

think  
**Luton**

think... outside the box

# Luton's Investment Framework

2015-2035

*DRAFT*



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**LUTON**  
BOROUGH COUNCIL



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# Introduction by Cllr Hazel Simmons, Leader of Luton Borough Council



Luton is becoming a thriving, self-sustaining town, proud of its heritage and its future, a place that brims with opportunity, talent and economic activity of all kinds. You will want to live and invest here.

In common with all local authorities across the country, and working with its full range of partners, Luton Borough Council has many plans and strategies that shape the services provided to residents.

Just a few of these include the Draft Local Plan, which outlines where and how development can take place, alongside strategies for improving public health, housing, supporting the elderly and vulnerable, and for children and young people.

Elsewhere we outline local measures that will encourage continuing improvements in education and skills development and also the support for businesses that will create the climate for inward investment, all with the ultimate goals of improving prosperity and creating new jobs in Luton that can be filled by local people.

But how will the Council and its partners work to ensure these strategies are taken forward in a coordinated way that improves the lifelong opportunities and health of the people of Luton? What will our borough look and feel like in 20 years' time? And crucially, how will we attract the necessary public and private sector investment that will support our ambitions?

The Council's first Prospectus for Luton outlined our three main priorities for 2013-2016: to ensure that people are safe, supported and healthy, with access to great education and training, and to make our town fit for economic growth; and we continue to work to achieve this.

This document builds on that approach by setting out clearly in one place the investment opportunities that exist in Luton right now, and how Luton Borough Council and its partners will work to improve life chances and to deliver economic growth in the period from 2015-2035.

Luton has a significant part to play in the national and regional growth agenda. It has the capacity, opportunity and responsibility to harness its economic impact, mobilise its community and improve the health and ambition of Luton's residents and businesses to meet the highest levels of economic growth.

Proximity to London, the South and the South-East creates an opportunity to support the development of Luton as a place that is connected to all of the benefits of London (*21 minutes by train and 31 miles from the very heart of central London*) and the South, with the added advantage of available affordable land and housing values, affordable commercial rents and commercial property, an increasingly skilled workforce, superb broadband connectivity and proximity to the European and Asian international markets through London Luton Airport.

Luton's strategic location presents catchment opportunities for business growth that are very economically viable.

Over the short and medium term, Luton will continue to grow, both in jobs and in population. With strategic investment in Luton's assets and its people, we can begin to offset some of the effects of current economic pressures, and with an expanding, fast-growing airport we will over the next 20 years continue to deliver jobs, prosperity and economic opportunity.



Luton has a track record of success and is ambitious for its future. We have a scarcity of land available for development that makes us focus very carefully on what our priorities are for land use and resources, and ensures that we adopt only those policies that work well together to improve health and promote the ambition for Luton's residents and businesses and for the region, socially, economically and educationally. A healthier future for Luton focuses on increasing housing, improving private housing conditions, supporting more people into employment and developing a sustainable planning policy which promotes a healthy environment.

We are currently preparing an ambitious masterplan and neighbourhood delivery strategy for High Town, one of our thriving communities with an emerging cultural scene. This development will present early investment opportunities in the delivery of a new vision for High Town and for Luton.

There is much to be excited about.

Over the next 20 years we have opportunities to create over 18,000 jobs, with over 15,000 in the next 10 years. We can increase our housing supply with 5,700 new homes, plan for community facilities to meet the needs of our frail and elderly, sustain economic growth, grow our airport and its European business links, improve our public health outcomes, increase our education provision, invest socially in our families and our community, improve connectivity with London and the region, increase access to leisure facilities, and improve our environment.

Securing cross-sector investment will be critical to our ability to capture the benefits that these opportunities provide for Luton.

The framework will give a strong signal of our commitment to Luton's future and give confidence to the investment community and the construction industry in order to attract developers and investors to set part of their future business strategy to become heavily invested in Luton projects.

We want to work with you on this journey.



Clr Hazel Simmons  
Leader of Luton Borough Council

Our goal is  
to achieve  
strong,  
sustainable,  
balanced  
growth

To realise Luton's potential through its people, and create a skilled, aspiring workforce.

To build Luton's reputation as a vibrant place for people and families to live in harmony, work and relax.

To grow successful businesses through inward investment.

To maximise Luton's assets – its location, workforce, connectivity and as a centre for excellence in learning and creativity.

To become an innovation leader in technology, aviation, health and wellbeing.

... Luton is  
open for  
business!



# Through the investment framework we will deliver by 2025:



- A new Luton-based skills academy
- Up-skilled, locally-sourced workforce
- 15,000 additional new jobs
- 5,700 additional homes

- Outstanding learning opportunities for all ages
- Two new schools
- Improvements in the health and wellbeing of Luton's residents
- Increased life expectancy and lifestyle choices
- Investment in green travel and carbon reduction
- Investment of more than £100 million in voluntary sector delivery of community services
- 5,000 families supported in parenting Luton's youngest children



- 10 new large businesses
- 17.5 per cent increase in business rates revenue from growth in businesses
- National economic output increased by nearly £10 for every £1 invested in Luton



- 18 million passengers per annum (mppa) through one of the UK's fastest growing airports
- Increased connectivity across the region and internationally by road, rail and air.

# Unlocking potential

## Luton is one of Europe's best kept secrets when it comes to business and investment.

It has an unrivalled combination of superb communications, skills, resources and infrastructure which add up to a location with more to offer than you ever realised.

But don't hang around! People are catching on fast, and more and more businesses across all sectors are recognising that Luton is the place to build and grow a brighter and better future.

Luton is already home to major international brands enjoying the benefits of being based here.

Situated only 30 miles north of London, Luton has easy access to most major cities in the UK due to its excellent road, air and rail links. With the completion of recent works on the M1, an increase in the number of direct Luton to London trains and development of the £86m Luton Dunstable Busway, those connections are getting even better. And of course, London Luton Airport is increasing in size too, from the 10 million passengers it serves each year to 18 million.

### In 2015, Luton is proud to be home to:

- ▶ An increasing population of around 210,000 speaking 122 languages and dialects
- ▶ One of the UK's fastest growing airports: London Luton
- ▶ Vauxhall Motors' head office, European Customer Care Centre and the new Vivaro van production line
- ▶ Blue chip companies choosing Luton as a base for their business including Astra Zeneca, Selex-ES, Ernst and Young, TUI Travel plc, easyJet, Monarch Group, SKF, Hayward Tyler and MTL industries
- ▶ British and international companies serving the engineering, aviation, defence and pharmaceutical sectors
- ▶ High technology firms supplying defence, automotive, electrical engineering and business services
- ▶ One of the highest national rates for sustainable small start-up businesses
- ▶ The Luton and Dunstable Teaching Hospital, high performing in 2015 for patient experience for those with cancer
- ▶ The University of Bedfordshire
- ▶ Creative industries including television, film and media, the UK Centre for Carnival Arts, hat-making and the print headquarters of the Daily Express group
- ▶ Luton Town Football Club

- ▶ One of the top 10 learning communities in the UK (measured by the ratio of school leavers attending university)

... to highlight just a few.

Luton's catchment is extensive, with 23 million people based within two hours' travel time.

We have well developed business clusters and business parks at Capability Green and Butterfield Technology Park, and are able to accommodate new growth today.

Within the Draft Local Plan there are six strategic sites identified for mixed development, and two further housing schemes. Perhaps not surprisingly, land values in Luton are set to rise significantly.

Only one of the strategic sites is in the ownership of the Council, so we must all work together to deliver and sustain growth.

Investment through private businesses and developers will control much of the pace of progress. It is the collective voice, influence and drive to succeed that will enable Luton to prosper.

Working with partners, the Council has been successful in lobbying and winning competitive bids to deliver improvements with little or no cost to council tax payers.

**We have been successful in securing more than £1 billion in private and external investment hence Luton's strong track record in delivering investment projects. Since 2010, working with partners we have brought forward:**

- ▶ £0.5 billion investment through central government funds in education across Luton's primary and secondary schools and in further and higher education, providing excellent learning facilities and improving educational attainment
- ▶ £86 million central government investment in the Luton Dunstable Busway, linking communities together and providing cycle paths for sustainable travel
- ▶ Regional funding to complete Luton's Inner Ring Road, enabling easy access across the town
- ▶ £26 million investment through airport dividend to build world-class sports facilities at Inspire: Luton Sports Village, to increase levels of active participation in sport
- ▶ £30 million funded improvement to M1 Junction 10a to improve traffic flow
- ▶ Agreed expansion plans for £105 million private investment in London Luton Airport Ltd, creating additional jobs and revenue for investment in the borough and the community
- ▶ 650 new homes for Luton including affordable homes
- ▶ Investment plans for a Learning Disability Day and Respite Centre, to improve care and enable care to be closer to home.

With the road infrastructure now in place, and a confidence in our ability to support and sustain growth in Luton, we now have a strong platform to launch our Investment Framework.

In addressing investment over the longer term through to 2035, the framework affects all who live, work or learn in Luton, and those responsible for shaping services within the town and to its residents. It requires joint working across Luton, and with regional and national partners and in our partnerships.

For instance, it includes the work of our Better Together partnership working across all areas of health and social care, to improve people's experiences when they have ill health.

It also includes the partnership of Luton's Business Improvement District, working to develop the business sector and an energetic and entrepreneurial business community.

The Investment Framework is central to Luton's ability to move towards self-sufficiency and attract investment. Its outcomes will be vital in determining and delivering Luton's success in catering for its growing population, improving social outcomes, and building further economic resilience both within the town's businesses and regionally.

Working with SEMLEP, the local enterprise partnership, Luton's Investment Framework delivers a vision that supports strong, sustainable and balanced growth. The investment delivery plan will assist also in unblocking barriers to growth and accelerating economic performance.

## What the framework will do:

- Increase Luton's ambition and vision
- Enable and attract businesses to invest
- Develop strategic sites
- Develop skills to match jobs' pipeline
- Increase job opportunities for Luton people
- Maximise Luton's assets
- Increase business rates revenue from growth in businesses
- Leverage the potential of the airport
- Invest in the early prevention agenda
- Invest in supporting parents in deprived areas
- Support independent living
- Improve life opportunities.



# Everything that we do will result in improved health and wellbeing and improved prosperity

## Increase Luton's ambition and vision

The community is at the heart of the vision for Luton as a thriving place, proud of its heritage, brimming with opportunity, economic activity and talent. Working with community leaders, education establishments, businesses and partners, training providers and the public sector, we will refocus ambitions for the town, its businesses and its residents.

## Enable and attract businesses to invest

We will provide business incentives to locate and grow in Luton, understand their needs and translate them into a supply chain and workforce development plan. We will promote and assist in navigating through the local and national grants and initiatives that businesses may access. We will support a local development fund capable of match-funding regional and European funding initiatives.

## Develop strategic sites

The Draft Local Plan identifies eight strategic sites each with a particular role in Luton's future. Working collaboratively with landowners, developers and businesses, we will focus resources to ensure that plans for each site reflect ambitions for the future of Luton and its businesses. Luton will benefit from prestigious gateway developments that capture the imagination of investors, and we will work in partnership with businesses to deliver four of the strategic sites by 2025.

## Develop skills to match jobs pipeline

We will allocate dedicated resource to work with employers and businesses in Luton to identify and develop emerging skills necessary to meet employers' needs. The University of Bedfordshire will engage and support businesses in their research, development and training needs from its state-of-the-art main campus. The £0.5 billion investment in schools, Further and Higher Education settings has increased aspirations and educational achievement.

Working flexibly, schools and training providers can develop curriculum specialisms to meet Luton's employment profile. The all-age Skills and Employability Strategy will be endorsed as a central focus of our future.

## Increase job opportunities for Luton people

We will sponsor a Luton Skills Academy focused on equipping tomorrow's workforce with the skills and experience suitable to match available job opportunities. Working proactively with training providers, employers and education establishments, we will use employability and training networks to identify candidates from Luton postcodes for Luton jobs. Key worker roles will receive funding to support formal learning opportunities. Our community volunteers and apprentices will be offered accredited learning opportunities focused on providing the training and development that will improve individuals' employment chances.

## Maximise Luton's assets

Luton's location, its excellent road and rail connections to London and the rest of UK, and the direct access provided through London Luton Airport to Europe, Africa and the Middle East, makes our town a first class destination for investment. The River Lea valley, Luton's Green Flag parks, the nearby Chilterns and surrounding areas of outstanding natural beauty offer outdoor health and leisure opportunities that are supported by world-class facilities at Luton: Inspire Sports Village. We will work with partners to protect the town's heritage including working to secure funding to reburish the grade-II listed museum at Wardown Park.

### Increase business rates revenue from growth in businesses

By investing in new businesses and supporting those already based in Luton to expand, we will achieve sustained growth in Luton's economy and a positive effect on business rates. By 2025, our business rates income will have increased by 17.5 per cent, to £80 million each year.

### Leverage the potential of the airport

Expansion plans have been agreed for London Luton Airport to increase its capacity to 18 million passengers per annum (mppa). London Luton Airport Ltd, working with Arrian and AENA who operate the airport, will introduce a passenger incentive scheme to accelerate this rate of growth to target by 2020. This will bring forward 5,000 new jobs and generate revenue faster for investment in Luton and its voluntary and community services.

### Invest in the early prevention agenda

Prevention and early intervention is the cornerstone of our approach to investing earlier into the lives of vulnerable children and adults, improving health and wellbeing outcomes and reducing future costs. High-quality advice, information and guidance is a key aspect of the prevention agenda, and through the Luton Access project, working across agencies, we will adopt a single front door to address the needs of families early and invest shared savings to make provision universally available. Working with investment banks and social investors, we will form a social investment fund to support early interventions in community or educational projects capable of making a social and financial return or that can be contracted on a payment-by-results basis. We will put people first in reconfiguring service provision and increase community resilience.

### Invest in supporting parents in deprived areas

Through the Flying Start strategy, we will support 5,000 families in deprived areas across Luton to ensure that their babies and young children get the best start in early life. Around 3,200 members of the children's workforce will receive training to improve outcomes and make a positive difference to children early in life. A new Flying Start workforce will support families in early prevention. Through investing resources in communication, diet and nutrition, and in emotional wellbeing, young children will develop better, grow resilience and be better equipped to learn. Three hundred volunteers will receive accredited training to support families in their communities.

### Support independent living

We are investing in adult and community services to give choice and control to adults to live full, healthy, independent and inclusive lives within Luton and to provide care closer to home. Investment in a Learning Disability Day and Respite Centre will improve facilities, and provide a reconfigured service better able to meet community needs. Integrating all aspects of health services and social care through the implementation of Better Together strategies, we will commission services to be people-focused on 'what matters to you' – not 'what's the matter with you?'

### Improve life opportunities

5,700 new homes will provide accommodation for Luton families, reduce overcrowding and offer attractive living spaces to meet the high aspirations of our residents. Luton will prosper, with fewer people living in poverty. Health inequalities will be reduced through economic development, improved education and increased leisure opportunities. Luton will nurture, encourage and excel in its creativity and its diversity. Cultural expectations and aspirations are high and by 2025 Luton will be recognised as the most dynamic and diverse town in the South-East of England, a place where there is lots happening.



**Investment framework:  
deliverables by 2025**  
(February 2015)



# Our plan in more detail

The need for a coherent and cogent investment approach, that challenges us to prioritise projects, secure investment from funding sources and ensure that investment is steered to where it is most needed, has never been greater.

Underpinned by a delivery plan, the Investment Framework will do much to progress the key themes of Luton's Prospectus. The detail of how we propose to do this is outlined further on the following pages.



# Safe, supported and healthy

## A healthy start in life

It is vital to ensure that the 3,550 babies born in Luton each year thrive. With an increasing proportion of children aged under five, Luton is investing £35 million over 10 years in programmes that deliver a healthy start in life to our children.

Flying Start, a multi-agency partnership initiative led by the voluntary sector and the community, will make a positive and systematic change to the lives and life chances of 0 to three-year-olds in Luton for future generations through investment in 'what works' to support a healthy start in life.

## Reducing health inequalities

Healthcare services can play a significant part in reducing inequalities in health. Measures to reduce differences in material standards of living at work, in the home and in everyday social and community life are of even greater importance.

## Short and medium term – by 2020

- ▶ Delivery of programmes and interventions through early years and public health settings, and through community and social support, will enable parents to become more confident and develop positive coping strategies

- ▶ Flying Start programmes will make a significant impact on the nutrition, social and emotional development, communication and language of our youngest children
- ▶ 300 accredited community learners / volunteers will be supporting Luton's parents with young families
- ▶ Life expectancy will be improved and the gap in health inequalities will be reduced through tackling wider issues impacting on health
- ▶ Luton commits to taking health into account in its investment decision-making and improving the health of the population, bringing health closer to Luton's communities.

## Longer term – by 2030

- ▶ Children arrive at school ready to learn, with a 25 per cent shift in increased levels of Early Years Foundation learning
- ▶ Children under three have increased levels of social and emotional wellbeing and fewer children under five have child protection plans in place
- ▶ There are significant reductions in the levels of infant mortality, stillbirths and babies born with a low birth weight
- ▶ Increased access for residents to enjoy physical activity and stimulate good mental health via active or green travel strategies promoting safe walking, cycling, exercising and socialising
- ▶ Improvements in the built environment make people feel part of their local community
- ▶ Improved levels of mental wellbeing linked to fewer people experiencing deprivation.



## Importance of housing

Good housing is vital, playing a significant role in health, wellbeing and child development. Over the longer term, Luton's population forecasts identify a need for as many as 17,800 new homes by 2030. Limited land availability puts severe pressure on this, and without the co-operation of neighbouring authorities it will not be possible to provide more than five years' worth (5,700 units) of housing under the current Draft Local Plan.

Overcrowding, high levels of temporary homelessness and a poor private landlord stock, including repairs, adversely affect residents.

Attractive, prestige homes alongside affordable good quality housing schemes will be needed to retain Luton's higher achievers.

## Caring for vulnerable adults

Older people, with help where necessary, manage their own support, stay independent in their own homes and remain in control.

## Short term

- ▶ £20 million prudential borrowing investment agreed for the Council's owned housing stock, and commitment to maintaining the 'decent homes' standard
- ▶ Delivery of a new masterplan for a 400-dwelling scheme at Marsh Farm by 2016, 625 new homes at Napier Park and 1,200 further new homes within five years
- ▶ Delivery of a 10-year masterplan strongly influenced by residents for the development of High Town as a creative neighbourhood, complementing the Creative Quarter in

the town centre and delivering around 610 new homes

- ▶ Housing for the future: adapted to offer a range of accommodation for all ages including those wanting to retire
- ▶ Reconfigured care services providing excellent services for adults with disabilities through investment in a Learning Disability Day and Respite Centre
- ▶ Improving outcomes through early help via Luton Access for vulnerable people and families

## Longer term

- ▶ 5,700 new homes being built over the period of the Draft Local Plan
- ▶ Development of an Extra Care Scheme to provide residential care options for those needing additional help in everyday living on an intermittent basis
- ▶ Luton will be a Dementia Friendly Town with new public spaces being designed sensitively
- ▶ Increased access to leisure facilities through the development of strategic sites, in order to promote increased participation and reduce the impact of isolation within the community
- ▶ Reconfigured delivery of community services to ensure that provision best meets the needs of local residents
- ▶ Increased opportunities to enjoy active participation through the development of the playing pitch strategy, improving access and encouraging leisure activities, and enhanced cycle and walking routes through investment in green travel.



# Business and growth

## Infrastructure

Transport infrastructure is important to any decision to invest in a town, and central government and private businesses have invested over £160 million in the last five years in getting Luton's infrastructure fit for the future.

Proud to be named Transport Local Authority of the Year 2014, Luton Borough Council has excelled at planning and delivering an infrastructure platform that will enable investors to have confidence in Luton.

Neighbourhoods from Dunstable to Luton are linked through the development of the guided busway, to ensure that public transport provides a quick and accessible mode of transport for learners and workers travelling between Dunstable, Central Bedfordshire College, Luton town centre, the University of Bedfordshire, key railway stations and London Luton Airport.

Low operating costs, easy access to customers and suppliers, a workforce at competitive salaries, exceptional broadband speed and the availability of high-quality property and business parks all support Luton's infrastructure.

## Short and medium term – by 2025

- ▶ £30 million Regional Growth Fund investment in Junction 10a of the M1 will complete in 2015, providing

a key gateway between the M1 and important employment areas in the south and east of the town

- ▶ A mass passenger transit system to be developed linking Luton Airport Parkway station and London Luton Airport will provide fast, efficient transportation of passengers direct to the airport
- ▶ £105 million private investment in London Luton Airport will enable increased airport growth to service 18 mppa. Increased connectivity beyond Europe, the Middle East and Africa through new routes
- ▶ Sustainable, attractive walkways and cycle routes to social and business destinations in Luton as part of a phased approach to green travel
- ▶ Five hotels on mixed developments, providing accommodation and conference facilities to support growth plans for the town, together with development of park and ride facilities at Junction 10a and Butterfield.

## Longer term

- ▶ East-West Rail link planned for post-2020 to link Oxford, Bicester, Milton Keynes and Bedford, extended to include direct rail connectivity between Luton and Milton Keynes through the development of a £9m rail loop (in current feasibility)
- ▶ Drive investment through Century Park delivery partners to provide road access and enable delivery of strategic brownfield development site
- ▶ Feasibility plans to construct East to West road connectivity within the area, linking the A1 route through a bypass to the M1.

## High-technology engineering

More than a century of activity has made Luton synonymous with vehicle manufacturing and high-precision engineering. Not surprisingly, it also has a well-developed range of nearby supply chain businesses.

Butterfield Technology Park offers an 85-acre parkland setting for Luton's premier business and technology zone. The award-winning Innovation Centre and Business Base is also located there, providing more than 100 affordable small business units.

## Aviation-related engineering

Home to one of the UK's fastest growing airports, and operating one of the five busiest private aviation airports in Europe, Luton has the benefit of a high-value cluster of aviation-related manufacturing and high-precision engineering businesses, making it an attractive proposition for new market growth and sustainable supply chain investment.

## Short term – by 2025

- ▶ Work with private investors and developers to support their delivery of ambitious innovative plans for Luton's assets
- ▶ Working with the delivery partner, increase occupancy at Butterfield Technology Park through attracting two new high-tech manufacturing or research businesses to locate in Luton
- ▶ Phase one of the £400 million privately-funded, mixed-use redevelopment of Napier Park, the former Vauxhall car site, including the development of an urban business park, hotel, food store and housing

- ▶ Through airport partners, intensify the use of adjacent land at Airport Business Park to provide an aviation-linked business park to support airport-related growth. Develop further light industry adjacent to the boundaries of London Luton Airport
- ▶ Increase the number of based aircraft in Luton by a further 40 per cent and establish London Luton Airport as a UK head office base for European airline operators.

## Longer term

- ▶ Butterfield Technology Park will reach capacity having provided a further bespoke location for one or more large high-tech or research-based businesses
- ▶ Completion of the second phase of Napier Park development, creating a world-class sustainable community for businesses and residents
- ▶ Phased occupancy of a 104-acre, mixed-use development site at Century Park, adjacent to London Luton Airport, comprising industrial and warehouse space, airport-related business growth and offices
- ▶ Development of an air-side interchange for aviation fuel, using green technology sourced underground from existing nearby pipelines, eliminating demand for land-side fuel farms and associated fuel tanker transportation.



## Sub-regional growth in the business and office markets

Luton is a key partner in SEMLEP, the local enterprise partnership, supporting a shared vision of growth for the South-East Midlands economy. Recent government and private investments of billions of pounds in Luton's infrastructure systems, education and learning centres and its leisure, retail and business parks supports an increasingly vibrant business economy that aims to outperform its neighbours and other parts of the country, making Luton a first choice destination for investment and business, both now and in the future.

Increasing land values, excellent sustainable business and technology clusters, a commitment to supporting prestige developments, an ambition to grow and support businesses, the opportunity to link with research development at the University of Bedfordshire, untapped opportunities for the green, sustainable energy market and a wealth of interest in culture and place are all working together to attract the next generation of businesses to gain prosperity in Luton. Make sure you are one of them!

### Short and medium term – by 2025

- ▶ New business growth in Luton enables developers to deliver prestigious office developments at Napier Park, Butterfield and at the Stockwood Junction 10a gateway site. The combination of sites will provide for more than 6,500 office and leisure-related jobs

- ▶ Regeneration of Power Court via private landowners will achieve a high-quality, mixed-use scheme combining retail, leisure, enhanced public spaces and housing
- ▶ We will maximise connectivity to London and proximity to European business cities via London Luton Airport
- ▶ The emerging sector of medical, health and sport science will be led by the University of Bedfordshire, and the establishment of first-rate sports and training facilities at a new stadium for Luton Town Football Club
- ▶ The £150 million redevelopment of the Luton and Dunstable Hospital as a teaching hospital includes the development of research facilities.

### Longer term

- ▶ Phase two development of land at Power Court, to support an innovative scheme that delivers leisure, retail, housing or an opportunity for further expansion of student accommodation
- ▶ Phase two development of Stockwood Junction 10a gateway site to provide key employment
- ▶ Phase two development of Century Park scheme, to provide further expansion of mixed-use and light airport-related industry and technology
- ▶ Improve the quality and appearance of the side streets to the south of George Street within the Business Investment District to improve public realm



# Education and lifelong learning

## Providing opportunities for learning at all ages

Luton is committed to the development of a skilled workforce, creating better opportunities for its residents and supporting a vibrant and thriving business economy. Updating our all-ages Skills and Employability Strategy gives a strong partnership platform to work with employers, training providers and education settings to create a culture of aspiration and high achievement that provides the skills employers are seeking and which will support the goal of sustained growth in Luton's economy.

## Improving skills for unemployed adults

Luton's apprenticeship programme is flexibly designed to meet the needs of unemployed adults and employers. Achieving success rates 20 per cent higher than the national average, Ofsted has rated our Adult Learning apprenticeship programme as 'outstanding'.

## Short term – by 2020

- ▶ Create a Luton Skills Academy focused on adult learners, equipping tomorrow's workforce with the skills and experience to match available opportunities

- ▶ To support the creation of over 15,000 new jobs by 2025 we will dedicate additional resource to work with employers and businesses in Luton to match the skills pipeline and identify and develop emerging skills necessary to meet employers' needs
- ▶ Develop employability and training networks to identify training opportunities for residents and to connect candidates from Luton postcodes with Luton jobs
- ▶ We will align European Social Funding to match-fund proposals to close the skills gap and to support SME development
- ▶ Accredit 500 community volunteers in training and development opportunities that will improve individuals' employment chances through programmes including Flying Start
- ▶ Voluntary sector organisations will be supported to offer National Citizen Service or an equivalent return to work scheme for 250 young people each year.

## Medium and longer term – post 2020

- ▶ Collaboration between employers and Luton's schools, academies and further and higher education facilities will enable the development of work-based teaching in emerging employment areas
- ▶ Opportunities relating to the skills pipeline in Luton will be supported through systematic real-time information that is capable of matching training skills to opportunities for work-based supported placement prior to employment for those adults in Luton who have been unemployed for longer than six months.





### Good schools in Luton

The quality of education in Luton keeps improving in line with significant investment in provision. During the last five years this has totalled £175 million in six secondary schools, £200 million in our sixth form and further education colleges, and approximately £200 million in the University of Bedfordshire. This is now producing outstanding opportunities and results, increasing students' aspirations and educational achievement.

### Educated and skilled labour force

Working with the Progression and Transition Board, we will increase levels of skills and NVQ qualifications in the relevant areas that match employers' emerging needs.

The University of Bedfordshire will engage and support businesses in their research, development and training needs from its state-of-the-art main campus.

Luton has a growing call for health and social care professions and for teachers. These present very positive career choices.

### Short term – by 2020

- ▶ By 2018 two new schools will be built, a primary and a secondary school, to ease placement pressure and increase parental choice. Expanded provision at Stopsley High School will be ready in September 2016
- ▶ In collaboration with Luton employers, and working together flexibly, schools, colleges and training providers will develop curriculum specialisms to meet Luton's employment profile
- ▶ An invigorated Progression and Transition Board will link business partners to schools, colleges and higher

education to shape the future workforce and meet employer demand

- ▶ We will work to secure extra funding for training and skills for Luton residents and employers through government funding initiatives such as traineeships and higher level apprenticeships
- ▶ We will develop innovative curriculum solutions to meet employer and learner skills needs, including partnerships between colleges
- ▶ We will ensure young people in Luton have exposure to high quality employer activity during their education to better link businesses with schools and colleges
- ▶ We will use labour market intelligence to develop high-quality, informed careers guidance to enable Luton residents to aim high and enter appropriate career pathways
- ▶ A key worker scheme to attract professionals to qualify and / or practice in health, social care and education, building a local professional career path impacting on quality-of-life chances for people in Luton.

### Longer term by 2025 and beyond

- ▶ Luton will be established as a destination for success, with increased aspirations in learning for all
- ▶ School and academy-based specialisms will link to regional economic drivers
- ▶ New technology-based education will enable responsive learning which is accessible to all
- ▶ Embedded proactive links will increase the availability of jobs matched to a flexible, skilled and local workforce.

# Playing our part in ensuring success

The Investment Framework is ambitious and credible. It is rooted in our track record of success and founded on an effective working relationship with partners.

**We have achieved a great deal already. Now we are putting in place the foundations to ensure the framework succeeds in delivering Luton's vision by:**

## 1. Committing our own resources

- ▶ We will build new social housing using £20 million of prudential borrowing from Luton Borough Council's housing funds
- ▶ We will provide business incentives to new businesses and pool local authority business rates to kick-start investment where capital funding is needed

- ▶ We will provide additional business-focused resource to attract new key businesses to the area
- ▶ We will work relentlessly to narrow the skills gap in Luton
- ▶ We will invest in a marketing and branding resource to collaborate with residents, businesses and partners and to work with the Business Improvement District team in promoting a positive image of Luton as a place to live, work and invest
- ▶ We will commit public health funds to assist in tackling wider issues impacting on public health
- ▶ We will invest funds from future capital programmes in projects that enhance public realm space and enhance green travel opportunities
- ▶ We will provide expert local resources to support bids for funding from regional, national and European sources, including supporting community and Big Lottery funds that can be used to deliver Luton's vision.

## 2. Creating a self-sustaining fund to enable future investment

We will continue to unlock potential through pooling resources and aligning funding sources within our control to contribute to our investment framework goals. While we have already made significant commitments, these will not be sufficient. Working with other interested parties, including pension trustees and banks, we will set up a seed fund to provide financial support for business growth and for sustainable energy. The fund will require repayment of the investment over an agreed time and will be used to accelerate the rate of change. Co-investor opportunities will be explored in relation to business proposals.

For social impact projects, we are looking to establish a Social Investment Trust and are in discussion with central government to increase additional matched funding. Clear criteria will be set to enable initiatives to bid for funds to bring about wider generational changes in Luton, or to pump prime projects that then repay the initial investment through a payment-by-results approach.

## 3. Maximising Luton's opportunities through London Luton Airport

**Working together with London Luton Airport we will:**

- ▶ Fund the establishment of a new Luton Skills Academy
- ▶ Provide matched funding for initiatives to upskill and promote jobs for local people
- ▶ Target faster passenger growth through a business incentive scheme, bringing forward the job skills pipeline as a result
- ▶ Develop the infrastructure for a passenger transit link
- ▶ Invest £3.5 million in Flying Start to increase the readiness to learn of our children at their earliest age.

# The offer to people

- Housing at affordable prices
- Good schools with excellent educational standards
- A wealth of job opportunities aimed at local people
- A vibrant and welcoming community
- Increasing housing values above the national average
- A creative environment
- Quick and easy access to London
- An international airport on your doorstep
- World-class leisure facilities
- Proximity to areas of outstanding natural beauty
- Lifestyle options for the young and the young at heart
- A commitment to training
- Excellent locally-based higher and further education provision
- Opportunities to realise ambitions.



# The offer to businesses

- A platform for investment and business growth
- A skilled, trained workforce
- Attractive land values and commercial rental opportunities available immediately
- Business incentives for new growth
- An innovative and resourceful business community
- Investment opportunities for business enterprise
- Established business clusters
- Quick and easy access to London
- An international airport on the doorstep
- Catchment area of 23 million people within two hours' reach
- Bespoke prestige office accommodation
- Expert business advice
- Our commitment to support you to succeed.





The community is at the heart of the vision for Luton as a thriving place, proud of its heritage, brimming with opportunity, economic activity and talent.

Luton will nurture, encourage and excel in its creativity and its diversity. Cultural expectations and aspirations are high.

We will invest in the town and in its people.

By 2025 Luton will be recognised as the most dynamic and diverse town in the South-East of England, a place where there is lots happening.

**Make sure you play a part in it!**

## Luton Investment Framework

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