Economic Growth and Skills, colleges, CoC, FSB, SEMLEP, UoB	DWP, Employers, Government Departments (BEIS, DfE, DLUHC), Other Skills and Training Providers	Evidence of breadth of the blended online learning offer / promotion of flexible learning	Increase in related learning provision versus baseline
	4.2.2 Reinforce and advocate Access Learning, Bitesize Learning	Ongoing	UoB, Barnfield College	DWP, Employers, Government Departments (BEIS, DfE, DLUHC), Other Skills and Training Providers	Number and take-up of relevant learning opportunities	Increase in number and take-up of relevant learning opportunities versus baseline
	4.2.3 Promote higher education pathways and strengthen options around higher apprenticeships, higher technical qualifications and foundation years	Ongoing	UoB, Luton Council Economic Growth and Skills, colleges	DWP, Employers, Government Departments (BEIS, DfE, DLUHC), Other Skills and Training Providers	Number of higher apprenticeships and technical qualifications available and take-up	Increase in number of available higher level apprenticeships and take-up versus baseline
	4.2.4 Deliver provision during flexible hours to enable out of work hours learning	Ongoing	UoB, Colleges, Luton Council Economic Growth & Skills	DWP, Employers, Government Departments (BEIS, DfE, DLUHC), Other Skills and Training Providers	Number of courses available flexible hours (evenings/ weekends)	Increase in the number of courses available flexible hours versus baseline
	4.2.5 Promote and strengthen financial support options such as advanced learner loans, appetite for employer sponsorship / full cost training	Ongoing	UoB, Colleges, Luton Council Economic Growth & Skills	DWP, Employers, Government Departments (BEIS, DfE, DLUHC), Other Skills and Training Providers	Number of learner loans and sponsored training options	Increase in the number of learner loans and sponsored training versus baseline
	4.2.6 Advocate and support transferrable skills in sectors facing recruitment challenges	Ongoing	UoB, Colleges, Luton Council Economic Growth and Skills	DWP, Employers, Government Departments (BEIS, DfE, DLUHC), Other Skills and Training Providers	Evidence of hard-to-recruit vacancies in key sectors	Decrease in number of hard-to-recruit vacancies in key sectors versus baseline

4.3 Stimulate employers to collaborate on shared areas of skills and learning interest, including potential pooling of resources and staff capacity, to help overcome training cost barriers	4.3.1 Develop sector partnerships between education, providers and employers	Ongoing	UoB, Luton Council Economic Growth and Skills	CoC, Employers, Other Skills and Training Providers, SEMLEP	Number of sector partnerships established	Increase in number of sector partnerships established versus baseline
	4.3.2 Leverage the Think Luton Business newsletter to promote opportunities to employers	Ongoing	Luton Council Economic Growth and Skills	CoC, Employers, Other Skills and Training Providers, SEMLEP	Number of newsletters promoting employment opportunities	Increase in number of newsletters promoting employment opportunities

Our Outcomes – Key Performance Indicators

Informed by our vision, the thrust of the strategic priorities, actions and the delivery outputs that will allow us to actively record progress, we have established a series of high-level Key Performance Indicators (KPIs). These reflect the outcomes that partners are seeking to deliver over the duration of the Strategy and are where there is a collective commitment to fundamentally 'move the needle'. The KPIs, therefore, represent the measures by which success will ultimately be assessed and be the primary mechanism by which this is measured and reported to external audiences and wider stakeholders. The KPIs have been selected on the basis of:

• Their alignment with the strategic priorities and identified actions within

• The ability to measure and analysis performance in a consistent and repeatable fashion

• The robustness of underlying data sources

• The ability to contextualise Luton's performance versus comparators and consider change over time

Our KPIs may be added to over time, where there is a rationale to do so and new data becomes available. At this stage, it is agreed that the KPIs will form the basis for annual monitoring and assessment, which is both proportionate and aligns with data release cycles. There will also be the prospect to overlay qualitative insights in addition to statistics, to further an understanding change and local conditions.

Strategic Priorities	Outcome KPIs	Measure of Success	Data Source
1. Skills driving economic recovery and growth	Numbers of hard to fill vacancies	Decrease ▼	ONS Employer Skills Survey
	Proportion of residents in higher level occupations	Increase ▲	ONS Annual Population Survey
	Total number of jobs and job density	Increase ▲	ONS BRES / Jobs Density
	Per Job Average Productivity (GVA)	Increase ▲	ONS Subregional Productivity
2. Developing a pipeline of talented and resilient people	Proportion of residents with 5+ GCSEs	Increase ▲	ONS Key State Performance Data
	Apprenticeship and traineeship completions	Increase ▲	ONS Apprenticeship and Internship Data
	Levels of HE and HE participation	Increase ▲	ONS FE Statistics / Office for Students
	Levels of FE and HE progression	Increase ▲	ONS FE Statistics / Office for Students
3. Tackling long-term inequality and economic inactivity	Proportion of benefit claimants	Decrease ▼	ONS Claimant Counts
	Proportion unemployed and economically inactive	Decrease ▼	ONS Annual Population Survey
	Proportion of jobs paying Real Living Wage / wage equality	Increase ▲	ONS Annual Survey of Hours and Earnings
	Proportion of total population registered as NEET	Decrease ▼	ONS NEET Data
4. Creating an adaptable, upskilled workforce	Level of reported business skills gaps and shortages	Decrease ▼	ONS Employer Skills Survey
	Adult and lifelong learning participation levels	Increase ▲	ONS Community Learning data
	Proportion of businesses investing in CPD and training	Increase ▲	ONS Employer Skills Survey
	Proportion of residents with no qualification or NVQ1	Decrease ▼	ONS Annual Population Survey

3. Delivery

Monitoring and Evaluation

Value of Monitoring

The value of embedding measurement and monitoring processes into strategy delivery is multi-faceted and well established. In the context of our Strategy, the importance of a deliberate approach to measuring and monitoring is clear, and this rationale is geared around the following:

- Real-time understanding of place and local conditions
- Demonstrating accountability and collective ownership
- Supporting better decision-making and planning
- Enabling learning and knowledge exchange
- Valuing change in social and environmental terms
- Advocacy and showcasing the value of strategic focus
- Showing where action can facilitate transformational change
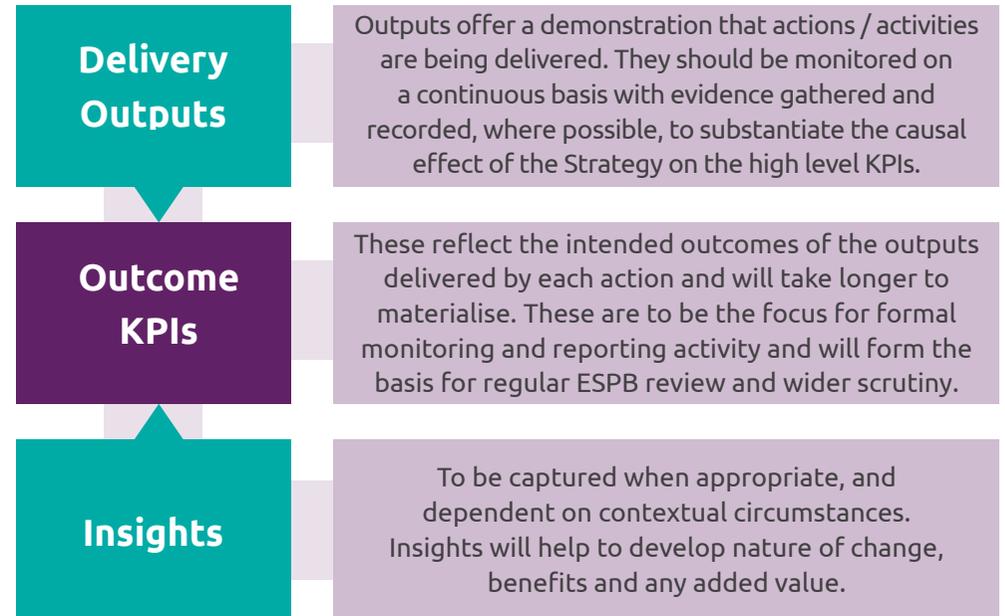
Fundamentals of the Approach

The fundamentals of our approach to measurement and monitoring are key to the Strategy's future value, relevance and success. These reflect factors of best practice and the importance of taking a deliberately flexible approach to monitoring, accounting for elements that may be out of the ESPB's direct control (such as contextual, environmental or political change) and inevitable deviation in the continuity or approach to data release and reporting where there is a reliance on other organisations.

Therefore, our monitoring approach calls for a focus on data that can be quantified and, largely, is captured through existing processes. That said, there may be opportunities over the course of Strategy delivery to accumulate additional insights that will deepen an understanding of place and impact, such as through the collation of qualitative research and administering of surveys.

Our monitoring approach also calls for a focus on:

- **Making a distinction between delivery outputs and outcomes**
- **Proportionality of monitoring regularity**

Structured integration with governance processes

Delivery Outputs	Outputs offer a demonstration that actions / activities are being delivered. They should be monitored on a continuous basis with evidence gathered and recorded, where possible, to substantiate the causal effect of the Strategy on the high level KPIs.
Outcome KPIs	These reflect the intended outcomes of the outputs delivered by each action and will take longer to materialise. These are to be the focus for formal monitoring and reporting activity and will form the basis for regular ESPB review and wider scrutiny.
Insights	To be captured when appropriate, and dependent on contextual circumstances. Insights will help to develop nature of change, benefits and any added value.

The monitoring of KPIs will be undertaken within the following:

- **Annual monitoring and analysis of each indicator**
- **Annual reporting of the performance of each indicator**
- **Tracking performance over time (versus year-1 baseline)**
- **Benchmarking versus select comparator areas**
- **Deeper analysis where possible (by age, gender, ethnic background and disability)**

Evaluation and Longer-Term Impact Tracking

To raise further awareness and support informed decision-making, there may also be an opportunity to ensure that evaluation is factored into our delivery approach. In order to be practicable, it is likely that this will be driven at the level of activities, especially if there is a need to assess longer-term impact and value for money (VfM). Insights derived from this level of evaluation will enable the longer-term benefits of activities to be understood, the VfM of projects to be assessed and, at an aggregate level, for the additionality of the Strategy to be tested. Evaluation will also help uncover the added value derived from interventions and understand performance from a strategic added value perspective.

Any evaluation process will be designed and coordinated in line with direct investments made in projects, and evaluation guidance will be developed for projects, clearly setting out requirements, expected outputs and how performance data should be fed back to support ongoing monitoring. Key reference points to enable a robust and consistent evaluation approach to be developed at a local level include:

- **HM Government Magenta Book**

- **What Works Centre for Local Economic Growth (How to Evaluate)**

- **SEMLEP evaluation guidance and toolkits**

There may also be an opportunity to collate and assess evaluation intelligence generated by partner organisations and those delivering projects aligned to our Implementation Plan. This will be subject to feasibility, the permissibility of information exchange, alignment with reporting methods/timescales and available resources, but could help to deepen understanding and support the sharing of learning and best practice in other intervention contexts.

Making it Happen

Key Principles

The Strategy can only be achieved as a result of sustained accountability, transparency and good governance. As such, there will be a collective responsibility to truly own and deliver the Strategy, with four underlying principles guiding this approach:

Partnership Led
Working together to pool capacity, resources, and expertise

Evidence Driven
Data analysis to drive insights and decision making

Forward Facing
Focusing on future opportunity and changing local conditions

Accountable for Change
Continuous review of performance and achievement

Whilst the Implementation Plan will be primarily owned by the ESPB; these principles will also need to be embedded within those organisations who identify and engage with the Strategy, thereby enabling its delivery.

The ESPB recognises that we need to play a range of different roles to achieve the positive changes in this strategy. These can be summarised as:
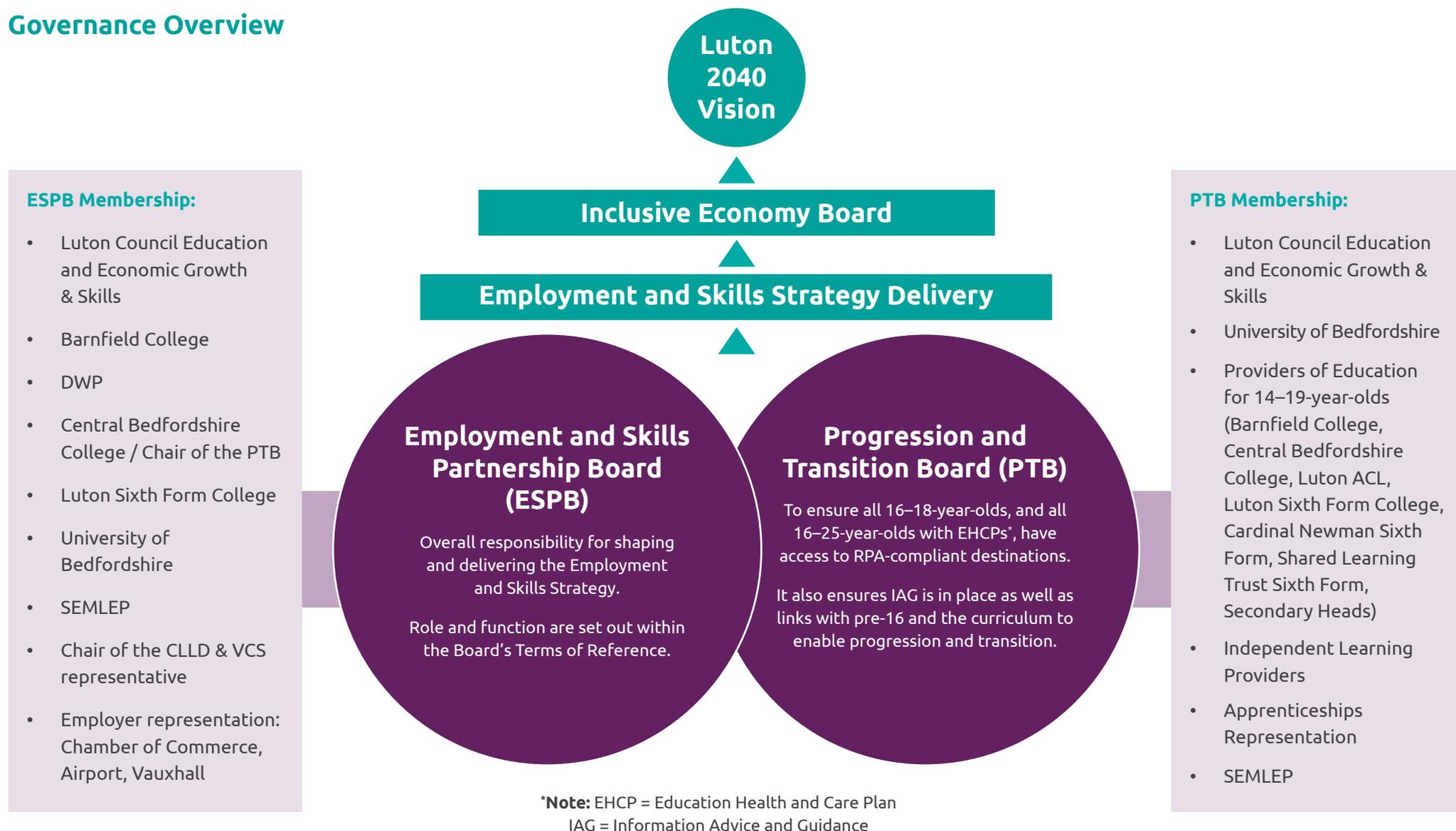
- **Advocates** – for the involvement and leadership of people with lived experience, so that solutions and services are co-designed wherever possible, and lobbying to get the best deal for the borough

- **Navigators and coordinators** – developing a more integrated system for employment and skills, with clearer pathways across a range of provision to support people into good jobs based on well managed and maintained relationships with key employers and sectors

- **Funders and commissioners** – building and sharing an evidence-based approach to funding decisions on programmes and services

- **Anchor institutions** – ensuring jobs and opportunities are created directly within these employers, and through supply chains

- **Providers** – Luton has a large and responsive institutional and provider network, delivering education and a wide range of vocational training and employment support services

- **Employers and businesses** – providing good jobs and opportunities for local people, benefiting from a committed and skilled local workforce

The ESPB will leverage established and new relationships with key stakeholders to provide the right expertise, insight, energy and direction.

Good Governance

Effective governance will be the cornerstone of delivery and it will also be important to maintaining a commitment to accountability. The ESPB must be prepared to interface regularly with the IEB and PTB throughout the Strategy's life, making best use of thes relationships and the expertise within. Good governance will also allow the ESPB to straddle responsibilities and functions at both a strategic and operational level, where necessary. Overarching goverance arrangements are set out below, with the ESPB bound by its own Terms of Reference.

Governance Overview

Luton 2040 Vision

Inclusive Economy Board

Employment and Skills Strategy Delivery

ESPB Membership:

- Luton Council Education and Economic Growth & Skills
- Barnfield College
- DWP
- Central Bedfordshire College / Chair of the PTB
- Luton Sixth Form College
- University of Bedfordshire
- SEMLEP
- Chair of the CLLD & VCS representative
- Employer representation: Chamber of Commerce, Airport, Vauxhall

Employment and Skills Partnership Board (ESPB)

Overall responsibility for shaping and delivering the Employment and Skills Strategy.

Role and function are set out within the Board's Terms of Reference.

Progression and Transition Board (PTB)

To ensure all 16–18-year-olds, and all 16–25-year-olds with EHCPs[*], have access to RPA-compliant destinations.

It also ensures IAG is in place as well as links with pre-16 and the curriculum to enable progression and transition.

PTB Membership:

- Luton Council Education and Economic Growth & Skills
- University of Bedfordshire
- Providers of Education for 14–19-year-olds (Barnfield College, Central Bedfordshire College, Luton ACL, Luton Sixth Form College, Cardinal Newman Sixth Form, Shared Learning Trust Sixth Form, Secondary Heads)
- Independent Learning Providers
- Apprenticeships Representation
- SEMLEP

[*]**Note:** EHCP = Education Health and Care Plan
IAG = Information Advice and Guidance

Resourcing

The action and activities within this plan will require resources to deliver – in terms of capital and operational investment, through in-kind contributions and as a result of the voluntary capacity of individual organisations. The ESPB will work closely with partners to ensure that actions can be delivered and that resources are identified to maximise certainty.

Given the dynamic nature of funding at the time of the Strategy's launch and with future policy announcements expected to alter the most likely sources of funding, it is difficult to say with absolute certainty what resources will be called upon. However, at this stage, we believe some of the most relevant funding sources that will support capital and revenue expenditure are:

- Luton Council resources
- Partner organisation resources
- SEMLEP funding programmes
- Central government funding programmes (including European Structural Fund replacements)
- Voluntary resources

Project and Activity Development

The key to delivery will be to ensure that actions are underpinned by robust project outlines that better define activities and, ultimately, fully developed business cases, which articulate rationale and expected impacts in sufficient detail. Where new projects are being developed and the ESPB may have a role in sanctioning their approval, due rigour should be observed, ensuring projects are predicated on solid foundations and necessary due diligence has been undertaken. This will maximise opportunities for success and ensure the fit with strategic intent is as strong as possible.

Appendix

Organisational Acronyms

- **Department of Business Industrial Strategy and Energy** = BEIS

- **Chamber of Commerce** = CoC

- **Department for Education** = DfE

- **Department for Levelling Up Housing and Communities** = DLUHC

- **Department for Work and Pensions** = DWP

- **Federation of Small Businesses** = FSB

- **London Luton Airport Operations Limited** = LLAOL

- **South East Midlands Local Enterprise Partnership** = SEMLEP

- **University of Bedfordshire** = UoB

To find out more please email
EconomicGrowth@luton.gov.uk