

CANDIDATE BRIEFING PACK

Director of Public Health

Prepared for Luton Borough Council

December 2024



Penna

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Welcome Letter

Dear Candidate,

Thank you for your interest in the role of Director of Public Health at Luton Council. This is a pivotal moment for us, offering the opportunity to drive transformative change and make a meaningful impact on the health and wellbeing of our communities.

At Luton, we take pride in our ambitions and our commitment to tackling inequality head-on. Our Luton 2040 vision is clear; to eradicate poverty and ensure every resident can thrive. As our new Director of Public Health, you will play a central role in turning this vision into reality. This is a unique opportunity to shape a healthier future, address entrenched challenges, and champion innovation.

We are looking for someone who is aspirational, enthusiastic, and ambitious—someone who thrives in complexity and sees opportunities where others see barriers. As a system leader, you will bring strategic thinking and a collaborative mindset, working within and beyond organisational boundaries to influence the direction of the health system across Luton and the Bedfordshire, Luton and Milton Keynes Integrated Care System (BLMK ICS). Your role will not only make a difference at a local level but will also set a benchmark for wider regional and national efforts.

Progression is central to this role. You will lead with clarity and inspire those around you, leveraging partnerships, championing preventative measures, and ensuring public health is at the forefront of everything we do. You will have the platform to drive innovation and deliver meaningful change, all while contributing to the dynamic culture of one of the UK's most ambitious councils.

If you are ready to embrace this challenge and take your career to the next level, we want to hear from you. Together, we can shape a healthier, fairer Luton for generations to come.

Yours sincerely,



Mark Fowler

Deputy Chief Executive and Corporate Director of Population Wellbeing
Luton Council

Advertisement

Director of Public Health

Luton Borough Council

Salary: £97,746 - £103,605 + £3,990 Car Benefit

Realising Luton 2040: Leading Change, Driving Impact.

Luton is a town of ambition, diversity, and opportunity, driven by the vision of **Luton 2040**—a healthy, fair, and sustainable place where everyone can thrive. As **Director of Public Health**, you'll play a pivotal role in shaping this future, tackling health inequalities, and making a real difference in one of the UK's most dynamic and challenging areas.

You'll lead our **'Marmot Place' approach**, collaborating across the council, NHS partners, agencies, and communities to drive systemic change. Your leadership will help position Luton as a **Marmot Town**, addressing social determinants to improve health and wellbeing.

We're looking for an enthusiastic and ambitious system leader with significant public health expertise. Whether you're an experienced Director or a Consultant ready for your first DPH role, you'll bring the energy and vision needed to influence and shape the health system both inside and outside the council.

You must be a **registered public health specialist** (GMC, GDC, or UKPHR) passionate about driving progress and improving outcomes for Luton's diverse communities.

Join us in transforming health and empowering lives—be part of **Luton 2040**.

Please contact our retained consultants at Penna for further information as detailed below:

Ali Tasker – 07514 728114 or Ali.tasker@penna.com

Nick Raper – 07715 69046 or Nick.raper@penna.com

Amin Aziz – 07709 514141 or Amin.aziz@penna.com

Closing date: 17th February 2025

AAC/ Final Panel: TBC

JOB DESCRIPTION

TITLE:	Director Of Public Health
EMPLOYING ORGANISATION:	Luton Council
POST NO:	131656
DEPARTMENT:	Population Wellbeing
RESPONSIBLE TO:	Corporate Director, Population Wellbeing
ACCOUNTABLE TO:	Professionally accountable to the Council (and the OHID/DHSC Regional Director of Public Health)
GRADE:	SD2 £97,746 - £103,605 plus £3,990 Car Benefit
MISSION:	Enabling Luton to be proud, vibrant, ambitious and innovative
KEY RELATIONSHIPS:	<ul style="list-style-type: none">• Senior Management Team• UK Health Security Agency• Office for Health Improvement and Disparities; DHSC• Health and Wellbeing Board• Local Resilience Forum• NHS England• Local NHS Bodies, including the Integrated Care Board• Integrated Care Partnership• District/Borough Councils• The Public and the Press

Luton Council, is the local authority for Luton, a town in Bedfordshire, England. Established as a unitary authority in 1997, it is responsible for providing all local government services within its jurisdiction. We provide a wide range of services, including education, housing, social care, and transportation, striving to meet the needs of its diverse population of approximately 225,300 residents.

Our Public Health Department is dedicated to enhancing the health and well-being of Luton residents by focusing on disease prevention and reducing health inequalities. The department collaborates with various partners, including the NHS, voluntary organizations, and the private sector, to deliver a range of services aimed at improving public health.

PURPOSE

Lead, manage, deliver and develop the Directorate's services and resources in a manner consistent with the Council's aims and policies and the professional standards falling within the scope of the Division. Lead the Directorate's management team and the overall aims, objectives, statutory obligations and targets.

Provide strategic direction on the provision of the following portfolio and be the primary advisor to the Chief Executive on all Public Health matters. Support and manage the full range of the department's strategies and goals in alignment with the Council's goals around the Luton 2020-2040 Vision.

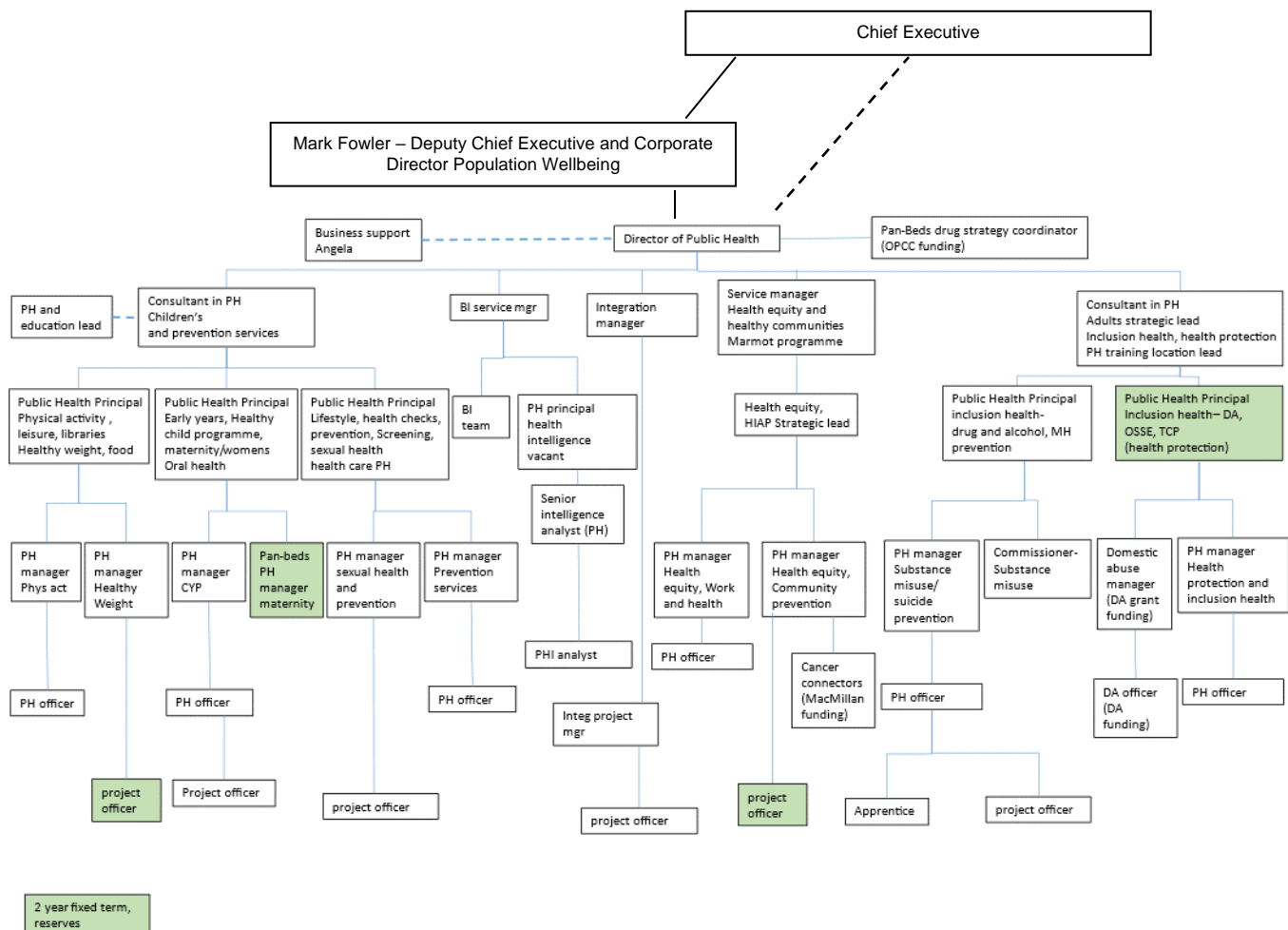
PORTFOLIO

- Statutory DPH responsibilities
- Be the chief officer and principal adviser on public health to the Council, local communities and local partners
- Strategic direction on population wellbeing strategy including Luton 2040
- Lead on HWBB, JSNA, APHR
- Partnership working including CDOP, LSCB, LRF, ICB board
- Social inequalities/wider determinants of health
- Health improvement commissioning
- Weight management/obesity
- Active Luton, including libraries
- Physical activity
- Sexual Health
- Healthy Child Programme
- Vaccinations/Screening
- Health Protection/EPRR
- Caldicott Guardian

ORGANISATION CHART

The public health team sits in the population wellbeing department reporting the corporate director for population wellbeing.

The current structure of the public health team is as follows:



LUTON - a council that CARES

Our values are a key driver of everything we do.

Collaborative - we work as one team, producing great results for Luton.

Ambitious - we're determined to improve lives every day.

Respectful - we are open, honest and embrace difference.

Empowering - we trust our own decisions and those of others.

Supportive - we help each other to reach our full potential.

Our Vision - Luton 2020 - 2040

Luton will be a healthy, fair and sustainable town, where everyone can thrive and no-one has to live in poverty.

The residents of Luton will live happy and healthy lives and businesses will profit from a thriving economy. Everyone in the council will play a role in achieving this ambition and all corporate plans, service plans and team plans will contain objectives to meet this ambition. The role of Corporate Directors, Directors and Service Directors is to drive the resources of the Council and the Luton system to deliver our vision.

The Luton 2020-2040 vision will be delivered through two strategic partnership boards – the Inclusive Economy Board and the Health and Wellbeing Board. Each of these boards are responsible for driving the delivery of the vision in relation to their own key areas.

KEY ROLE OF LUTON DIRECTORS

Leader:

As a member of Luton Council's Senior Management Team you are responsible for the visible leadership of the Council's staff, and on behalf of the community, attending and promoting civic events where appropriate with particular focus on those areas under your direct control. You will contribute to the delivery of the Council's objectives through your systems and through leadership, acting at all times in an exemplary fashion consistent with the Council's core values and ethos.

Management:

As a member of Luton Council's Senior Management Team you are responsible for the active management of resources assigned to you, ensuring that at all times you manage the people, finance, external contracts and assets under your control consistent with the expeditious delivery of the Council's Corporate Plan, and with delivery of best value for the residents of Luton.

Performance:

As a member of Luton Council's Senior Management Team, you are to relentlessly drive performance within the areas under your direct control, to deliver optimum balance between performance, quality, cost and productivity consistent with the Council's agreed performance standards and Corporate Plan.

CORPORATE KEY OBJECTIVES

To support the Corporate Management Team and the Council in formulating and delivering the Council's strategic policy agenda for fulfilling its Community leadership role.

To provide the leadership and vision for the activities as defined in the attached portfolio and deliver service outcomes. Motivate staff to deliver high levels of performance and to develop their full potential.

Advise the Chief Executive, Corporate Director, Executive and Council on all aspects of the services the post holder is responsible for and support the administration in the delivery of its priorities.

Be able to use intelligence to anticipate and plan future developments. Ensure that the strategic outlook, advice and guidance given considers not only internal factors but the impact of external forces, including planning for and responding to the impacts of significant events in the rest of the country/world.

Luton leaders will discover new ways to reduce the cost of services to taxpayers; and their overall productivity and value for money to service users through a range of approaches, including: digital and the strategic re-design of services and their costs; the use of business and operational process improvements; the smarter use of supply (through out-sourcing, co-sourcing and insourcing where appropriate); the better use of demand management; and improved asset management to provide better outcomes for residents and businesses.

From time to time, the areas under your direct control may vary on a temporary or permanent basis. When this occurs, the relative job size will remain within the parameters of the grade for your role, as assessed through the Council's job evaluation scheme for Service Directors/Corporate Directors. Any changes will be subject to consultation with you, in the usual way and in line with the Council's constitution for appointment to Service Director/Directors/Corporate Director roles. In addition any changes must comply with statutory requirements for the role.

Luton leaders will ensure they make an active contribution to the council's commitment to fulfil its corporate parenting responsibilities.

To commission the delivery of integrated, accessible, high-quality services to local people and to bring about continuous improvement year on year, improving outcomes for residents.

To act as a champion and lead on one or more specified themes within the Council's Corporate Plan, to ensure their development across all aspects of the Council's services, working closely with the Luton 2040 team.

As required, to work in partnership with Elected Members and a variety of stakeholders to secure joined up working and look after local interests.

To act as an ambassador for and to promote the Council locally, regionally and nationally.

To ensure the Council meets its statutory obligations and that the highest standards of probity and good conduct are maintained at all times.

CORPORATE KEY ACCOUNTABILITIES

Strategic Management

To make an active and positive contribution to the Council's strategic plans and policies, as well as to the process of implementing cultural change and organisational development and facilitate the creation of a common purpose across the organisation, by working across cross-cutting areas collaboratively as a member of the Senior Management team.

To take collective and strategic responsibility for ensuring that the Council's decisions and policies are implemented.

To implement the Council's modernisation agenda, by providing support at all levels and by promoting the active participation of local people in the Council's affairs.

To seek innovative and creative solutions to meeting the Council's need to bring about change and improvement within finite resources.

To communicate the Borough's vision, the Council's mission, priorities, objectives and processes effectively, both internally to staff and externally to partners, agencies and the public.

To promote equality of opportunity and access in service delivery and in the employment of staff.

Luton leaders will oversee and ensure that all services/functions are delivered within and to budget, and that effective, proactive medium term financial and service strategy is in place to increase impact, reduce net costs and achieve outcomes to the overall council and community.

To consider and implement good practice relating to the three underlying commitments set out in the Luton 2040 vision:

- Tackling inequality – A town built on fairness ensuring that everyone in Luton has the opportunity to thrive by achieving more equitable outcomes for all of our residents and staff.
- The future of our young population – A child-friendly town where we have a clear focus on giving our young people the best start in life so that our future adult population are able to reach their full potential.
- Climate change to meet our Carbon Neutral by 2040 commitment. The future prosperity of our town and its residents relies on all of us taking bold and decisive action to ensure that Luton is a sustainable place for years to come. With this commitment at the heart of the vision we will work in partnership to ensure that our homes, our infrastructure, our businesses and our airport are all sustainable.

To lead by example by promoting at all times the Council's ethos and values.

Service, Quality and Performance Management

To ensure a strong vision for the service areas under your control which delivers ambitious, innovative and forward thinking approaches. Ensure the work of services is high quality and achieves its objectives, by effective performance and risk management, and strong operational and strategic financial management.

To ensure the formulation, implementation, monitoring and evidence based evaluation of statutory and non-statutory service and business plans for each of your service areas, developing innovative strategies that will ensure the achievement of planned outcomes. Identify, analyse and respond to changing trends, patterns of demand and performance issues, as required.

To ensure that service delivery and planning takes account of, and is benchmarked against, national and local performance indicators and contributes to the objectives and targets set out in the Council's Performance Management Framework, the Corporate Plan and your Service Plan.

Ensure the embedding of a digital focus applied across the whole of the way we work, in service plans and outcomes.

To put in place effective arrangements for agreeing personal targets for all staff within your service area and for regularly appraising and reporting on their performance as required by the Council's Check In scheme.

Contribute to the leadership of the organisation, ensuring a high calibre, motivated and effective and empowered workforce, and one that is nurturing the leaders of the future. Acknowledge good performance and tackle poor performance positively and effectively.

To identify and provide opportunities for meeting the professional development needs of all staff within the Directorate.

To be accountable for personal performance, through meeting agreed personal targets and through undertaking planned programmes of professional development.

To be accountable for ensuring the highest standards of health and safety across the Council and, more specifically, within areas under your direct control.

Resource Management

To regularly review and evaluate the resource requirements of your services, in terms of both maintaining essential service delivery and proactively bringing about improvement, development and efficiency.

To ensure the efficient and imaginative management of all resources within budget (staff, finance, property and information), in support of the Council's agreed targets for service delivery, outcomes and improvement for cost reduction and service efficiency, including contract management. Ensure your teams are fully aware of the Council's current Contract Management eLearning Toolkit.

To demonstrate an entrepreneurial approach to identifying and pursuing as appropriate, all additional sources of funding or other resources, which could be used to augment those provided by the Council, ensuring that any special accounting or evaluation requirements involved are complied with, and are fully compliant with the Council's financial regulations.

To work closely with other agencies and partners to improve the impact of the way in which budgets are spent and resources are allocated.

Represent the Council by promoting its image and reputation on a National and Regional stage, helping to influence national and regional policies and strategies in the post holders' area and across the Council areas.

Lead by example in championing and furthering equality and diversity within the workplace and in the delivery of service outcomes.

Partnership Working and Communication

Luton leaders create a culture of working with and through delivery partners to achieve outcomes, building strategic partnerships with clients and stakeholders to negotiate deliverables and commission the delivery of integrated, accessible, high quality services to local people and to bring about continuous improvement year on year to the borough. They actively shape the external environment for success of the Borough, whilst balancing the needs and expectations on such a diverse community.

To develop and maintain the wider networks and partnerships the Council needs to deliver its community leadership.

To actively foster and develop positive relationships with all local agencies and partners, including the voluntary sector and local business, as well as with other statutory bodies at regional and national levels.

To develop and implement effective arrangements for formal consultation, with local agencies and partners and with the public, on service planning and delivery issues to ensure a strong and effective voice for residents and service users in the shaping and improvement of services and strategies.

To contribute to the Council's Corporate Communication Strategy, which includes maintaining positive relationships with the media, dealing with and responding to enquiries and taking advantage of public relations and media opportunities as appropriate.

PRINCIPAL SPECIFIC RESPONSIBILITIES:

ANNEX A

- The Director of Public Health (DPH) is a statutory chief officer of the Council and the principal adviser on all health matters to elected members, officers and partners with a leadership role spanning health improvement, health protection, and healthcare public health.
- The role has responsibility for Section 73A(1) of the NHS Act 2006, inserted by section 30 of the Health and Social Care Act 2012, gives the Director of Public Health responsibility for:
- Provide assurance for any of the Secretary of State's public health protection or health improvement functions that is delegated to local authorities, either by arrangement or under regulations – these include services mandated by regulations made under section 6C of the 2006 Act, inserted by section 18 of the 2012 Act
- Exercising their local authority's functions in planning for, and responding to, emergencies that present a risk to public health
- The local authority's role in co-operating with the police, the probation service and the prison service to assess the risks posed by violent or sexual offenders
- Production of an independent annual report on the health of local communities
- Support the Chief Executive and Councillors in developing and delivering the Council's strategic agenda including 2040
- Operate strategically as a member of the Corporate Leader and Statutory Officers board and across the Council influencing policy and practice.
- Delivery of a system to support surveillance, monitoring and evaluation of health and wellbeing and inequalities in health outcomes of local communities
- To ensure scientific principles are applied to assessing need, exploring interventions and assessing progress of the Council's strategic agenda.
- Ensure as a core member of the Health and Wellbeing Board and in partnership with the wider partners and the public, the development and delivery of plans to enable local communities become healthy, sustainable and cohesive to deliver the 2040 agenda
- To act as a leader across the local system of public services, influencing change and enabling a culture of continuous improvement in health and wellbeing, innovation and evaluation.
- Ensure and drive a programme of action (both within and outwith the Council) to impact on the wider determinants of health that will promote improvements in health and wellbeing of local communities and reduction in health inequalities.
- Provide assurance that the health protection system for local communities is fit for purpose. Work with the PHE/UKHSA Centre and NHS England to ensure local communities are protected from infectious disease threats (including food and water borne disease, pandemics, etc) and environmental hazards
- To work closely with Directors responsible for people (children, vulnerable communities and older people) to develop, implement and maintain a "fit for purpose" integrated strategy which meets the needs of local communities and is cogent with the national approach.

- Collaborate across organisational boundaries to ensure communities in Luton benefit from population health and care programmes
- Exercise the public health statutory responsibilities including the delivery of the mandated services
- Ensure the development and delivery of a credible plan to improve health and wellbeing of communities in Luton and reduce health inequalities.
- Ensure that the Council has implemented its EPRR responsibilities and through Co-chairing of the Local Health Resilience Forum, that partner organisations (PHE/ UKHSA, NHS England and the ICB) have delivered their EPRR responsibilities and that effective and tested plans are in place to protect the local population from risks to public health
- Oversee the provision of public health advice (the core offer) to ICB supporting the commissioning of appropriate, effective (based on evidence), and equitable health services.
- To commission, and or deliver services which are effective, value for money and meet quality standards.
- To achieve better quality of life outcomes for Luton patients and residents, in particular our vulnerable groups.
- Lead and manage strategic partnerships across the public sector partners to ensure that the needs of vulnerable residents are met with accountability to Corporate Leadership Team the Health and Well-Being Board.
- Co-ordinating the development of integrated strategies and a programme of services reviews.
- Use the Faculty of Public Health, the LGA, the ADsPH, PHE/ UKHSA and other channels to advocate for the public's health.
- To be an active member of the health and wellbeing board, advising on and contributing to the development of joint strategic needs assessments and joint health and wellbeing strategies, and commission appropriate services accordingly.
- Contribute actively to the training programme for Foundation Year Doctors/Specialty Registrars in Public Health as appropriate, and to the training of practitioners and primary care professionals within the locality
- Pursue a programme of CPD, in accordance with Faculty of Public Health requirements, or other recognised body, and undertake revalidation or other measures required to remain on the GMC/GDC Specialist Register with a license to practice or the UK Public Health (Specialist) Register or other specialist register as appropriate.
- Act as Caldicott Guardian to the organisation, maintaining competence and assuring information governance in line with Caldicott principles.
- Partnership working including CDOP, LSCB, LRF, the ICB and NHS partners

Annex B

Faculty of Public Health: Competencies expected of all public health consultants/ specialists

All consultants irrespective of their background are expected to be proficient in the competencies set out below.

- I. Use of public health intelligence to survey and assess a population's health and wellbeing**
To be able to synthesise data into information about the surveillance or assessment of a population's health and wellbeing from multiple sources that can be communicated clearly and inform action planning to improve population health outcomes.
- II. Assessing the evidence of effectiveness of interventions, programmes and services intended to improve the health or wellbeing of individuals or populations**
To be able to use a range of resources to generate and communicate appropriately evidenced and informed recommendations for improving population health across operational and strategic health and care settings.
- III. Policy and strategy development and implementation**
To influence and contribute to the development of policy and lead the development and implementation of a strategy.
- IV. Strategic leadership and collaborative working for health**
To use a range of effective strategic leadership, organisational and management skills, in a variety of complex public health situations and contexts, dealing effectively with uncertainty and the unexpected to achieve public health goals.
- V. Health Improvement, Determinants of Health, and Health Communication**
To influence and act on the broad determinants and behaviours influencing health at a system, community and individual level.
- VI. Health Protection**
To identify, assess and communicate risks associated with hazards relevant to health protection, and to lead and co-ordinate the appropriate public health response.
- VII. Health and Care Public Health**
To be able to improve the efficiency, effectiveness, safety, reliability, responsiveness and equity of health and care services through applying insights from multiple sources including formal research, health surveillance, needs analysis, service monitoring and evaluation.
- VIII. Academic public health**
To add an academic perspective to all public health work undertaken. Specifically to be able to critically appraise evidence to inform policy and practice, identify evidence gaps with strategies to address these gaps, undertake research activities of a standard that is publishable in peer-reviewed journals, and demonstrate competence in teaching and learning across all areas of public health practice.
- IX. Professional, personal and ethical development**
To be able to shape, pursue actively and evaluate your own personal and professional development, using insight into your own behaviours and attitudes and their impact to modify

behaviour and to practice within the framework of the GMC's Good Medical Practice (as used for appraisal and revalidation for consultants in public health) and the UKPHR's Code of Conduct.

X. Integration and application for consultant practice

To be able to demonstrate the consistent use of sound judgment to select from a range of advanced public health expertise and skills, and to use them effectively, working at senior organisational levels, to deliver improved population health in complex and unpredictable environments.

The DPH as a public health leader is expected to have both the technical expertise as well as the ability to use those techniques to both, lead and support the development of complex solutions to improve the health and wellbeing of local communities. In addition, they are expected to have skills and the attitudes to be able to present the results of applying their technical expertise so that they are understandable and stimulate actions by a range of individuals and organisations.

Work programme

It is envisaged that the post holder will work over 5 days. Following appointment there will be a meeting at no later than three months with the line manager to review and revise the job plan and objectives of the post holder. The overall split of the programmed activities is 7.5 to be devoted to public health duties and 2.5 to supporting professional activities (as per the Academy of Medical Royal Colleges recommendation). A formal job plan will be agreed between the post holder and the line manager (usually the DPH) three months after commencing the post and at least annually thereafter.

These professional obligations should be reflected in the job plan. The post-holder may also have external professional responsibilities, e.g. in respect of training or work for the Faculty of Public Health.

Wellbeing

Luton Council prioritises employee wellbeing by offering a comprehensive support system aimed at fostering physical, mental, and emotional health in the workplace. These include access to our OH Department, Specialist Services such as Physiotherapist, and Counselling Services.

Beyond Occupational Health, Luton Borough Council offers various initiatives to support holistic employee wellbeing, focusing on self-care, stress management, and work-life balance. These initiatives include **Self-Care and Stress Management Programs**, **Work-Life Balance Initiatives**: Policies and programs encourage a healthy balance between work responsibilities and personal life, helping employees to maintain overall wellbeing. **Coaching and Mentoring**: Employees can access coaching and mentoring services to support personal and professional development, with a focus on fostering a supportive workplace culture. **Peer Group Support**: Peer support groups enable employees to connect with colleagues, share experiences, and offer each other encouragement and advice, reinforcing a strong community within the council workforce. Luton Borough Council is dedicated to promoting a safe and supportive environment through these initiatives, equipping employees with the resources they need to thrive both at work and in their personal lives.

Supervisory Management: Resources: 20 approx

Financial Resources: circa £20m. Plus broader influence over council and ICB spend circa £1bn

Person Specification (including key competencies)**ANNEX B**

This acts as selection criteria and gives an outline of the types of person and the characteristics required to do the job

Essential (E) :- without which candidate would be rejected

Desirable (D):- useful for choosing between two good candidates.

Please make sure, when completing your application form, you give clear examples of how you meet the essential and desirable criteria.

Attributes	Essential Criteria and Competencies	How Measured	Desirable	How Measured
Experience	<p>Successful track record and background of consistent achievement as a senior manager including strategic management of transformation programmes, operational performance and financial budgets.</p> <p>Demonstrable experience of effective working with a broad range of partners and stakeholders from the community, government and businesses.</p>	<p>1,2</p> <p>1,2</p>	Demonstrate experience of commissioning and contracting within a large strategic organisation.	1,2
Key Competences Skills/ Abilities	Partnership & Community Working Able to work effectively with partners and the community demonstrating drive and passion to understand and achieve joint goals and objectives, sharing information and valuing others experience and expertise.	2	Understanding of political perspectives, the ability to work with members. Demonstrate a national and local political awareness and knowledge.	
	People Management Able to manage and develop individuals and teams, including recruitment and selection, work planning, work allocation, appraisal and development, performance, motivation and leadership.	2		
	Visible Leadership Able to provide visible and visionary leadership that inspires employee's to meet organisational challenges and maximises employee's personal potential.	2		

	Problem Solving & Decision Making Able to grasp and comprehend a situation, its component parts and implications, and find and organise practical and effective resolutions by making and acting on sound decisions.			
	Leading Change and Driving Performance Able to lead and manage change through all levels of the organisation to achieve improved performance.			
	Commissioning Procurement Able to procure and commission products, equipment, services, systems and facilities.			
	Financial Management Able to undertake (non-professional) financial/budget/cost centre management including, at the highest level, divisional/ departmental/ strategic financial management.			
	Commercial Awareness Able to understand and apply business and commercial principles to the service, considering costs, profits, markets and added value.			
Equality Issues	Demonstrable knowledge and understanding of equality issues and legislation and, in particular, how they impact on work with communities - able to integrate equality policies into business plans, strategies, service delivery and employment practices.	1,2		
Specialist Knowledge	High level of understanding of epidemiology and statistics, public health practice, health promotion, health economics and health care evaluation. Understanding of NHS	1,2 1,2	Scientific publications, presentation of papers at conferences, seminars etc.	1

	<p>Knowledge of methods of developing clinical quality assurance, quality improvement and evidence based clinical and/or public health practice</p> <p>Substantially numerate, with highly developed analytical skills using qualitative and quantitative data</p> <p>Strong commitment to Public Health principles</p> <p>High standards of professional probity</p>	<p>1,2</p> <p>1,2</p> <p>2,5</p> <p>2</p>		
Education and Training	<ul style="list-style-type: none"> • In line with legislation, inclusion in the GMC Full and Specialist Register with a license to practice/GDC Specialist List or inclusion in the UK Public Health Register (UKPHR) for Public Health Specialists at the point of application. • <i>If included in the GMC Specialist Register/GDC Specialist List in a specialty other than public health medicine/dental public health, candidates must have equivalent training and/or appropriate experience of public health practice</i> • Public health specialty registrar applicants who are currently on the UK public health training program and not yet on the GMC Specialist Register, GDC Specialist List in dental public health or UKPHR must provide verifiable signed documentary evidence that they are within 6 months of gaining entry to a register at the date of interview. * • If an applicant is UK trained in Public Health, they must ALSO be a holder of a Certificate of Completion of Training (CCT), or be within six months of award of 	<p>1,2,4</p> <p>1,2,4</p> <p>1,2,4</p>	<p>MFPH by examination, by exemption or by assessment.</p> <p>Evidence of continued professional managerial and personal development.</p>	<p>1,4</p> <p>1,2,4</p>

	<p>CCT by date of interview</p> <ul style="list-style-type: none"> • If an applicant is non-UK trained, they will be required to show evidence of equivalence to the UK CCT • MFPH by examination, by exemption or by assessment, or equivalent • Must meet minimum CPD requirements (i.e. be up to date) in accordance with the Faculty of Public Health requirements or other recognised body <p><i>*Applicants going through the portfolio registration routes (GMC or UKPHR) are not eligible to be shortlisted for interview until they are included on the register. The six-month rule does not apply to these portfolio route applicants.</i></p> <p>Understanding of current relevant legislation and statutory requirements associated with the respective service delivery portfolio</p>	<p>1,2,4</p> <p>1,2</p>		
Other Requirements	Able to attend meetings outside office hours and work in other activities including emergency incidents, at weekends and in the evening.	2		

(1 = Application Form 2 = Interview 3 = Test 4 = Proof of Qualification 5 = Practical Exercise)

We will consider any reasonable adjustments under the terms of the Equality Act (2010), to enable an applicant with a disability (as defined under the Act) to meet the requirements of the post.

The Job-holder will ensure that Luton Borough Council's policies are reflected in all aspects of his/her work, in particular those relating to;

- (i) Equal Opportunities
- (ii) Health and Safety
- (iii) Data Protection Act (2018) & General Data Protection Regulation (2018)

Luton Council Senior Management



ROBIN PORTER
CHIEF EXECUTIVE



Dev Gopal
Director,
Finance, Revenues and
Benefits (and Section 151
Officer)



Adam Divney
Service Director,
Citizen Engagement
and Legal Services



Atika Mohammed
Director,
Digital Data and
Technology



Dheeraj Chibber
Corporate Director,
Children, Families and Education



Mark Fowler
Deputy Chief Executive and Corporate Director,
Population Wellbeing



Gerard McCleave
Corporate Director,
Inclusive Economy



Nick Platts
Corporate Director and Managing Director,
Luton Rising



Janice Altenor
Service Director,
Quality and Improvement



Teresa Hills
Director,
Children's Operations



Jill Britton
Director,
Adult Social Services



Sally Cartwright
Director,
Public Health



Sinead McNamara
Service Director,
Inclusive Growth



Vicky Hawkes
Director,
Neighbourhood Services



Mark Turner
Service Director,
Luton Rising and
Monitoring Officer



Paul Wagstaff
Director,
Education



Kim Mylchreest
Interim Director,
Housing



Kate Robertson
Director,
Customer and Organisational
Development



Sunny Sahadevan
Interim Service Director,
Sustainable Development



Roger Kirk
Director,
Property and Infrastructure

How to Apply

This guidance contains important information to help with your application:

- Please apply by submitting a CV and Covering Letter (no more than four sides of A4 in length per document aligned to the person specification). Please also include your contact details.
- Please ensure your full employment history is outlined in your CV; and that where there are essential criteria, competencies and/or qualifications you make clear how you meet these. We may wish to verify this information during the recruitment process.
- Please provide the details of two referees. Note that we will only approach referees for candidates proceeding to final selection and only with your permission. Please clearly indicate whether we can approach each referee before the selection date.
- Please share with us in your supporting statement, the values and behaviours that you bring to your leadership, and how you will transfer your skills and experience into this role.
- Please complete the Equal Opportunities Monitoring Form when you upload your details.
- Please return your application by the closing date – no applications will be accepted once the long listing process has begun.
- Following long listing, you will be contacted directly by a Penna consultant to update you on the status of your application.
- At any point throughout the process our retained consultants at Penna will be happy to help you with information, insight and guidance about the process and our clients.

The following timetable sets out the key dates in the recruitment process:

Date	Activity
Closing Date	17th February 2025
Longlist Meeting (candidates not required to attend)	TBC
Preliminary Interviews	TBC
Shortlist Meeting (candidates not required to attend)	TBC
Assessment Centre and Final Interviews	TBC

To apply for this role, please click the link below:

[Director of Public Health](#)

For further information or confidential discussion, please contact retained Penna Consultants:

Ali Tasker – 07514 728114 or Ali.tasker@penna.com

Nick Raper – 07715 69046 or Nick.raper@penna.com

Amin Aziz – 07709 514141 or Amin.aziz@penna.com

**Luton's Population
Wellbeing Strategy:
Working together to
improve health and
reduce health inequalities
across the population
of Luton**

2023 – 2028



Luton 2040
A place to thrive

Our vision – Luton 2040

The Luton 2040 vision is focussed on a central mission, to tackle poverty and inequality so that everyone can enjoy a good quality of life. This responds directly to the evidence gathered by the Inclusive Growth Commission in 2019, which recognised the scale of poverty in our town and the clear link between this and many other challenges, including education and health inequalities.

Across the 2040 vision, there are five key strategic areas. This strategy sets out the ambition and actions that underpin primarily the “improving population wellbeing” priority, but also incorporates the priority of “Becoming a Child Friendly Town” and is strongly linked to the priority “Supporting a strong and empowered community” – particularly with regards to the impact that having a fair and equitable community has on health inequalities.

This is a partnership strategy, encompassing the vision and actions for health and wellbeing in Luton across the whole system.

The target outcomes set for the three key priorities from our 2040 vision are given here. The threads of these outcomes run through this strategy, and are all key to improving population wellbeing and reducing inequalities.

Luton has a diverse community, with some areas where there is high deprivation. We have some key areas where we see unequal health outcomes across the community. Work to tackle inequity is embedded throughout this strategy.

Our town-wide Vision for Luton 2040:

Luton will be a healthy, fair and sustainable town, where everyone can thrive and no-one has to live in poverty.

Our priorities for Luton 2040:

Building an inclusive economy that delivers investment to support the growth of businesses, jobs and incomes.



Improving population wellbeing and tackling health inequalities to enable everyone to have a good quality of life and reach their full potential.



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

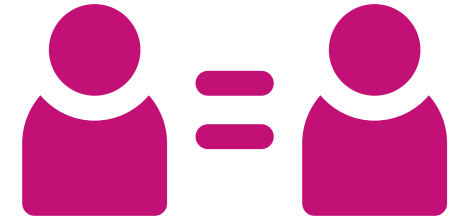


Tackling the climate emergency and becoming a net zero town with sustainable growth and a healthier environment.



Supporting a strong and empowered community, built on fairness, local pride and a powerful voice for all our residents.

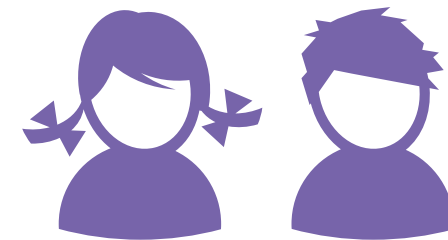




Improving population wellbeing and tackling health inequalities to enable everyone to have a good quality of life and reach their full potential.

Target Outcomes

- A preventative approach to improving physical and mental wellbeing that addresses the wider determinants of health to achieve better and more equal health outcomes.
- A healthier start for our children and young people with better and more equal physical and mental health outcomes.
- A stronger care sector with increased capacity to help people and families to manage long-term conditions.
- More of our households living in good quality and affordable housing.
- A safer community with fewer cases of crime, domestic abuse, serious violence and addiction



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

Target Outcomes

- Our children and young people will have access to good quality services that keep them safe and secure.
- Every child has an excellent education that raises aspiration and achievement and reduces educational inequalities.
- More opportunities for our children and young people to develop, play and socialise.
- Greater and more equal opportunities for children and young people with SEND (special educational needs and disabilities).
- All of our children and young people will have a meaningful voice that is heard and that matters.

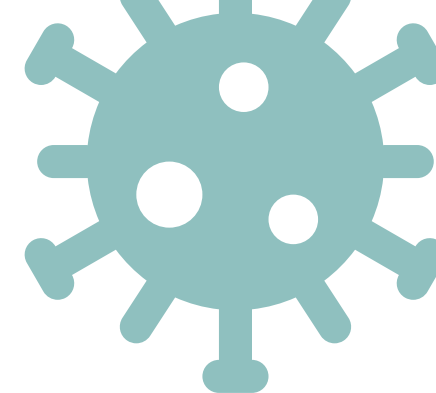


**Supporting a strong and empowered community,
built on fairness, local pride and a powerful voice
for all our residents.**

Target Outcomes

- A town built on fairness with equitable outcomes for all our residents.
- Increased resilience across our community protecting and enabling the most excluded and vulnerable.
- A thriving voluntary and community sector delivering on shared priorities with our residents.
- A stronger and meaningful voice for all our residents to shape the vision and direction of our town.
- A welcoming and compassionate town, with respect, social responsibility and increased civic pride at its heart.

Our story – the impact of covid

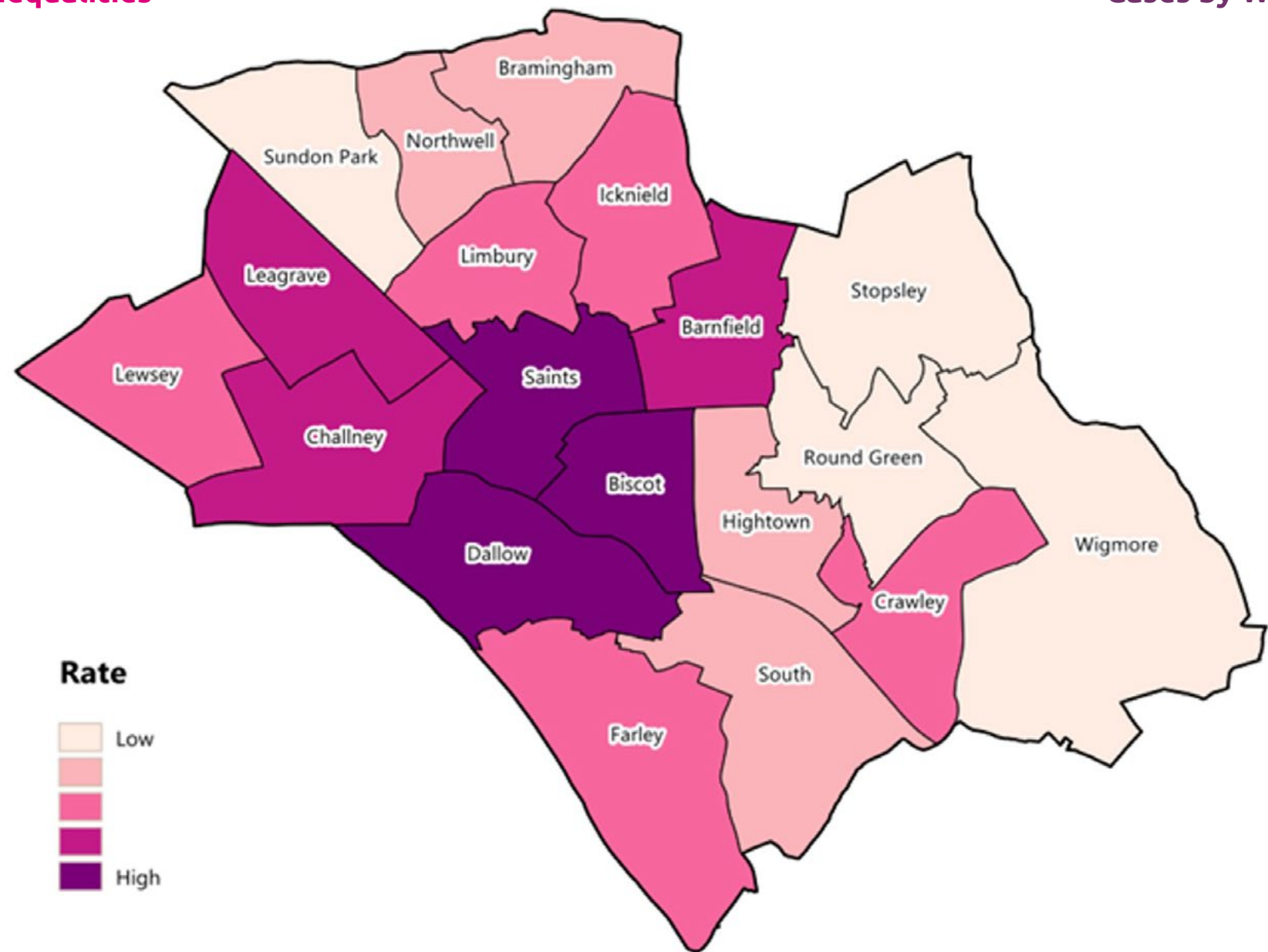


Luton was hit hard by the pandemic, with periods with the highest rates of covid nationally, and classed as an area of “enduring transmission” – infection rates that were often higher than the national average, and stayed at high levels for longer than the national picture. This was due to a number of inter-related factors such as the high proportion of housing of multiple occupancy and multi-generational housing, and the types of jobs people in Luton have.

Covid and inequalities

Local data analysis undertaken during the pandemic has shown that those that have been at greatest risk of contracting the Covid-19 virus are:

- older people and male, for Luton this means men who are over 50 years are at greater risk
- people from black, South Asian and minority ethnic backgrounds, including people identifying as ‘white other’
- residents living in multi-occupancy/smaller dense houses, renters living in low cost housing or transient adults
- residents living in areas with lower index of multiple deprivation (IMD) scores
- During 2020, 78% of all positive cases fell within areas in the 2nd – 5th IMD deciles, the more deprived areas of Luton.
- Local hotspots during the first wave of the pandemic were in wards with the highest deprivation scores. These were Biscot, Dallow and Saints.
- Occupations that are public facing were more likely to have positive cases.



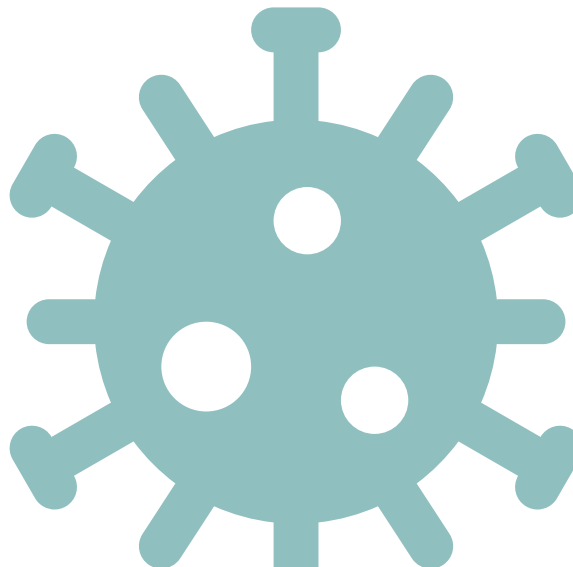
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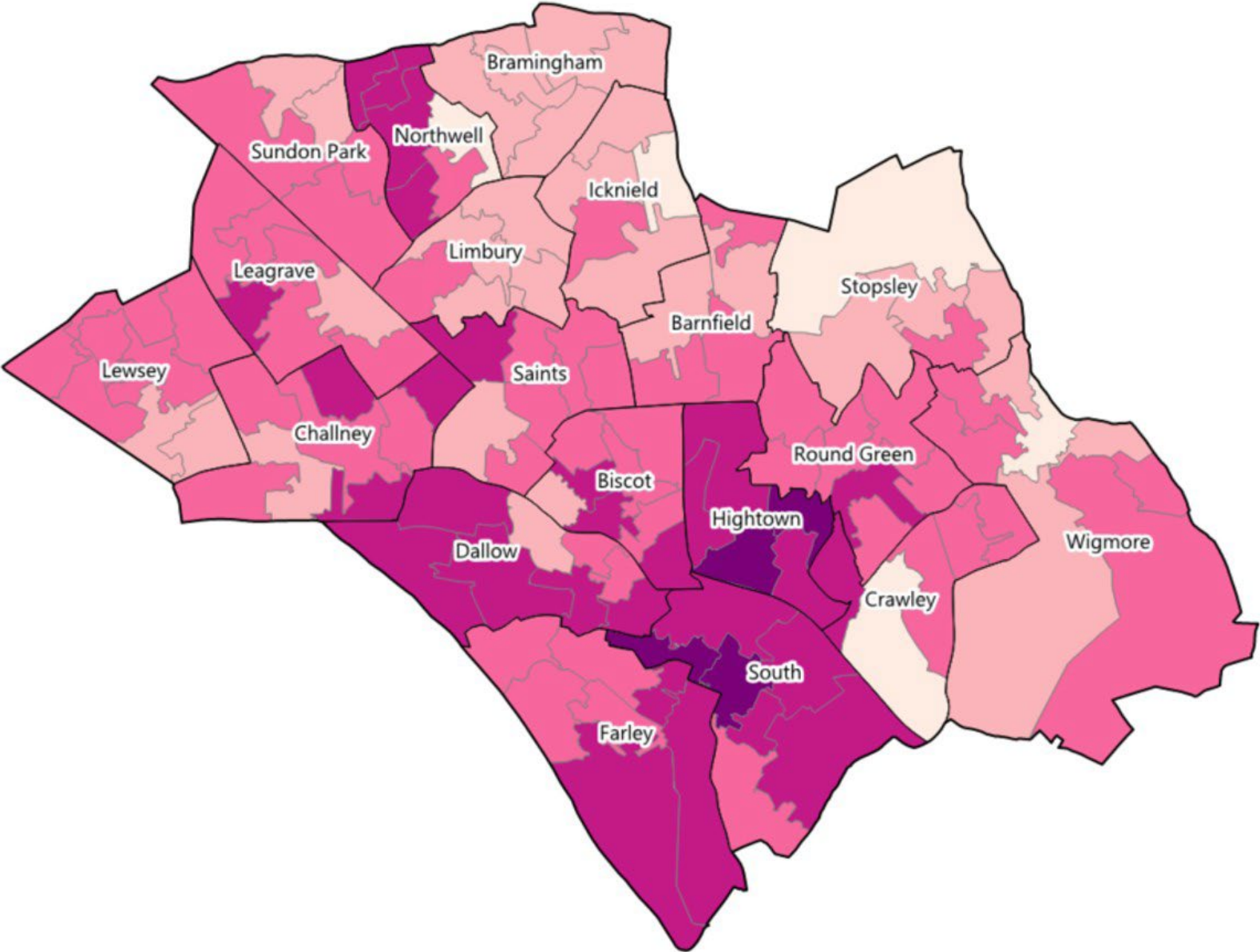


Our story – the impact of covid

Uptake of covid vaccines (up to Dec 2021)

- White British followed by Indian and Bangladeshi are the top three ethnic groups with the highest levels of 1st dose vaccine uptake.
- Mixed and White Other ethnic group have the lowest levels of vaccine uptake
- Vaccination uptake varied by geographical area, with the pattern of where there is lower uptake being very similar to the pattern of deprivation across the borough.
- More deprived wards were more likely to have lower uptake of vaccination





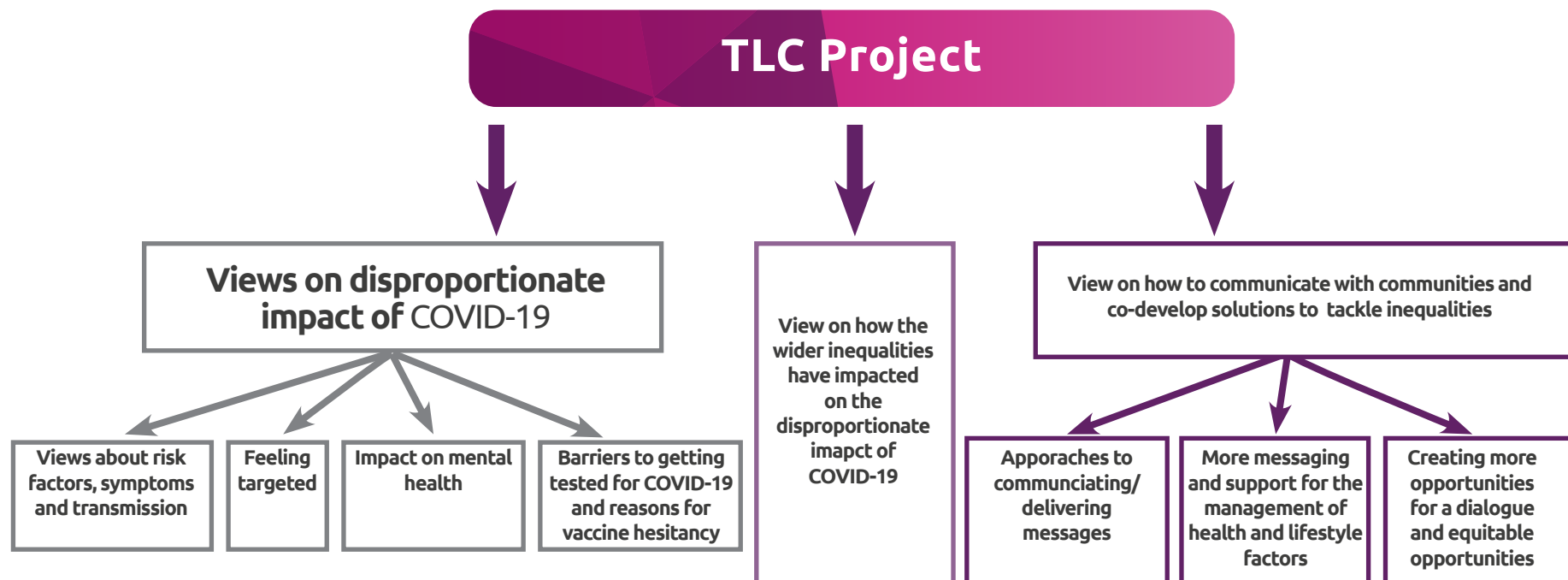
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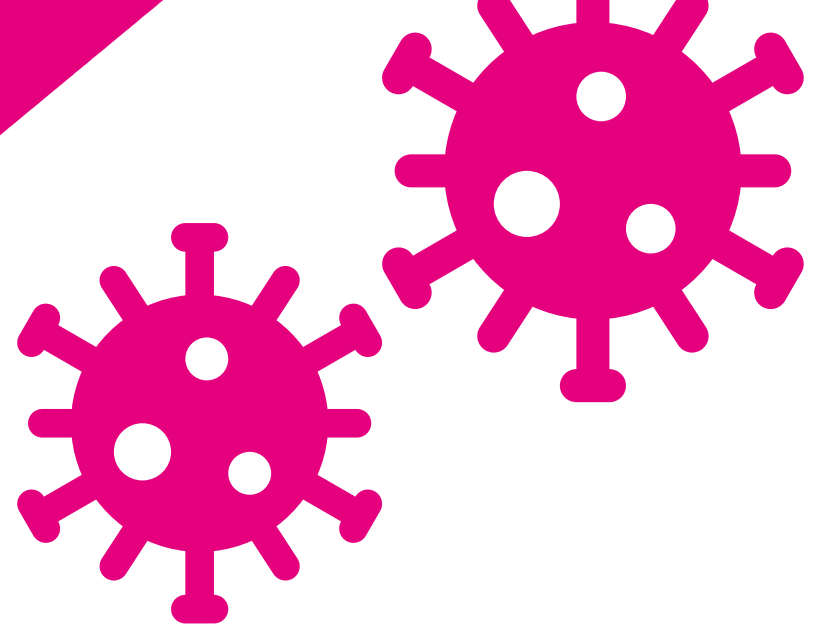
Talk, Listen, Change

In Luton we responded to the disproportionate impact of covid seen in ethnic minority groups through a collaborative research programme with the University of Bedfordshire to understand black and Asian population groups' experiences of the pandemic, and the causes of inequalities in these groups.

The research included a community survey, interviews with frontline health and social care works, interviews with community stakeholders, and focus groups.

Findings covered some key themes outlined below.





Building on our experience of covid

There are many learnings from the experience of covid that we can build on as a system and embed into this strategy:

- Better understanding inequalities in the borough, leading to focused action
- An understanding of the community voice and working with the community to build change
- System working across health, care, voluntary sector, businesses and other partners
- Use of evidence base and local knowledge to drive action where its needed

Our story – Demographics and Inequalities

Main languages spoken in Luton, 2019 school census

Language	Speakers	Percentage
English	18,300	47%
Urdu	6,019	15.5%
Bengali	3,442	8.8%
Polish	1,851	4.8%
Panjabi	919	2.4%
Romanian	810	2.1%
Pahari	691	1.8%
Arabic	409	1.1%

Source: Schools Census, Luton Council

In 2019, there were three wards in Luton with over 40% of children living in poverty – Saints, Biscot, and Dallow

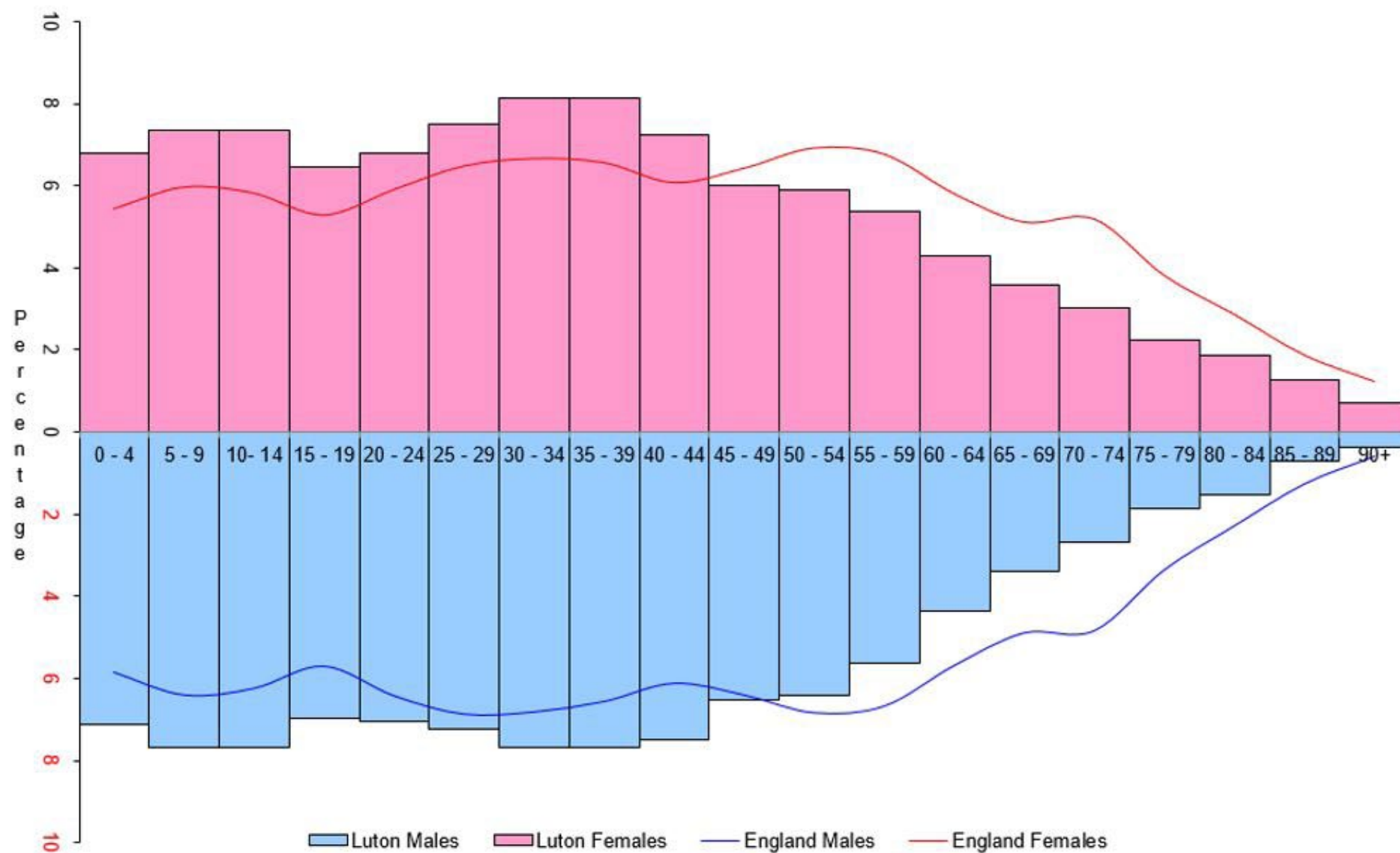
Luton is an extremely ethnically diverse town, with significant long-standing Indian, Pakistani, Bangladeshi, African-Caribbean and Irish communities, as well as complicated pattern of migration and population turnover.

Luton has a comparatively young population.

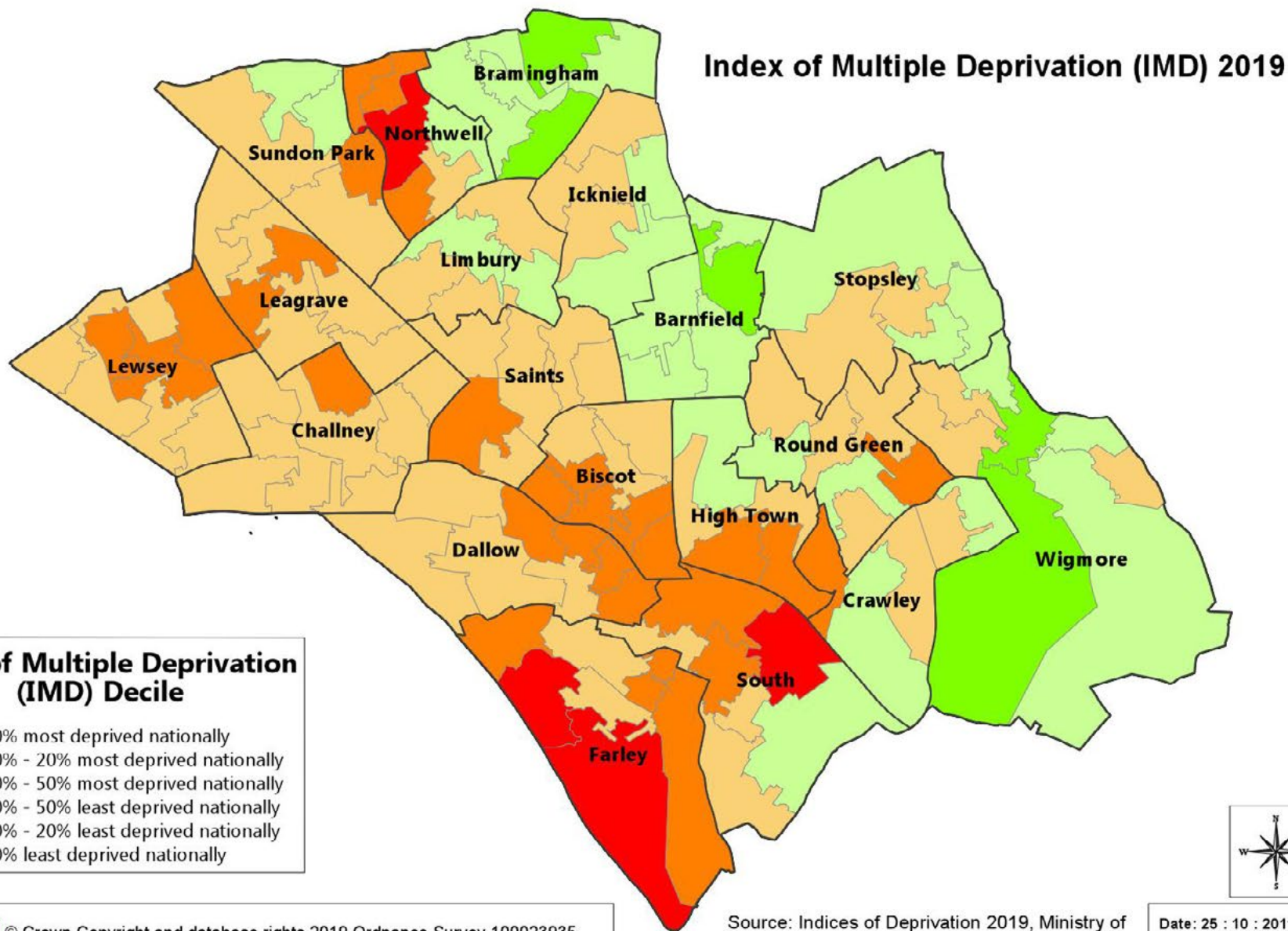
Socioeconomic factors, in particular, those related to deprivation and poverty are key drivers of inequality in Luton. Three wards have areas within the most deprived 10% in the country – South, Farley, and Northwell. In addition, areas in the 20% most deprived are Dallow, Biscot, High Town, Saints, Challney, Lewsey, Leagrave, Sundon Park, Round Green, and Crawley.

Life expectancy in the most deprived areas of Luton is 80.2 for females and 72.7 for males, compared to 85.6 and 79.4 in the least deprived parts of the Borough. People who live in the less deprived areas of Luton tend to live longer than those who live in the more deprived areas. Healthy life expectancy is on average declining in the borough.

Percentage of Luton & England's population by age, 2021

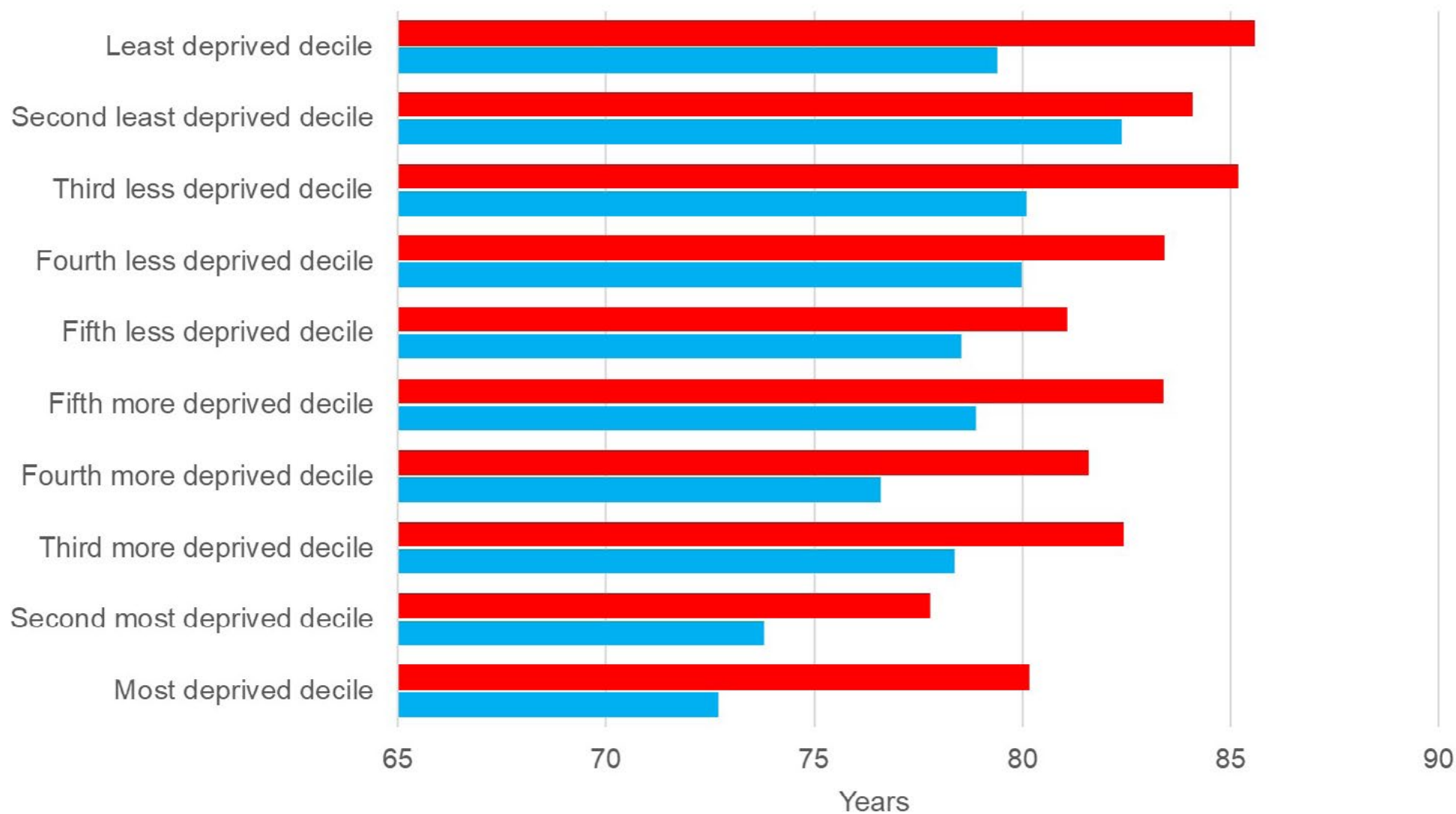


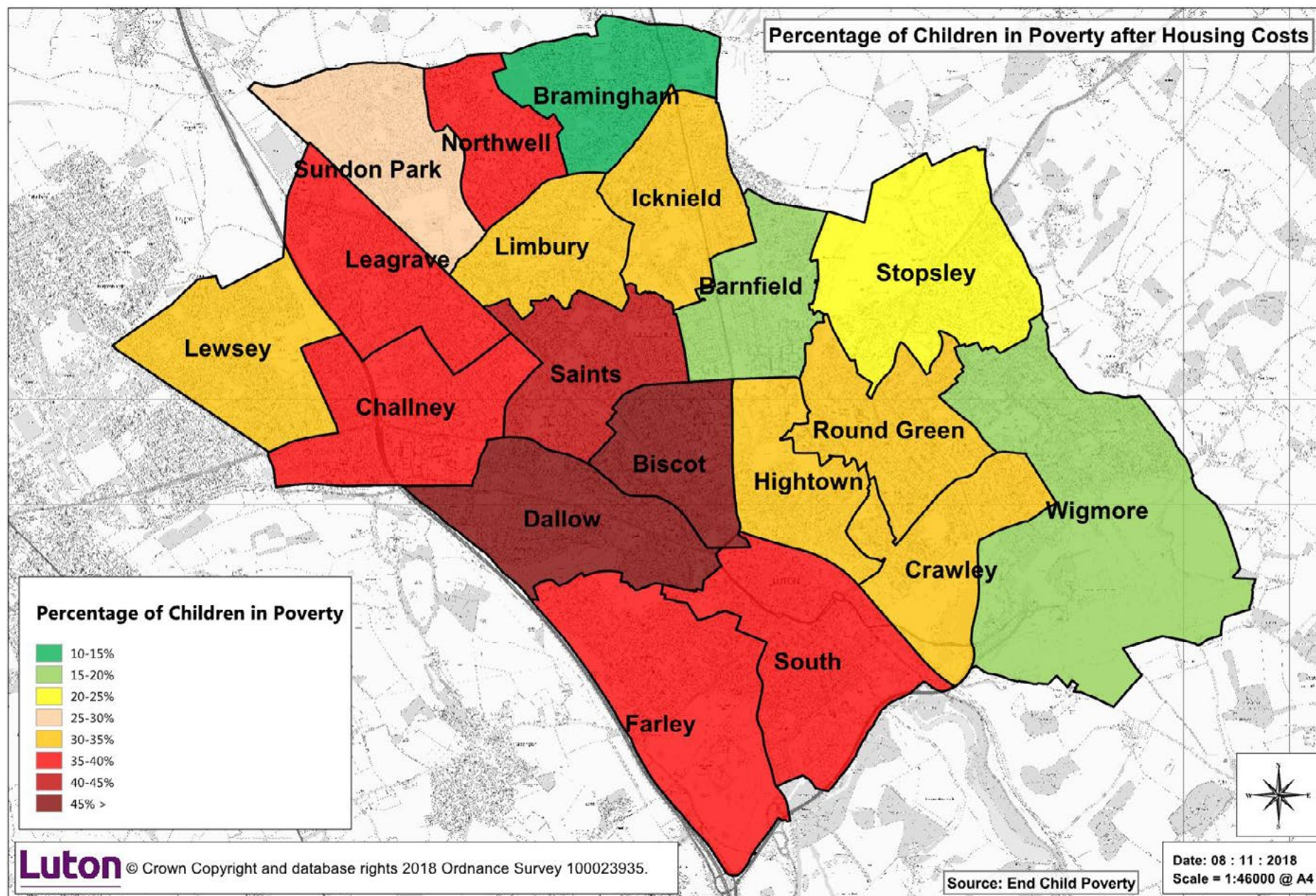
Source: Office for National Statistics

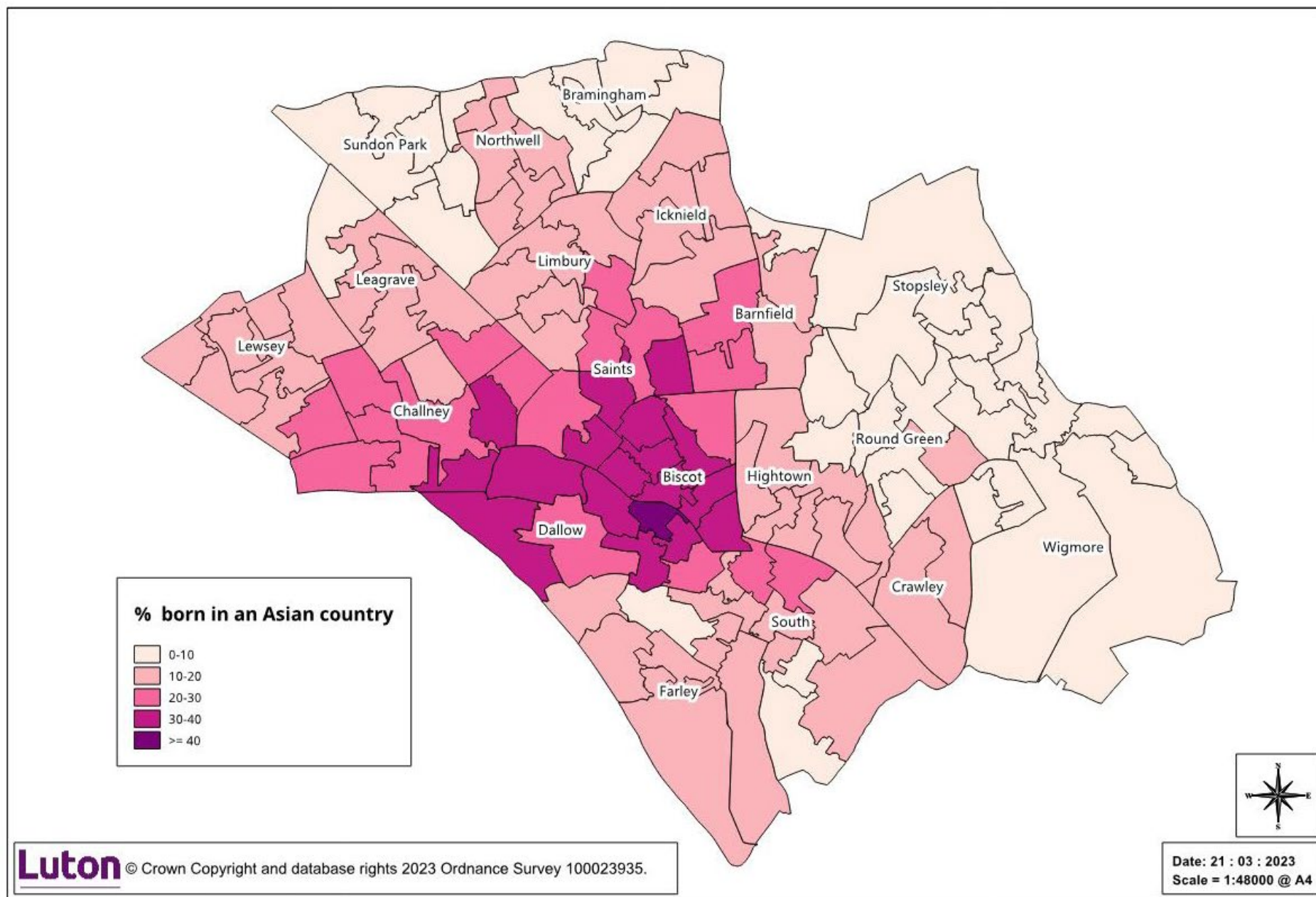


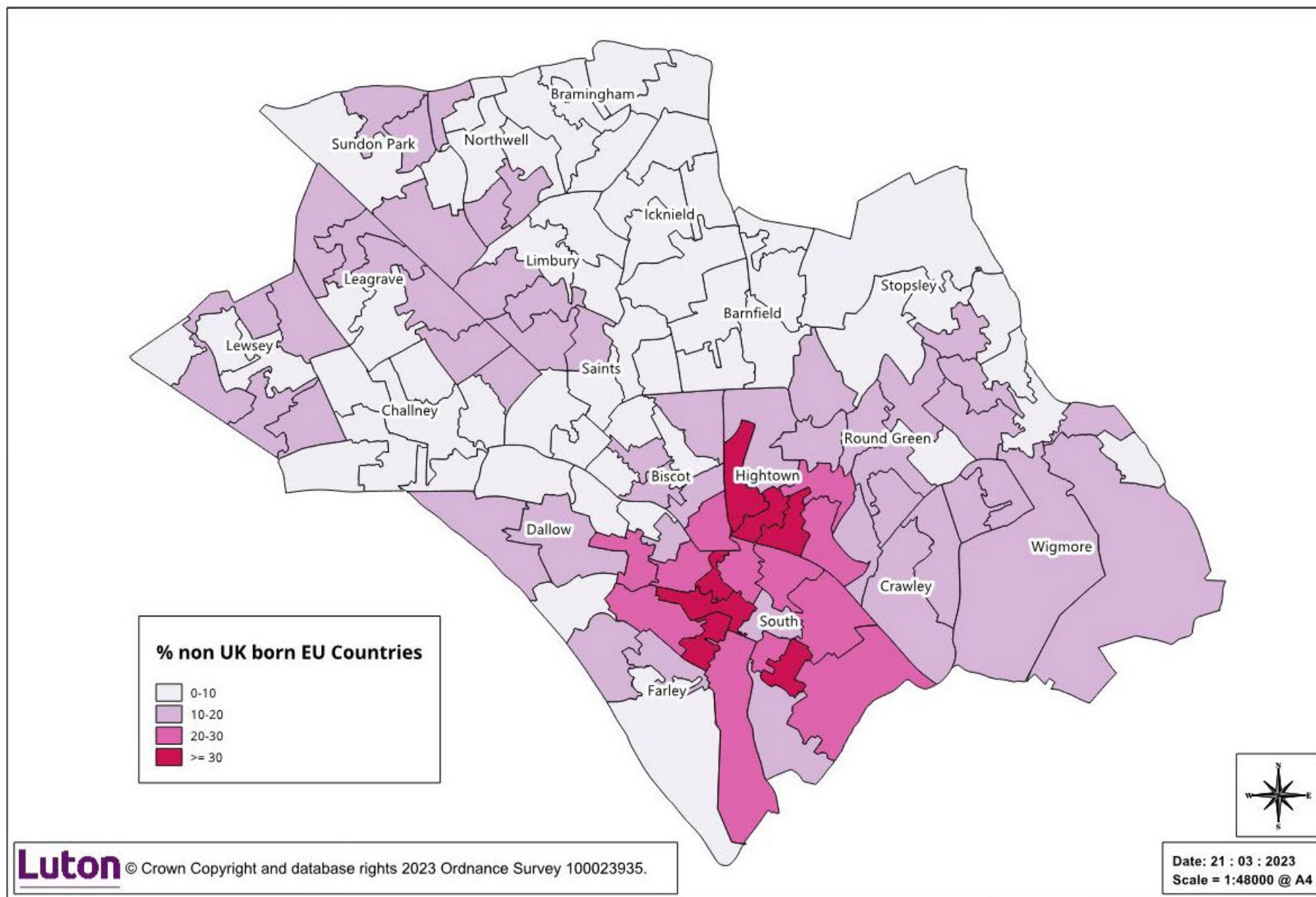
Life Expectancy at birth in Luton by deprivation decile 2018-20

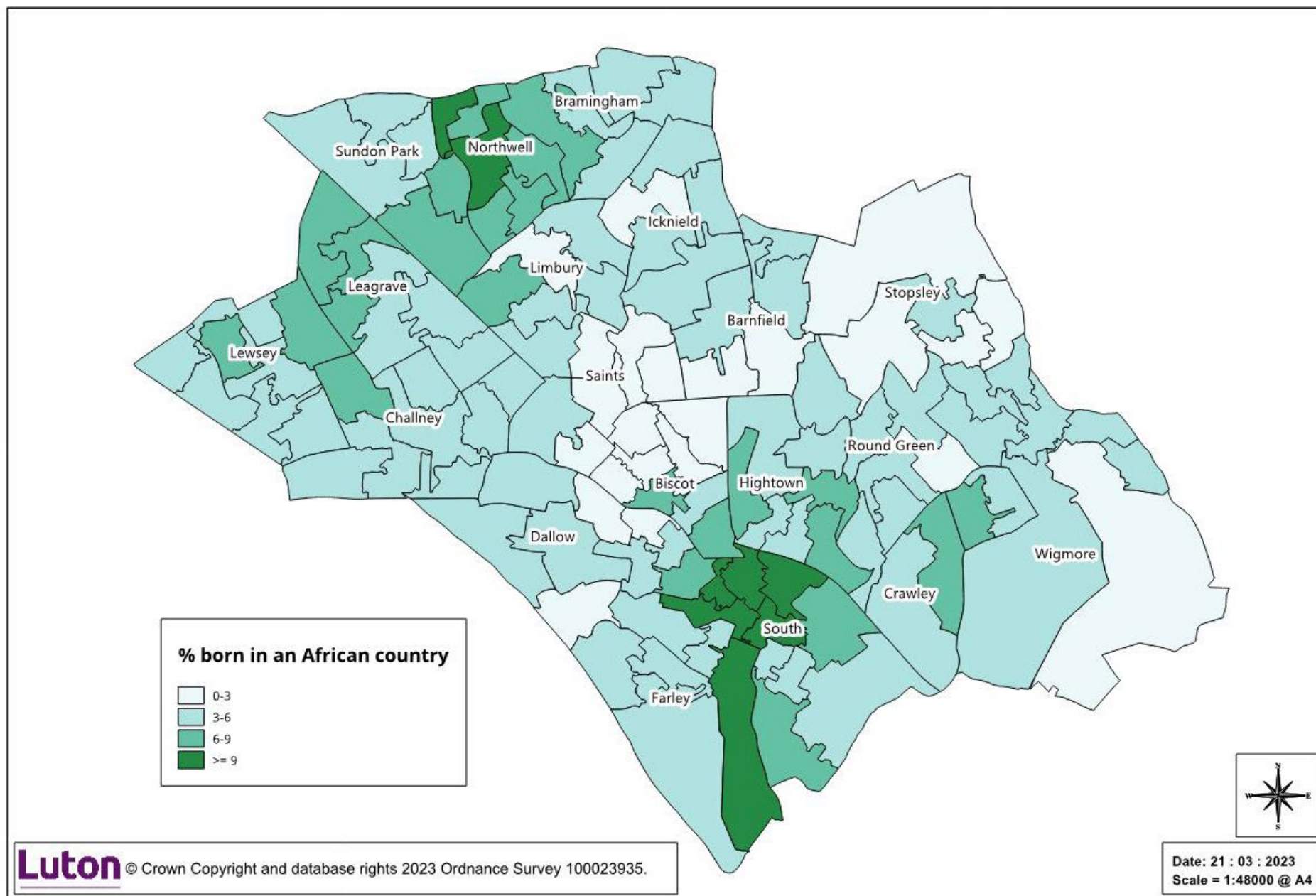
■ Female ■ Male





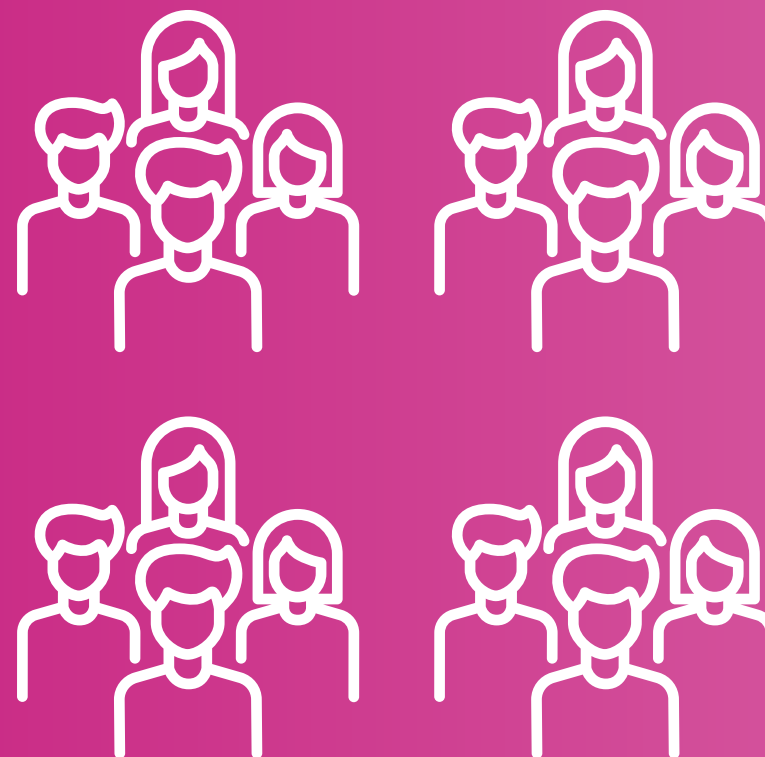






Population Churn

Luton has a complicated pattern of migration and population turnover. International migration data from the 2021 census shows that nearly two in five of Luton's residents were not born in the UK, this is one of the biggest proportions of non-UK born residents outside of London. Of Luton's non-UK born residents, 43.2 per cent have arrived since 2011. There are a number of factors influencing population churn in Luton. The proportion of people who are privately renting is higher than the national average. This combined with high levels of unstable and low paid employment, escalating rents and unstable tenancies leads to high population turnover in parts of Luton. Luton has high levels of international migration and has also been attractive to people moving out of London to a relatively cheaper area. The town also has high numbers of people moving to neighbouring areas like Central Bedfordshire.



Our story – Health Status and Behavioural Inequalities

Top 3 leading causes of death

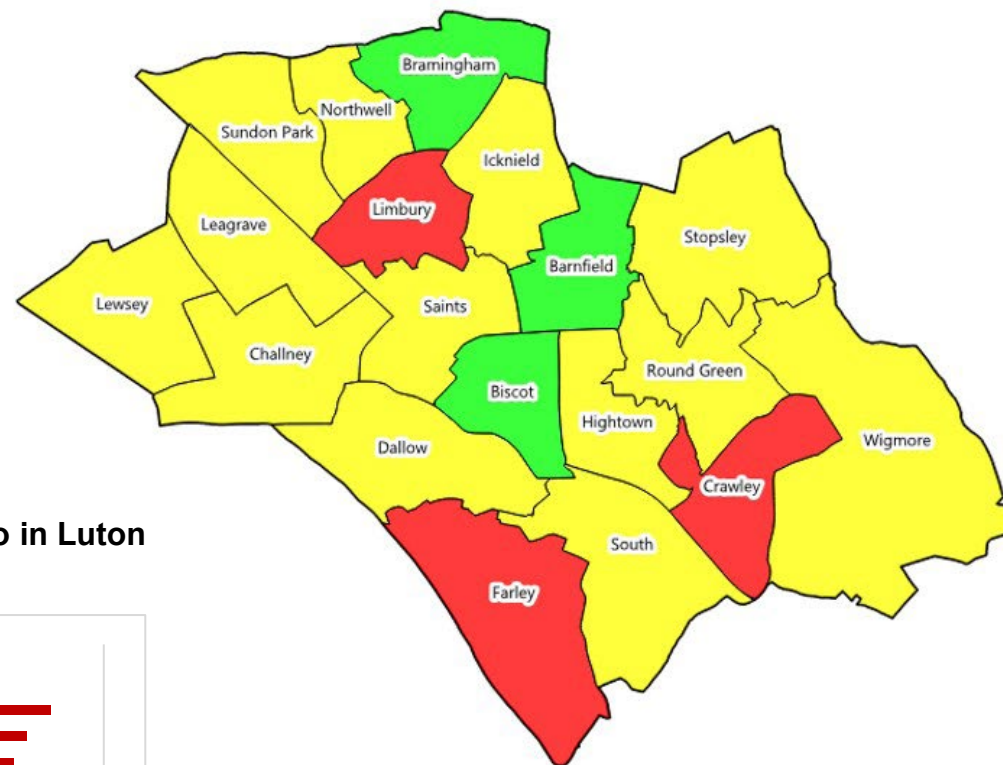
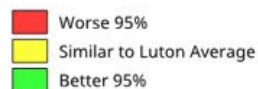
The top three leading causes of death in Luton in 2020 (excluding Covid-19) are cancer, dementia and ischaemic heart disease. Cancer and heart disease are examples of deaths that can be considered preventable, as they can be avoided through effective public health and primary prevention measures. High levels of preventable mortality also relate to inequalities in the social determinants of health. Many deaths could be avoided if the social and economic conditions of the area were improved. Preventable mortality that is due to inequality drives inequalities in life expectancy.

Risk factors of poor health and inequalities

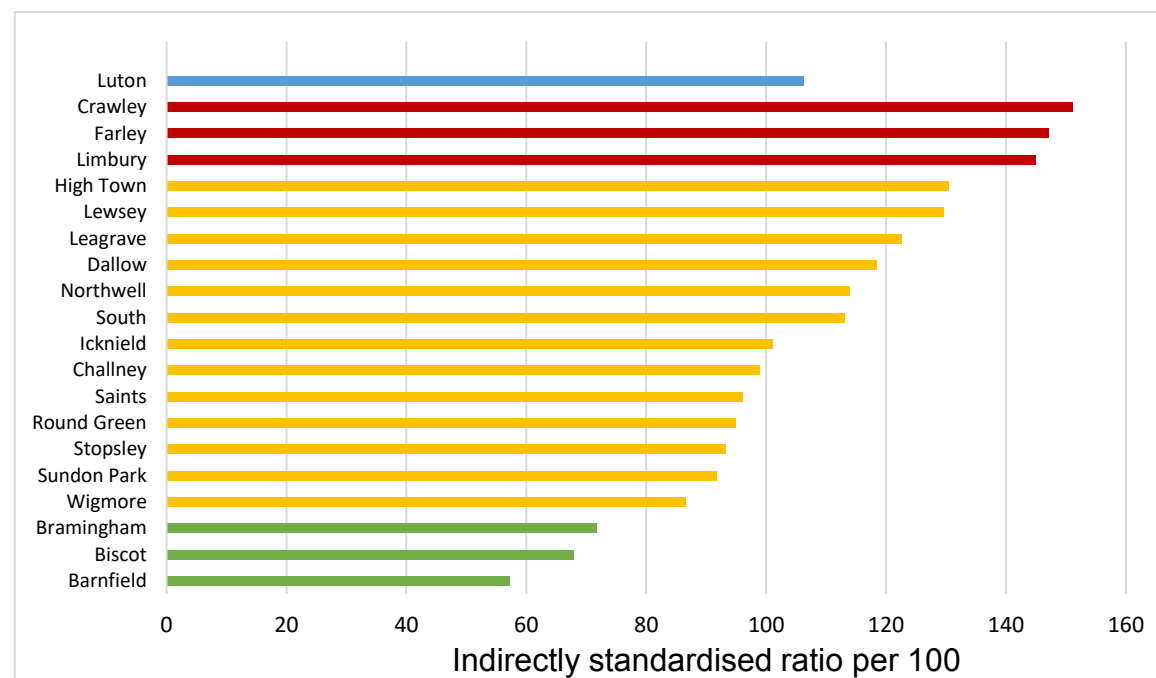
Tobacco accounted for the highest rate of deaths per 100,000 population, followed by high blood pressure, high fasting plasma glucose (hyperglycaemia), and dietary risks. Making positive changes to diet, exercise and reducing tobacco use would have positive effects on the overall life expectancy by preventing cardiovascular diseases, cancers, chronic respiratory diseases and infections.



Deaths under 75, all cancers



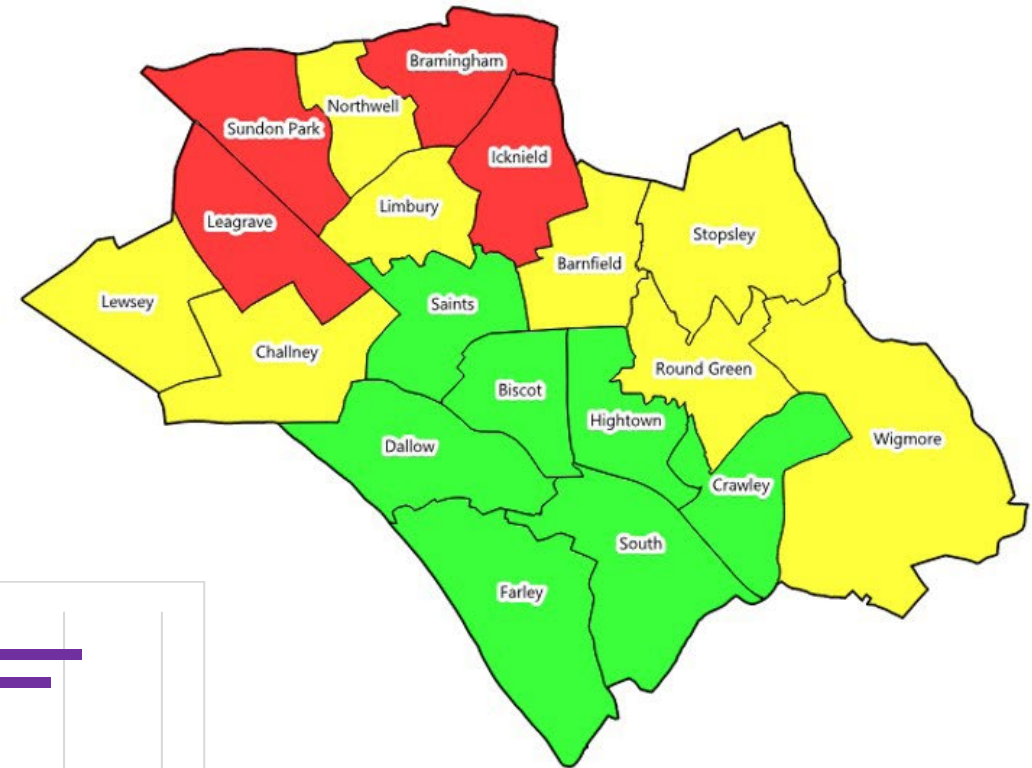
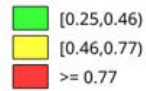
Deaths from all cancer under 75 years, standardised mortality ratio in Luton and Wards, 2016-20



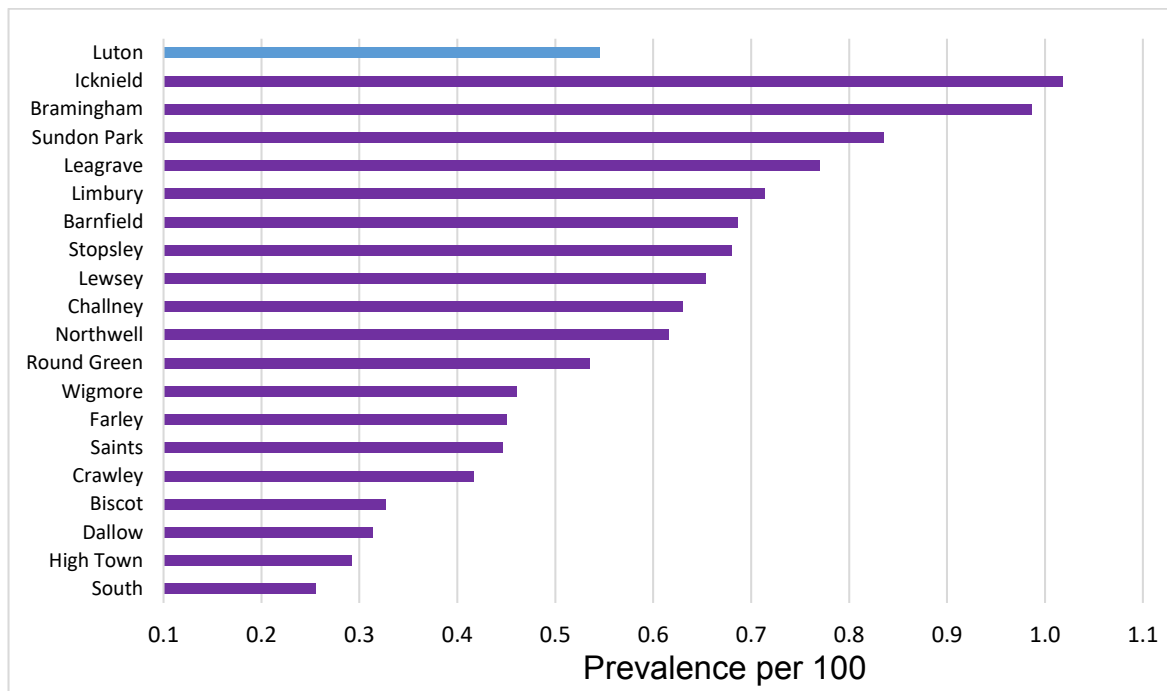
■ Better 95%
 ■ Similar
 ■ Worse 95%
 compared with Luton

Source: Office for National Statistics (ONS), taken from OHID Fingertips tool, Local Authority Profile

Dementia prevalence

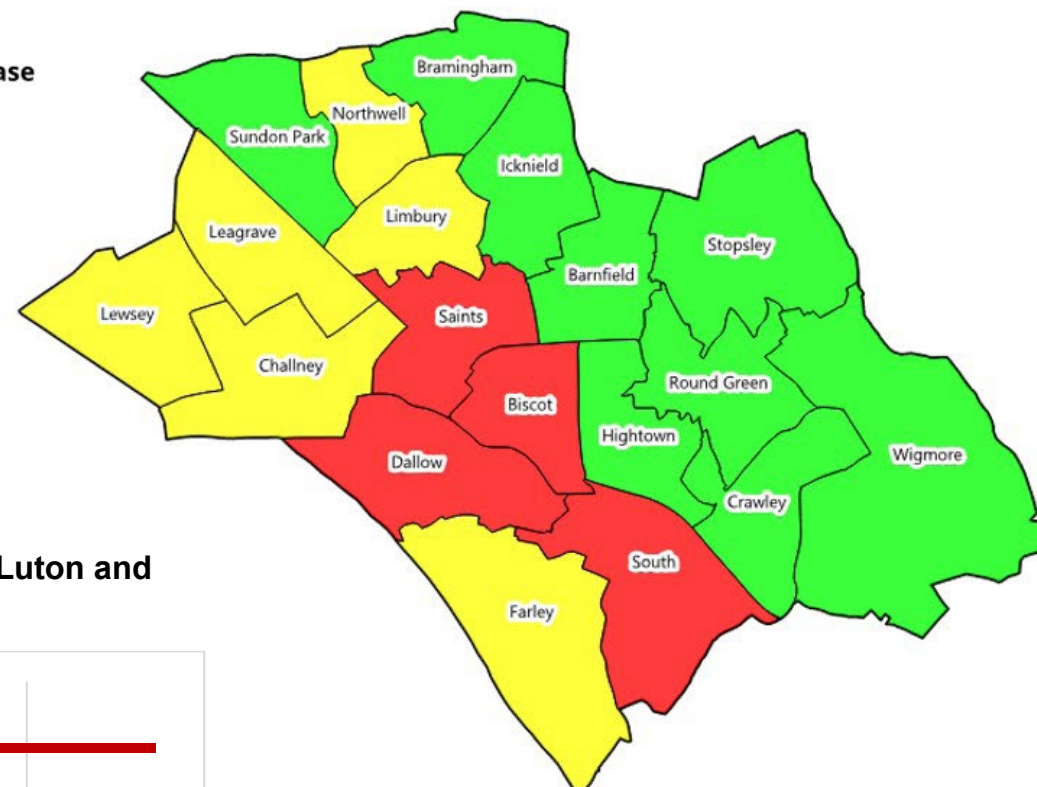
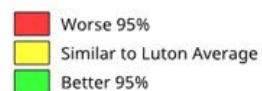


Dementia prevalence in Luton and Wards, 2019/20

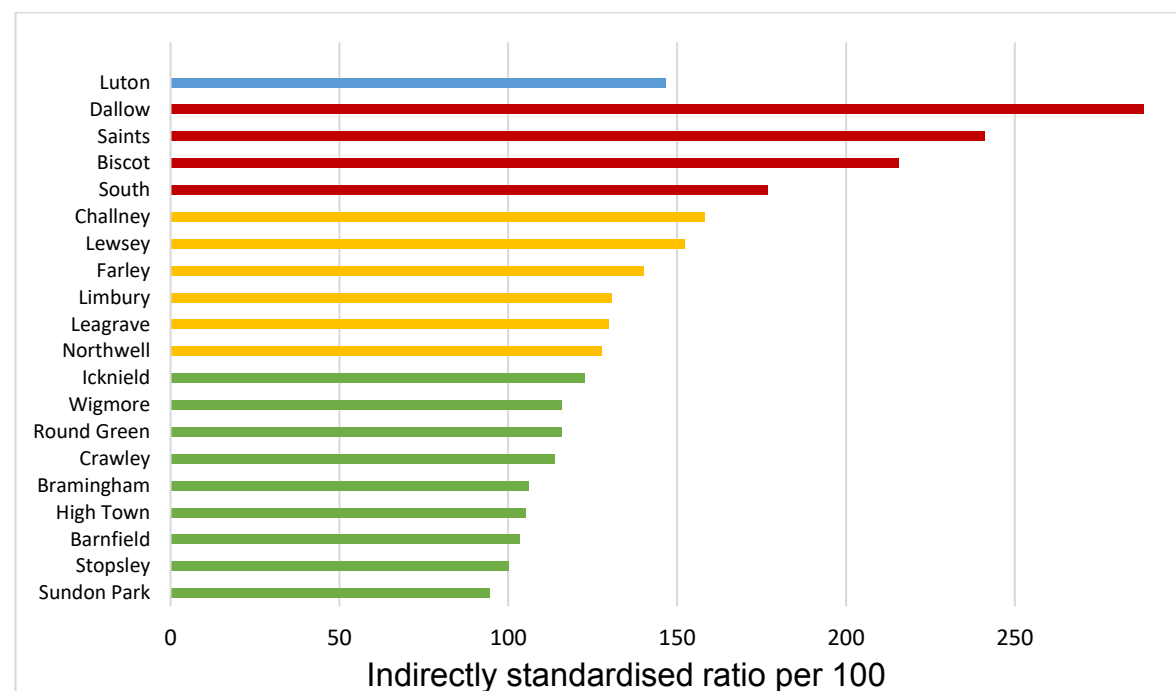


Source: Office for National Statistics (ONS), taken from OHID Fingertips tool, Local Authority Profile

Hospital admissions for Coronary Heart Disease



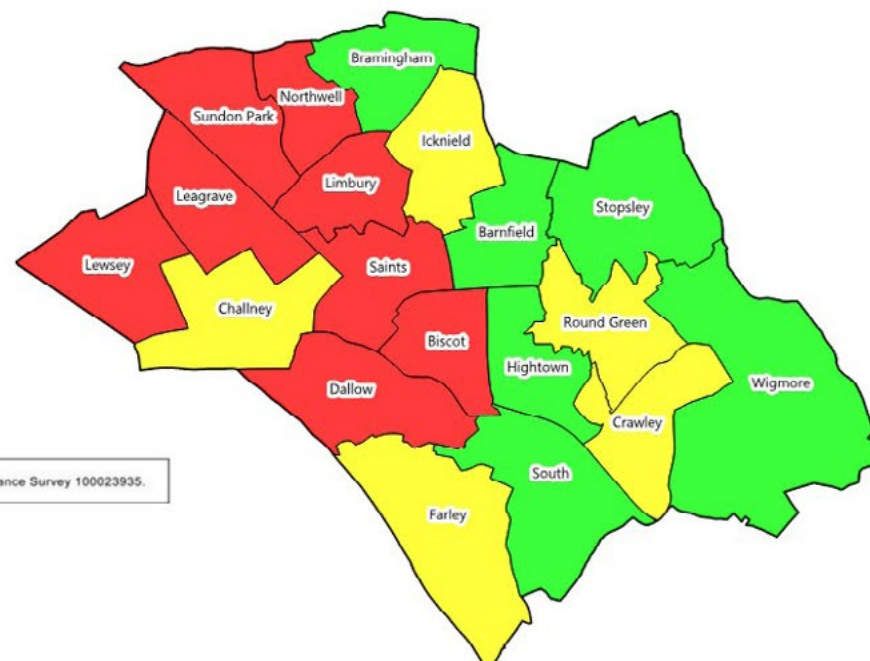
Emergency hospital admissions for coronary heart disease in Luton and Wards, 2016/17-20/21



■ Better 95%
 ■ Similar
 ■ Worse 95%
 compared with Luton

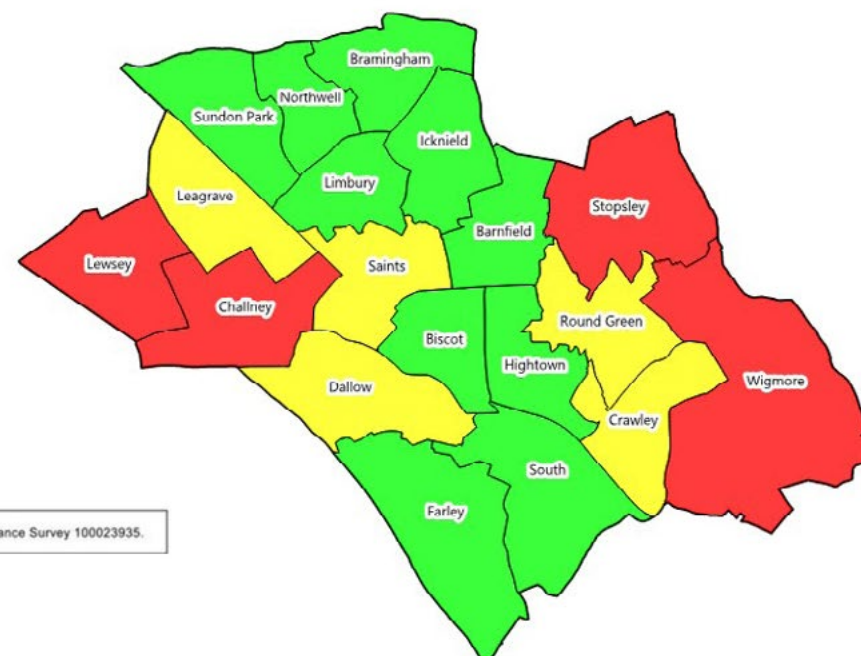
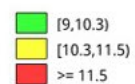
Source: Office for National Statistics (ONS), taken from OHID Fingertips tool, Local Authority Profile

Adults who are physically active (modelled MSOA estimates) (2018)



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Obesity Prevalence (2019/20)



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Our story – Social and Environmental Inequalities

Wider Determinants and Inequalities

Wider determinants (or sometimes known as social determinants) of someone's health such as employment, education, housing, access to outside space, are also very important in Luton, and are particularly correlated to areas of greater deprivation.

Wider determinants have a greater influence on health than health care, behaviours or genetics. It is therefore an important aspect of public health in terms of informing preventative action.



Social Inequalities

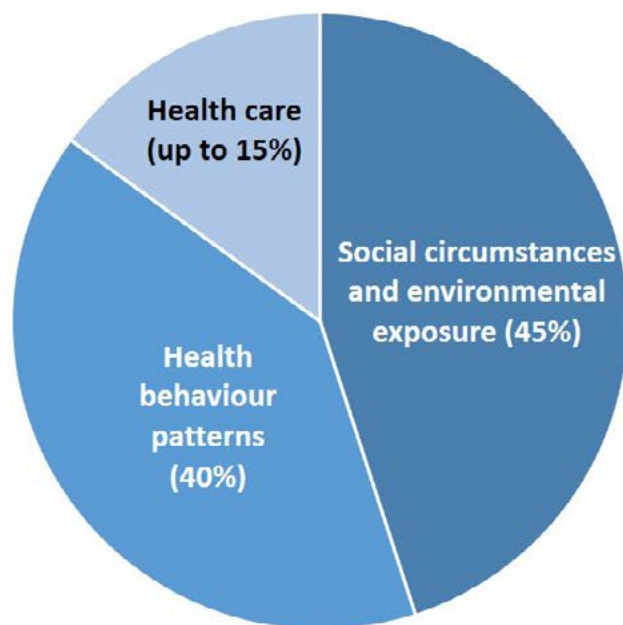
Economic hardship is highly correlated with poor health. The current cost of living issues threatens individual and family wellbeing, especially for the unemployed and those experiencing wage and benefit cuts. The cost of living vulnerable households indicator shows that there are pockets of vulnerable households in the central areas of Luton, including Biscot and Dallow, with further areas in the South and Northwell areas. These generally correlate with areas of deprivation in Luton.

Increased levels of **education** are strongly and significantly related to improved health. Increases in the overall number of people in higher education and more people from poorer backgrounds in higher education will have long-term benefits for population health. The picture in Luton in terms of access to higher education is mixed. There are higher levels in deprived areas of Biscot and Dallow, but also in more affluent areas including Barnfield.

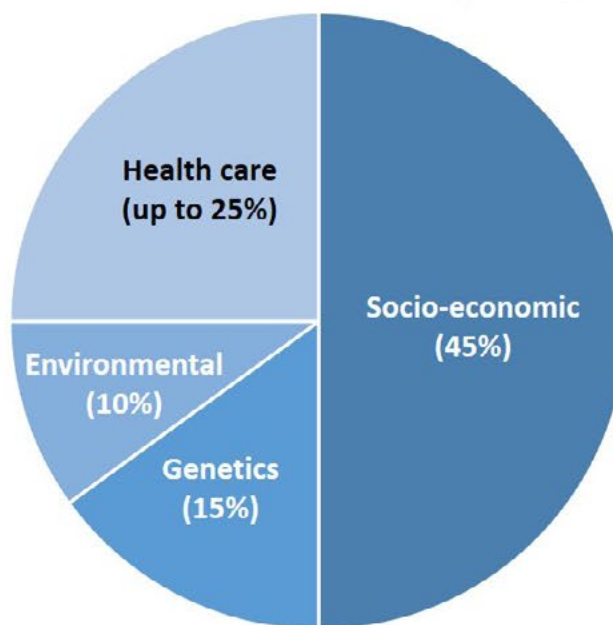


Wider Determinants and Inequalities

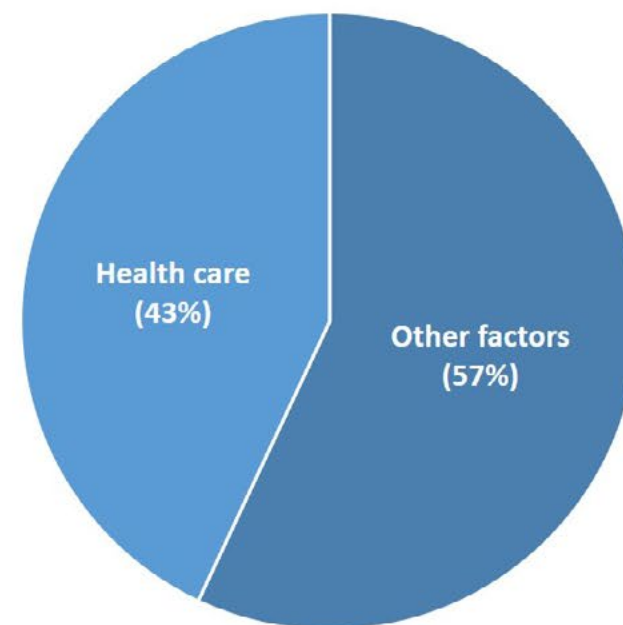
McGinnis et al (2002)



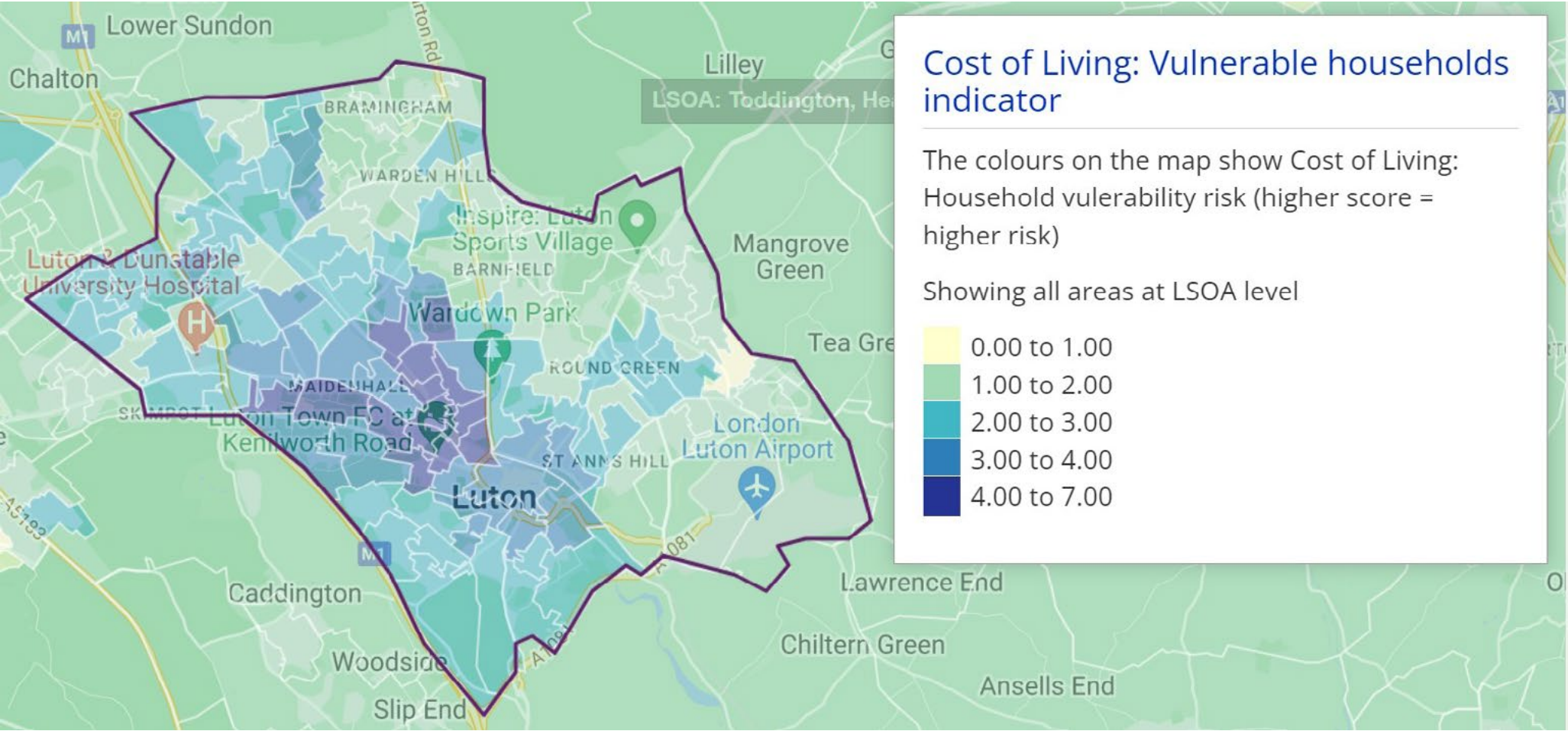
Canadian Institute of Advanced Research (2012)



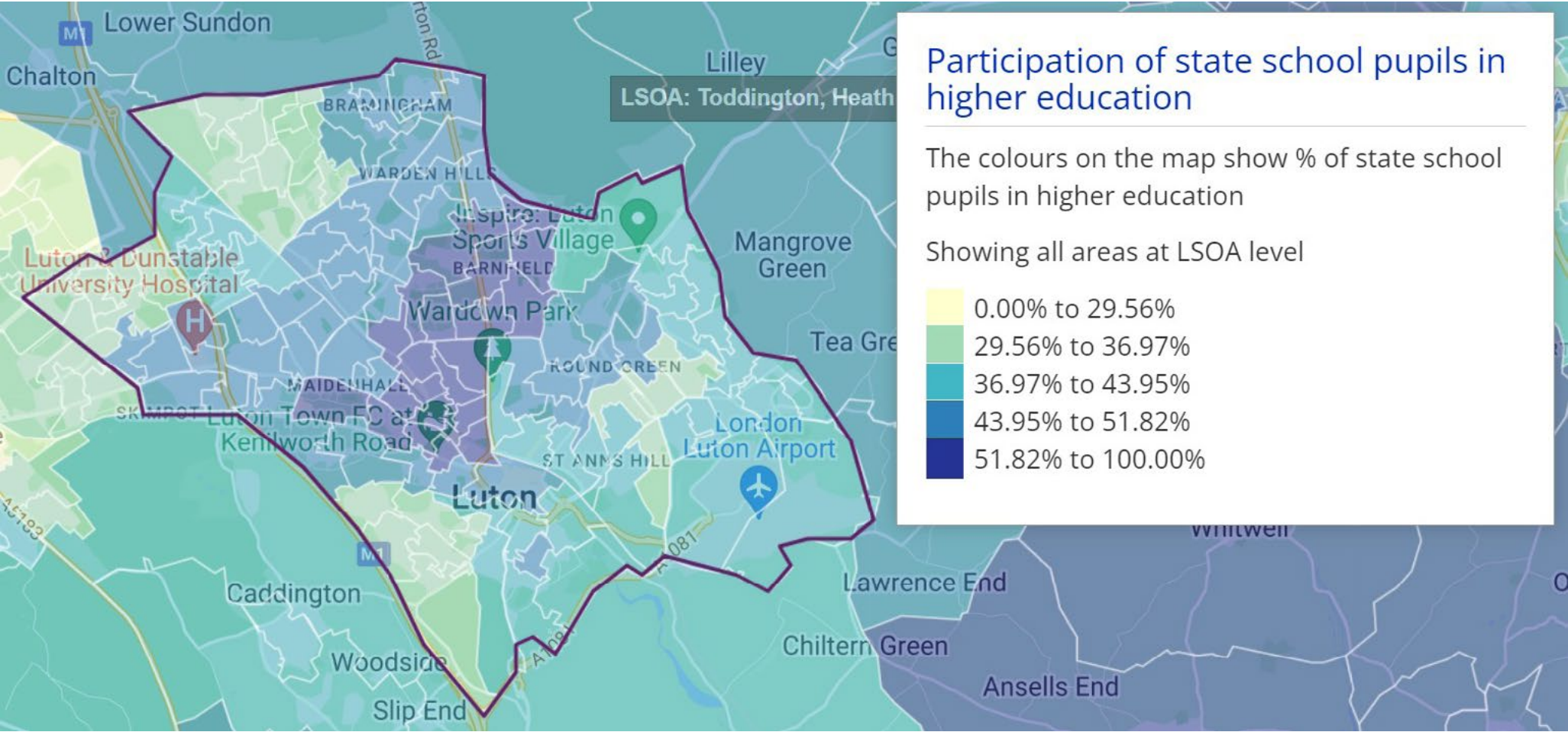
Bunker et al (1995)



Social Inequalities



Social Inequalities



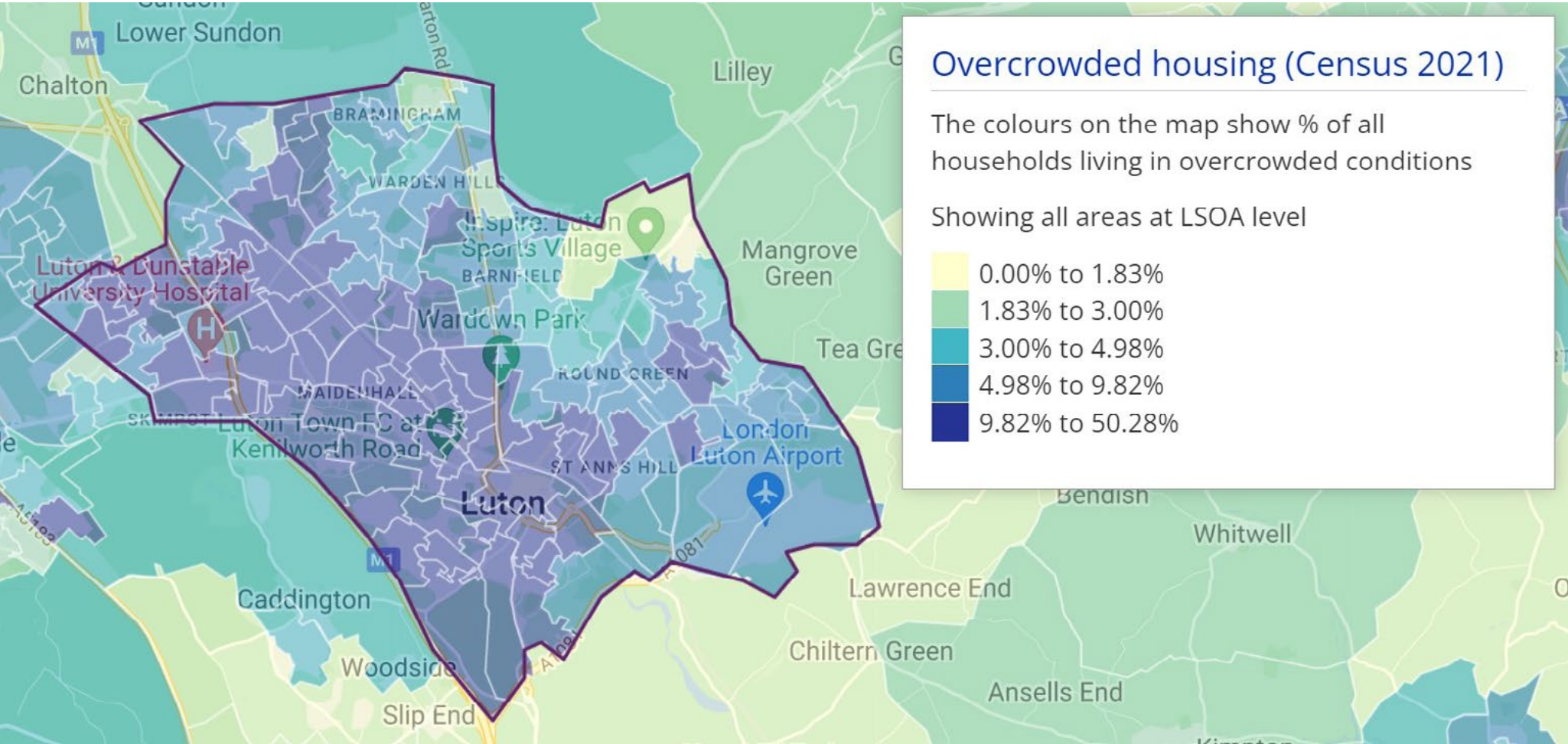
Environmental Inequalities

Overcrowded households are more common in areas of social deprivation and they affect health outcomes directly in terms of spread of infectious diseases and an increased risk of psychological distress. Overcrowded housing is more pronounced in the more deprived areas of Luton. Many of the areas with high levels of deprivation such as Northwell, Lewsey, Farley and South also have high levels of social housing. Other challenges in these areas include higher rates of crime and low education attainment.

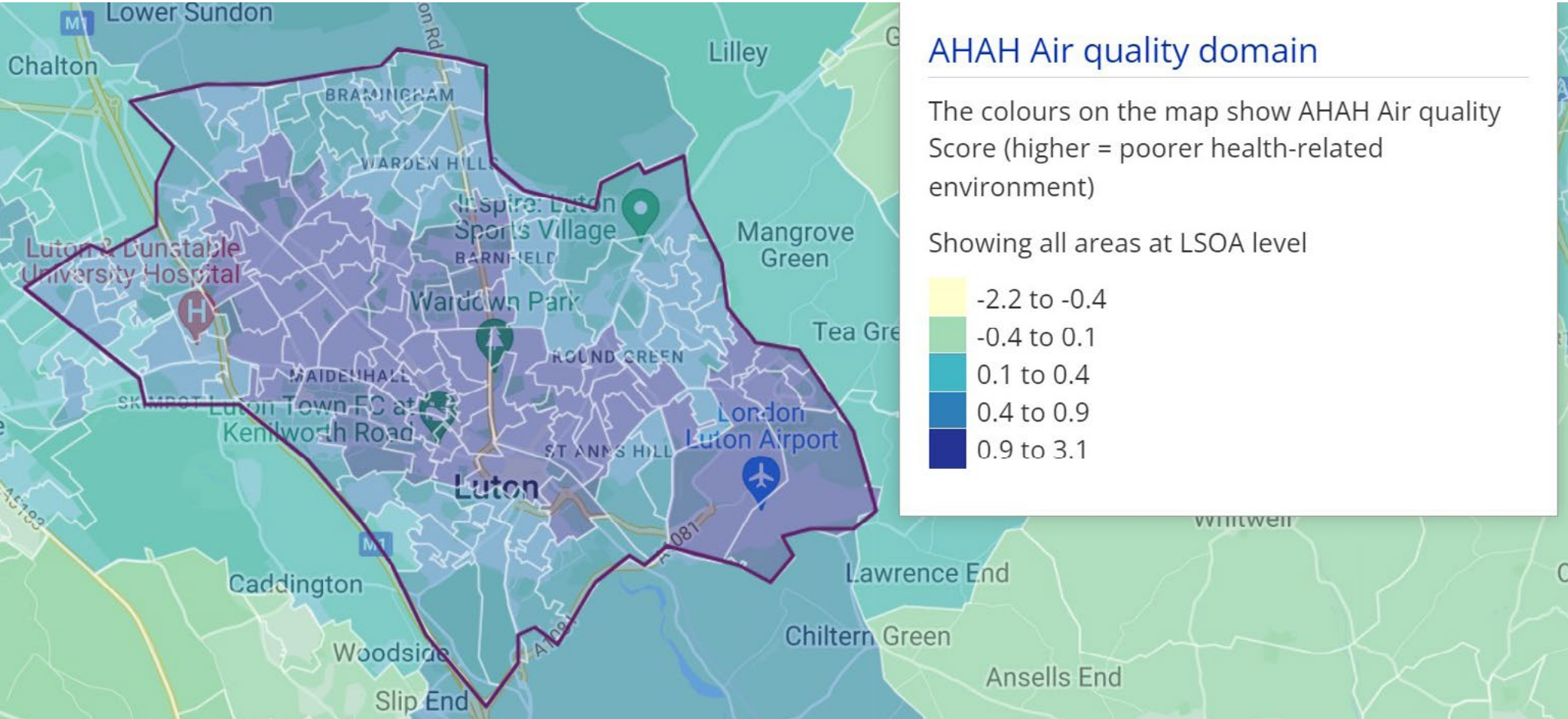


Exposure to **air pollution** can lead to a wide range of diseases, including stroke, chronic obstructive pulmonary disease, trachea, bronchus and lung cancers, aggravated asthma and lower respiratory infections and there is evidence for dementia. Areas of poor air quality in Luton generally follow major transport links throughout the town.

Environmental Inequalities



Environmental Inequalities



Our story – Access to Community Assets and Health Facilities

Access to Health Facilities and Health Inequalities

There are 34 GP practices, 9 Health centres and walk-in clinics, and 44 pharmacies spread across Luton. 84% of Luton's communities are within a 15 minute journey time by walking or public transport of a GP practice as compared with England's average which is about 71%. All of Luton is within a 30 minute journey time of a GP, again higher than the national average of 96%. Most of Luton is also within a 20-minute walk or a 2km drive of a pharmacy except the South-East areas of Luton where the airport is located. Luton has a similar number of pharmacies per 100,000 population as England. Luton also has 7 pharmacies operating for 100 hours or more per week with some staying open up till midnight.

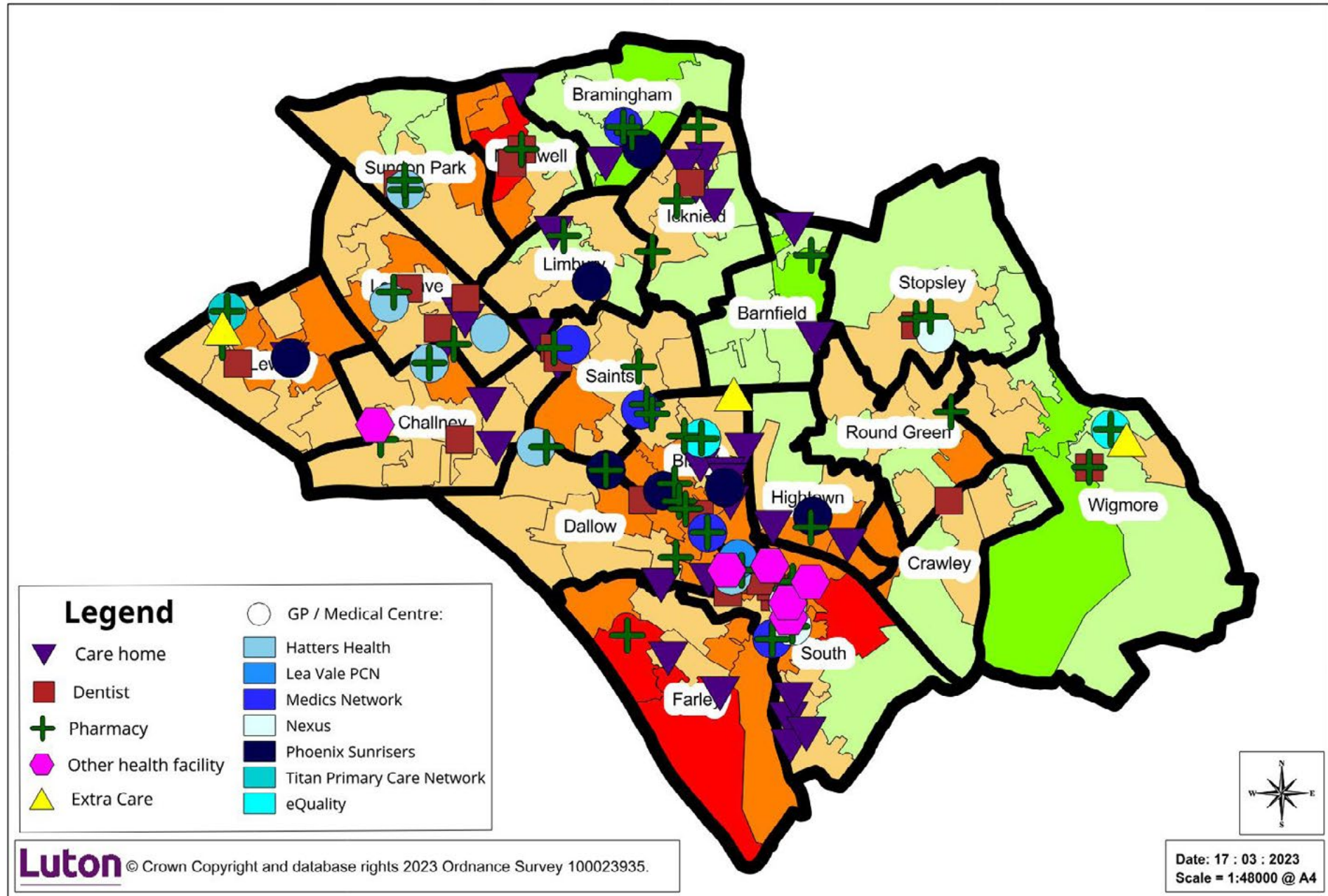


Community Assets and Health Inequalities

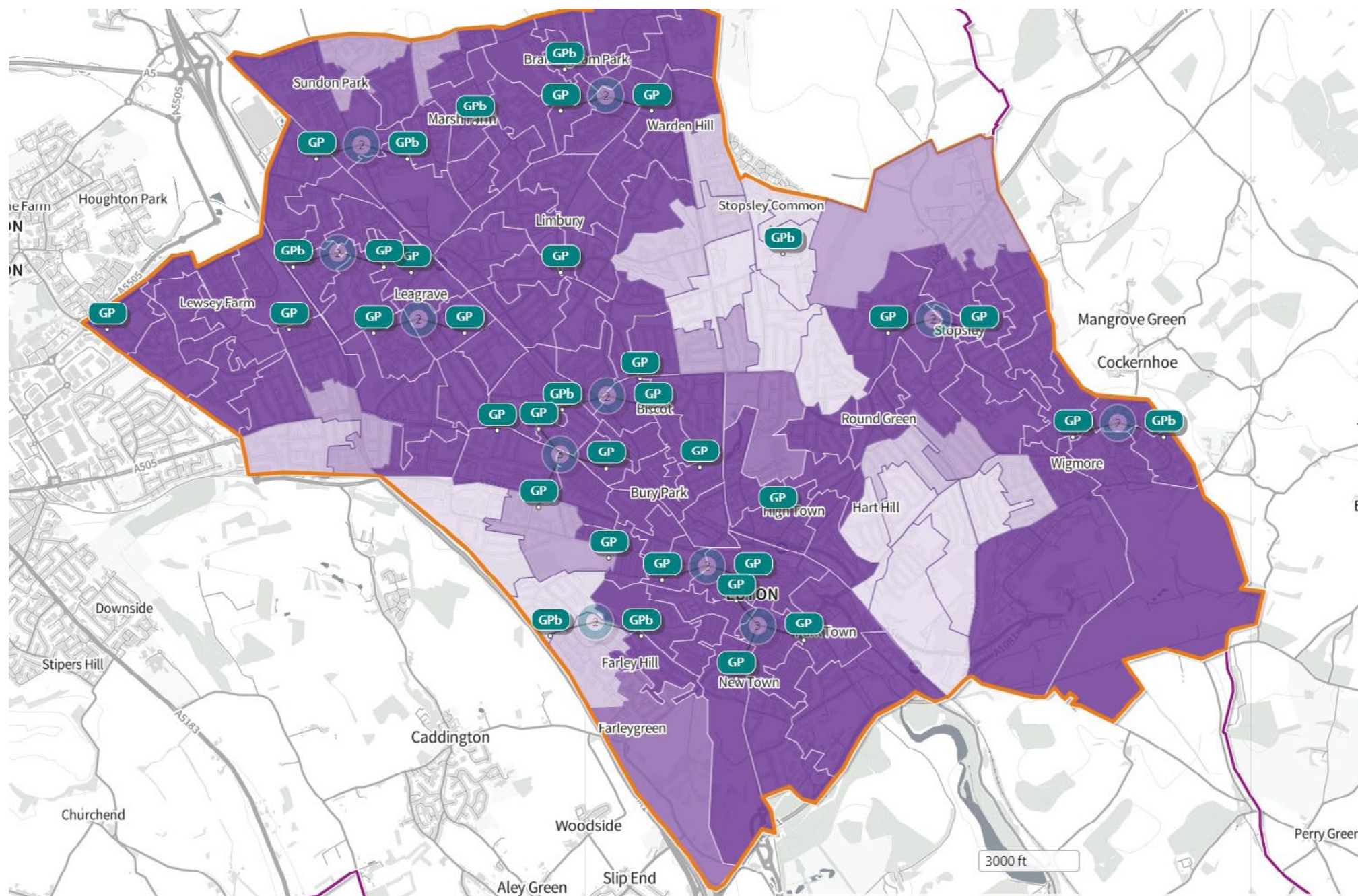
Luton has a vibrant voluntary and community sector and is well served by these facilities. These are spread across the borough with good provision in the more deprived and densely populated areas.



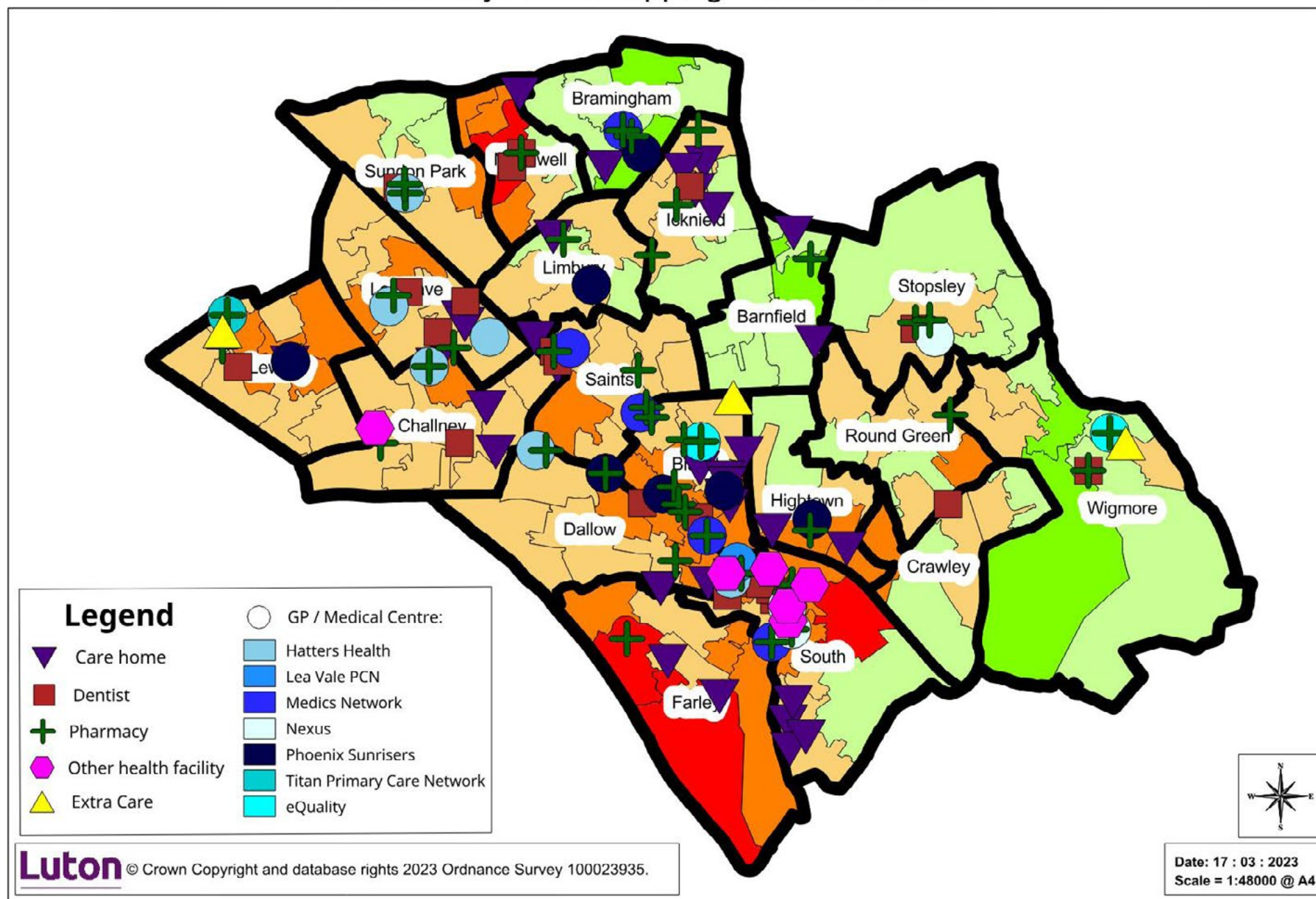
Community Asset Mapping - Health Facilities



Journey time to GP by public transport or walking 15mins (by LSOA)



Community Asset Mapping - Health Facilities



Our story – start well



Luton has seen recent improvements in the proportion of children in low-income families.



Luton has a comparatively high rate of low birth weight babies.



Our childhood immunisation rates are lower than national average, including MMR and Dtap/IPV/ Hib Immunisations. Luton has also seen recent improvements in MMR vaccinations, although this has not improved to rates seen in the previous five years. Therefore, improving the vaccination rate remains an area of focus for us.



Luton is comparable to our similar areas in terms of smoking in pregnancy, dental decay, rates of special educational needs and disabilities, speech and language development, the under-18's conception rate and emotional health and wellbeing.

Our story – start well



Luton has particular challenges in the areas of hospital admissions for substance misuse.



Our data shows that our children at a healthy weight are comparable to our similar areas, however, we are significantly worse than the national and regional average and although the trend is not significantly increasing, it is rising.



Poor oral health is the most common cause of hospital admission for 5-9 year olds. Our data below shows that rates of dental decay are comparable to our similar areas, although they are significantly worse than the national and regional average.

Our story – start well



The percentage of pupils with special education needs in Luton is significantly higher than the National average at 15% compared to 14.4% respectively. The percentage of pupils with special education needs in Luton was actually similar to the National average in 2014 to 2015, but has remained at a higher level since then.

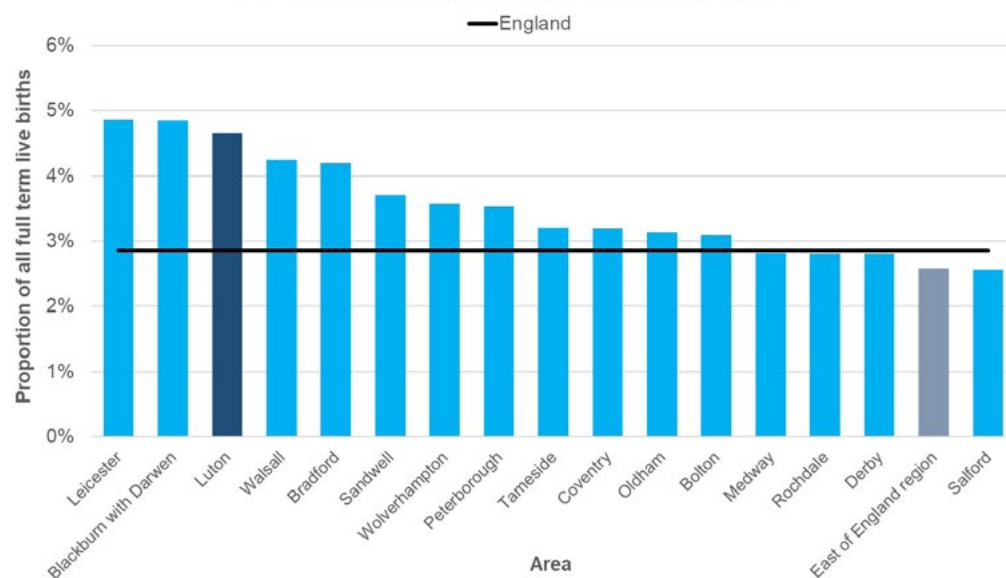


Assessing school outcomes as a whole, at reception, KS2 and Attainment 8 level, Luton's more disadvantaged students, as measured by free school meal eligibility, perform near to or better than the national average. Less disadvantaged students, while outperforming free school meal eligible students throughout, fall further behind similar students elsewhere.

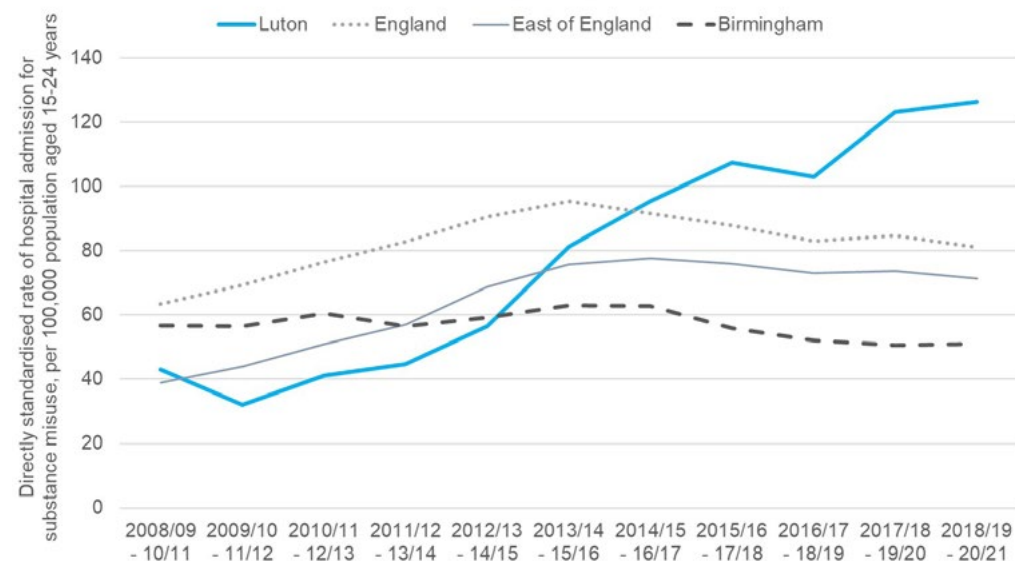


Luton's level of young people aged 16-17 not in education, employment or training (NEET) is a little better than the national average and sits around the middle of its statistical neighbours.

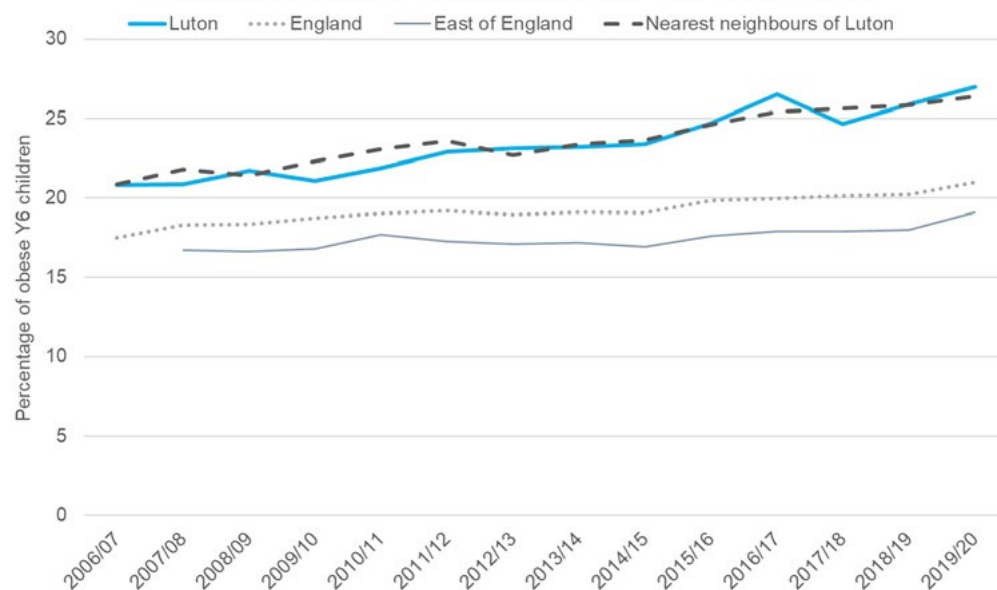
Low birth weight of term babies, Luton, England, East of England and statistical neighbours, proportion (%), 2020



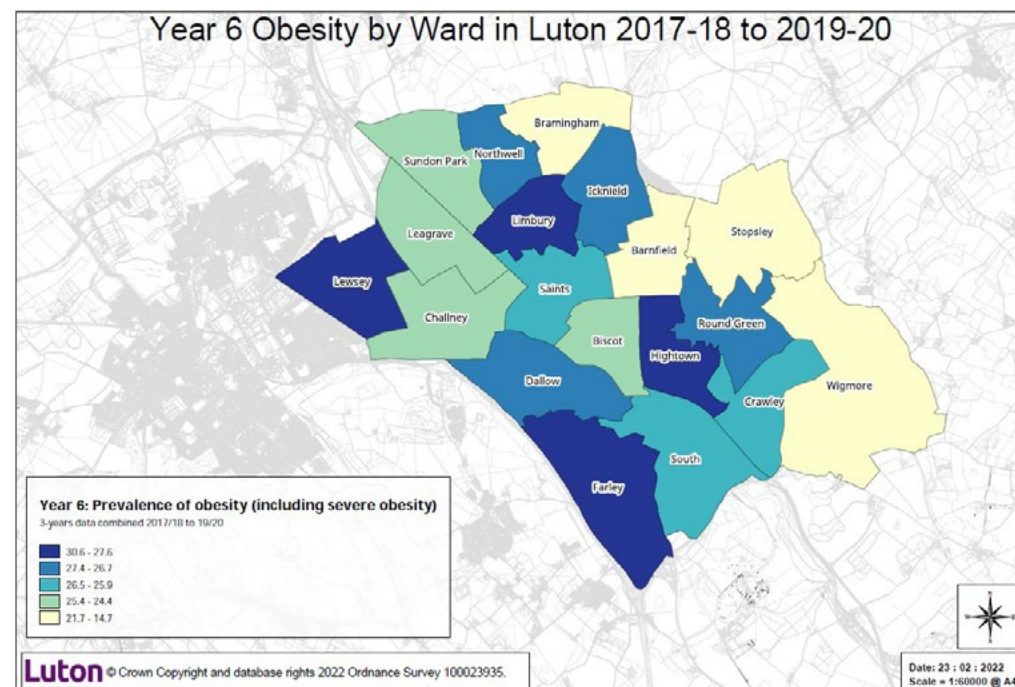
Hospital admissions due to substance misuse (15-24 years) Luton, England, East of England, and Birmingham 2008/09-10/11 to 2018/19-20/21

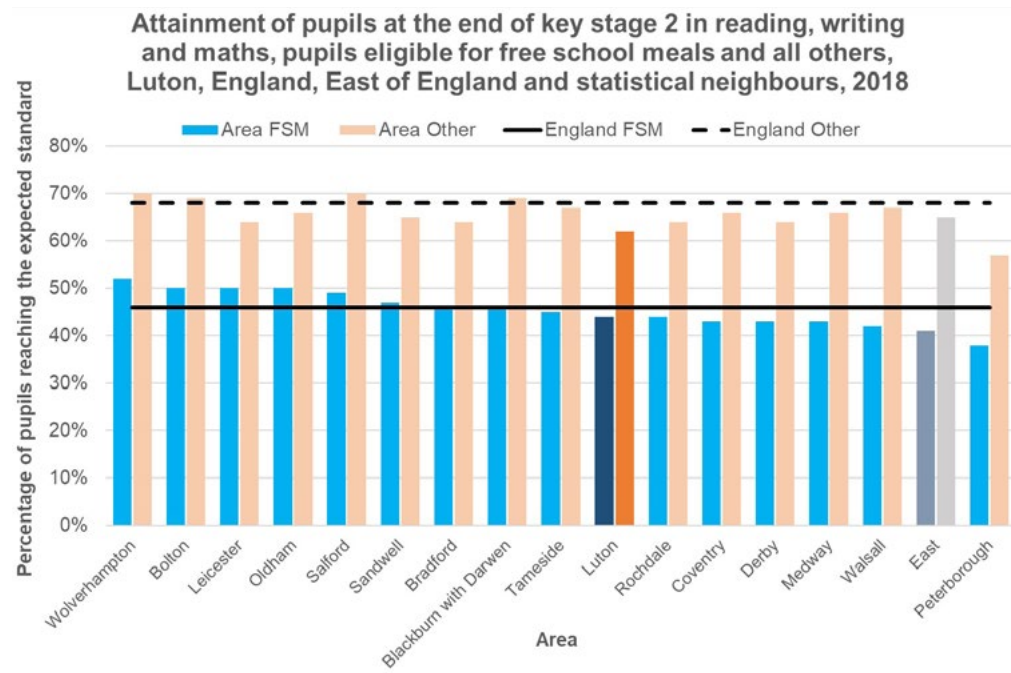
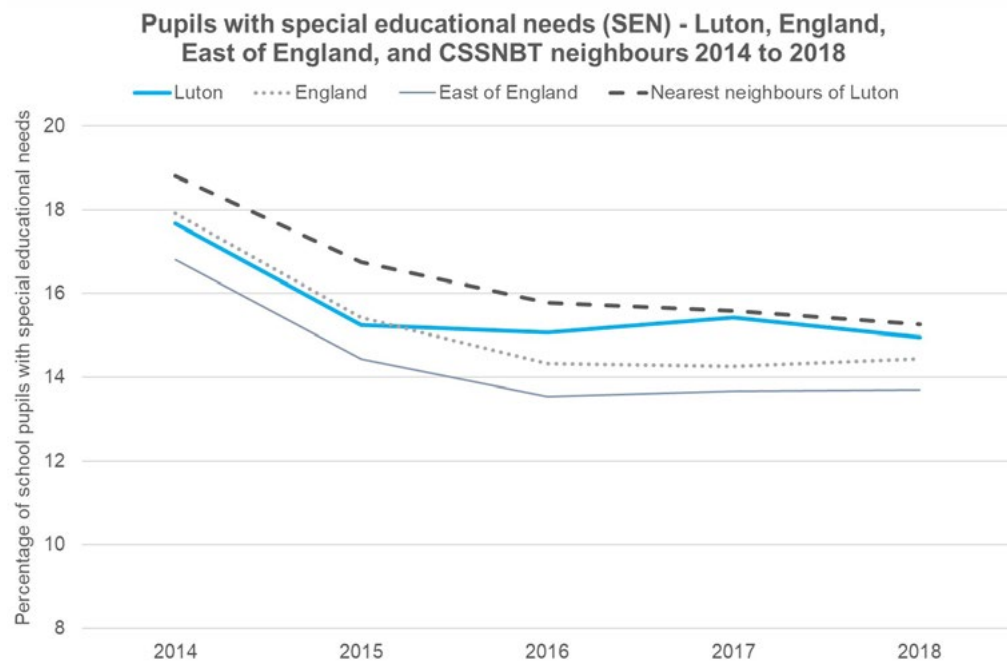


Prevalence of obesity in year 6 children - Luton, England, East of England, and CSSNBT neighbour average 2006-07 to 2019-20



Year 6 Obesity by Ward in Luton 2017-18 to 2019-20





Our story – live well



Despite evidence of growing earnings, Luton's economy has issues with the growth of zero hour contracts and unstable temporary work. Those that work in Luton but don't live here, on average have higher earnings than those that live and work in the borough.



Our local minimum income standard estimates that a couple with 2 children in private rent needs £34,099 for a decent standard of living. This is estimated to have increased by just over £4000 since the previous year. Luton has a large proportion of housing in the private rental sector. On average 10.6% of households are classified as overcrowded. This proportion is higher in the south of the borough.



Luton is better in comparison to similar areas in terms of opiate users successfully completing drug treatment. However admissions for alcohol related treatment is increasing.

Our story – live well



Crime is a major issue in Luton. In 2021, Luton's crime rate was 82 crimes per 1,000 people, compared to the England rate of 74. One third of these crimes were violence and sexual offences. Luton's high levels of violent crime, are shown, measured by hospital admissions for violence.



Luton is also better in comparison to similar areas in terms of our STI diagnosis rate, however HIV late diagnosis is a particular challenge.

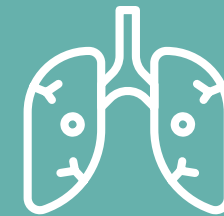


Obesity, along with the low rates of adult physical activity, high levels of smoking and alcohol-related hospital admissions places a high demand on social care services and budgets. But more importantly, it reduces the healthy life expectancy for people. Luton has seen recent increases in smoking prevalence and fewer people who are physically active, this trend is significantly worse for adult obesity. These factors are a key cause of mortality in our population and prevent adults living well into old age, which further supports the need for improving lifestyles in our population.

Our story – live well



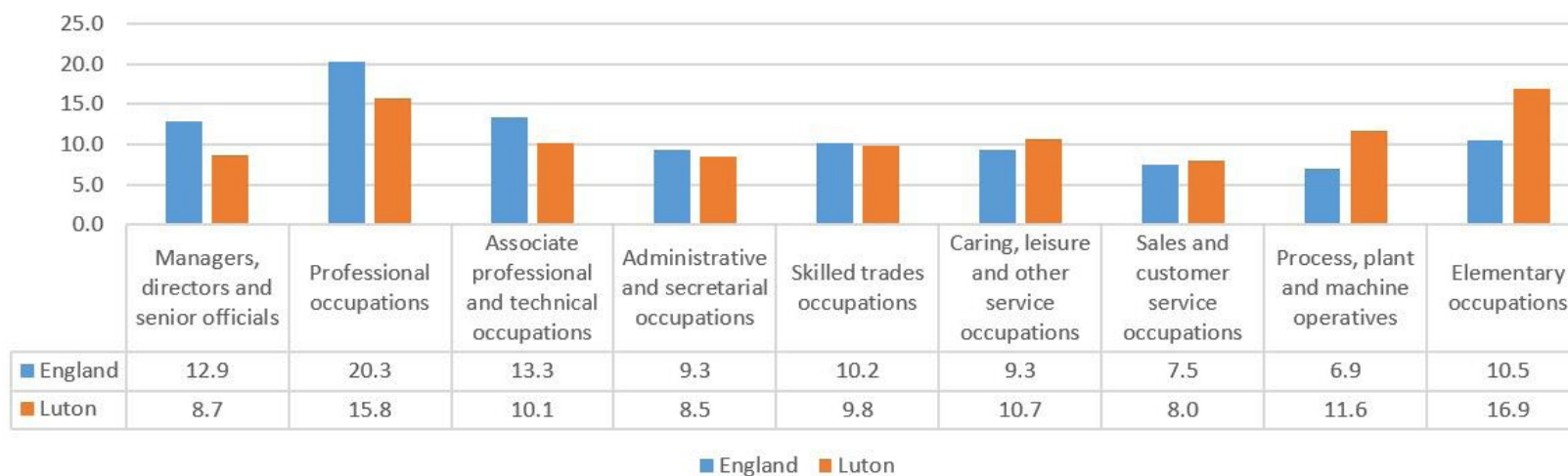
Luton has a mixed picture in terms of emotional wellbeing. There is currently a lower life satisfaction overall in Luton in comparison to the national and regional rate and this is worsening. This data may indicate future demand for mental health support and this will require further focus. Compared to all GP patients, patients with SMI have higher rates of a wide range of physical ailments including obesity, diabetes, chronic obstructive pulmonary disorder (COPD), coronary heart disease, stroke and heart failure, and the prevalence of these conditions is higher for SMI patients living in more deprived areas. Luton's premature mortality for those with SMI is above national average.



Luton also has a challenge in relation to tuberculosis, rates are worse in comparison to England, the region and to our nearest neighbours.

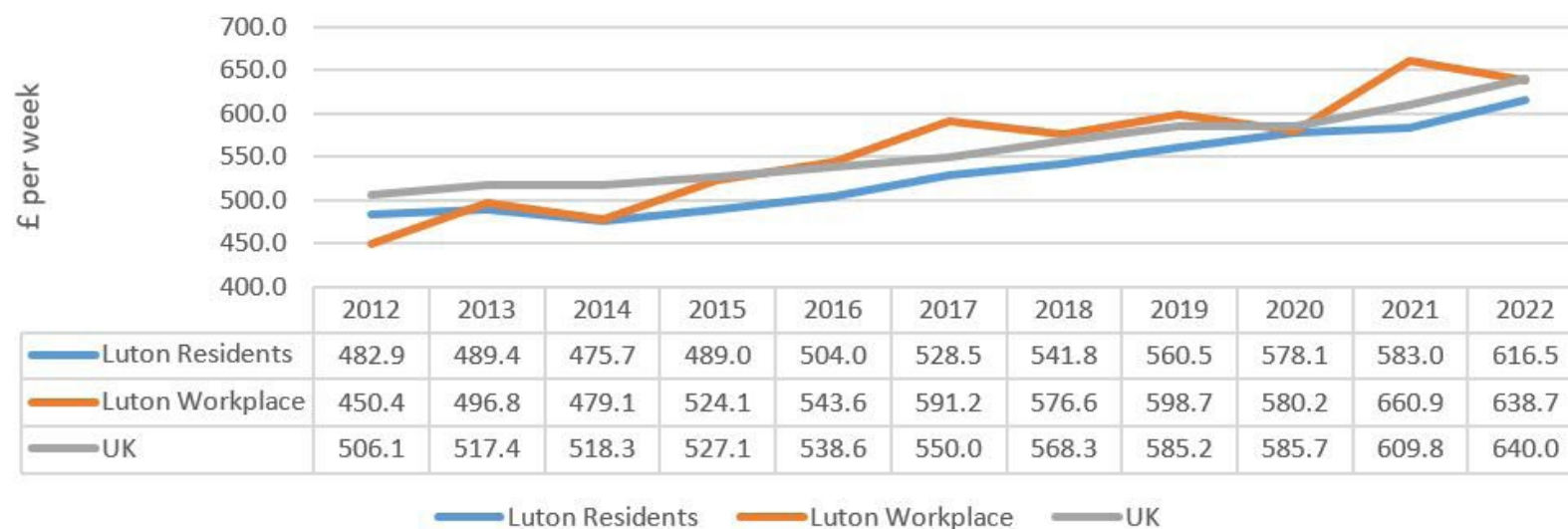
Percentage of employees by occupation in Luton & UK, 2021

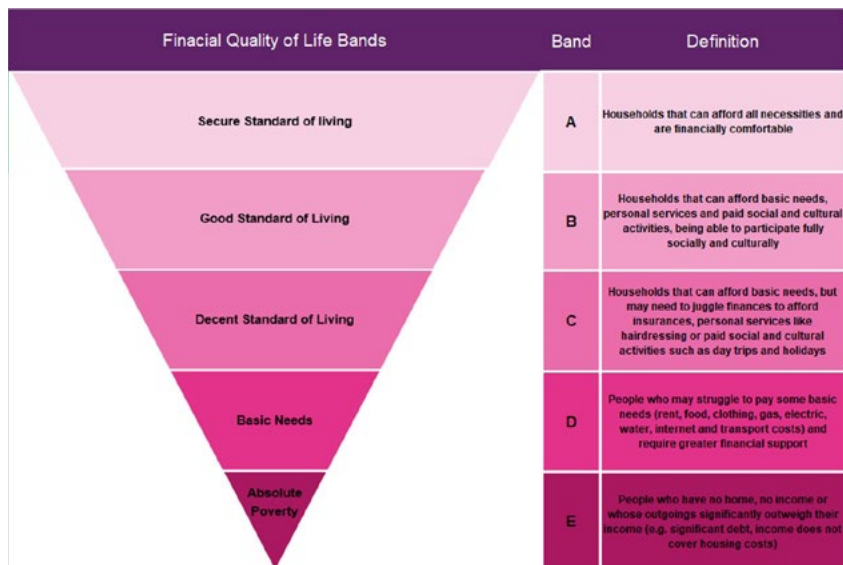
Source: Census 2021, ONS



Luton Earnings 2012-2022

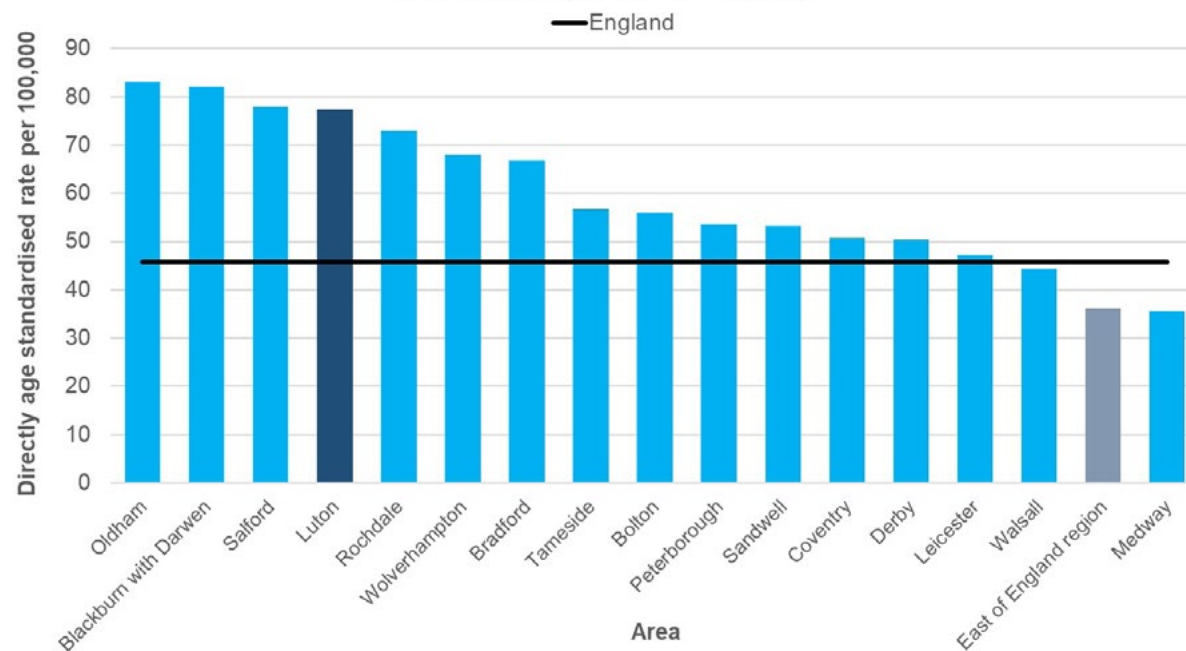
Source: Office for National Statistics



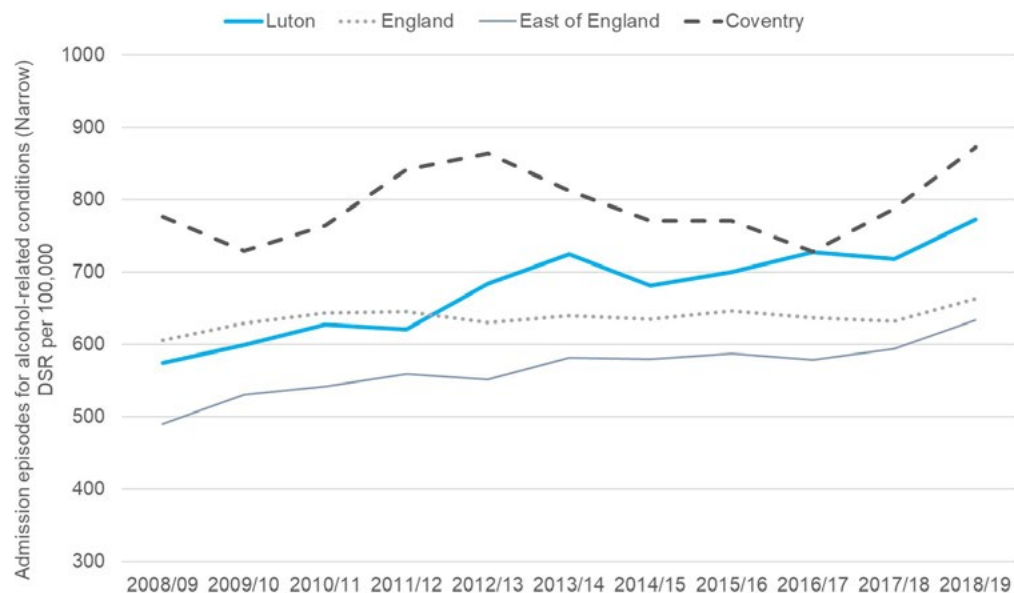


Couple with 2 Children
Private Rent - £34,099
Social Rent - £26,659

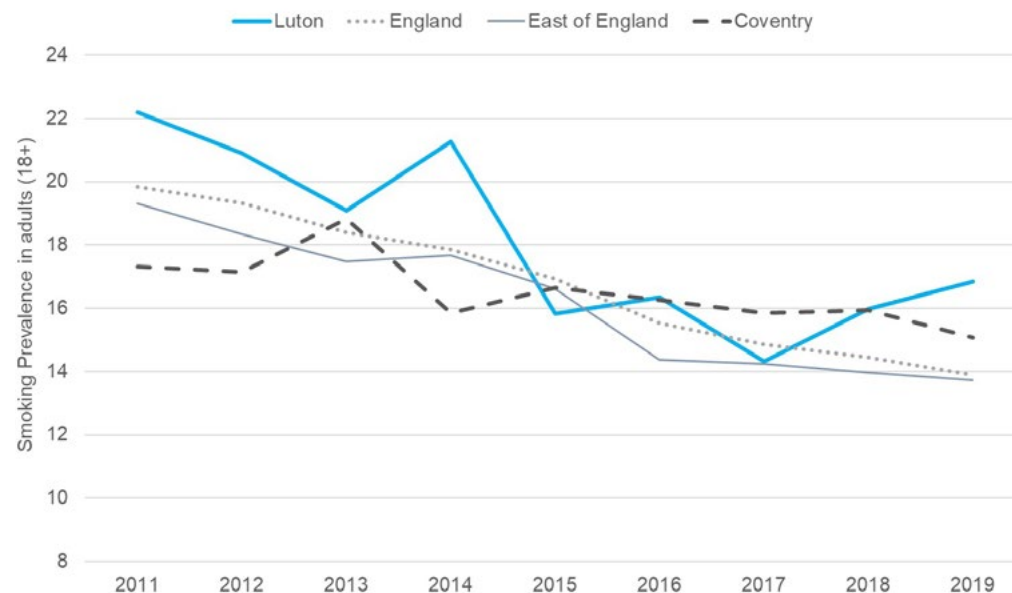
Hospital admissions for violence (including sexual violence),
Luton, England, East of England and statistical neighbours, DSR
per 100,000, 2017/18 - 2019/20



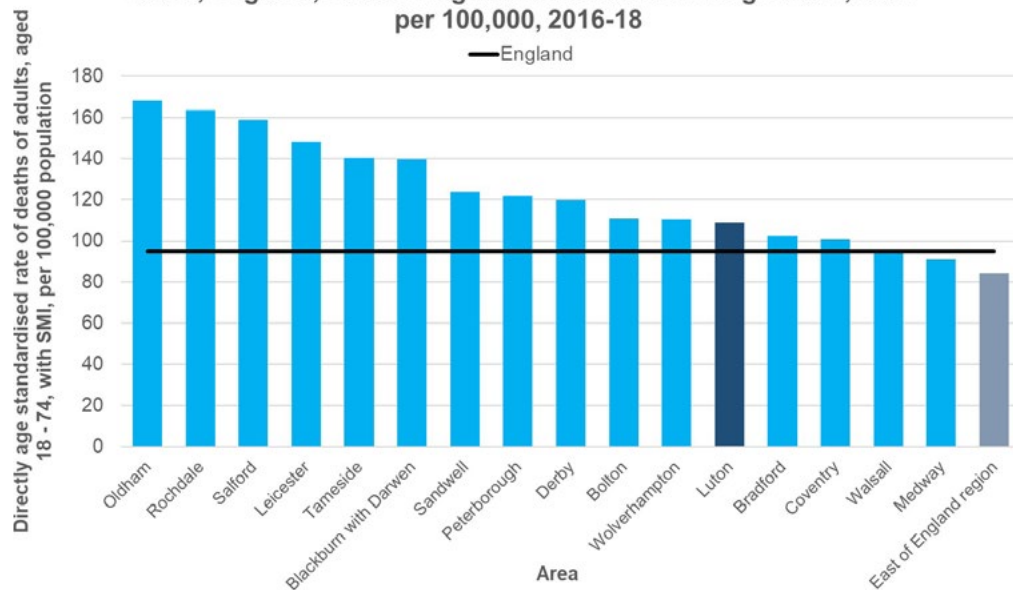
Admission episodes for alcohol-related conditions (Narrow)
Luton, England, East of England and Coventry 2008-09 to 2018-19



Smoking Prevalence in adults (18+) - current smokers
Luton, England, East of England and Coventry 2011 to 2019



Premature mortality in adults with severe mental illness (SMI),
Luton, England, East of England and statistical neighbours, DSR
per 100,000, 2016-18



Icon	Topic	Comparison	Comments
	Overweight or obese adults	National Comparison	70.7% of adults in Luton are currently classified as overweight or obese which is significantly higher than the National figure of 62.8%.
		Nearest Neighbour Comparison	In terms of comparison to our CIPFA nearest neighbours, we are currently ranked 12 out of 16.
		Regional Comparison	70.7% of adults in Luton are currently classified as overweight or obese which is significantly higher than the Regional figure of 62.3%.
		Recent Trend	There has been a significant increase in the percentage of overweight or obese adults in Luton over the latest 3 years.

Our story – age well



Cost of living increases are disproportionately affected those already on low incomes. In 2020, households in the poorest decile spent 54% of their average weekly expenditure on essentials including rent, electricity and gas, food and transport compared to the richest decile, who spent only 42%. The poorest 10% of households spent 7% of their income on gas and electricity, while the richest only spent 2%.



Poverty in older age can be a major risk to health in a potentially vulnerable time of life, when support needs and costs are likely to be higher. Sufficient income is necessary to live a fulfilling, engaged and dignified life as an older person, and not to suffer social exclusion and isolation.



Fuel poverty, is a particular concern in the context of rising fuel costs. A household is defined as being in fuel poverty if its required fuel costs are above average and spending that amount on fuel would leave it below the poverty line.

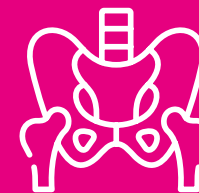
Our story – age well



Luton has higher than average rates of under 75 mortality for both cancer and CVD considered preventable



8.4% of patients aged 17 and over in Luton are recorded as having diabetes, and this is rising. This is significantly higher than the 7.1% recorded Nationally.

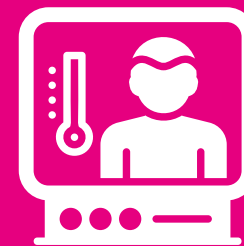


Luton is better in comparison to similar areas in terms of incidence of hip fractures and respiratory disease and also better in comparison to similar areas in prevalence of dementia. The estimated diagnosis rate of dementia in those aged 65 and over in Luton has increased from 2018, since when it has been consistently above the National average and that of the closest statistical neighbour of Coventry.

Our story – age well

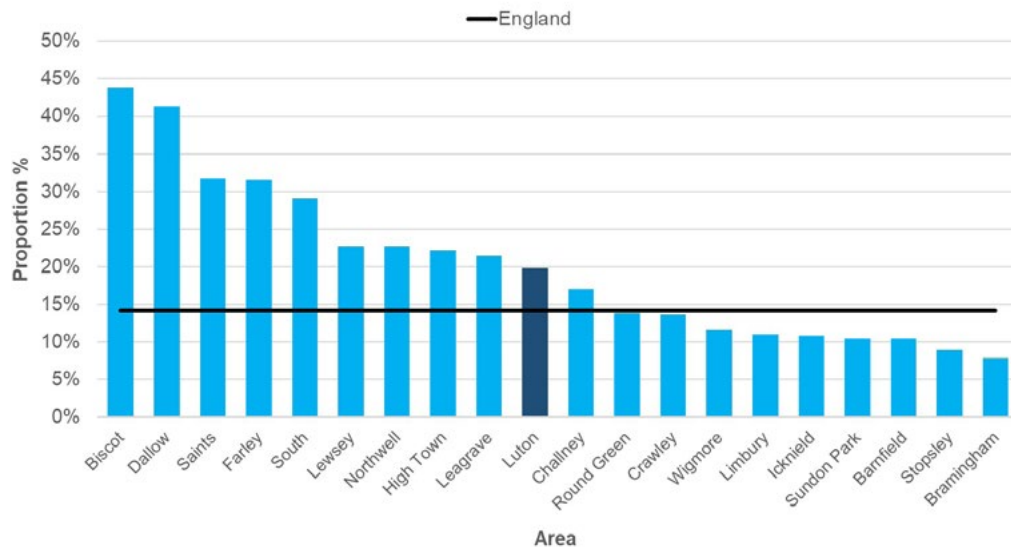


Luton is comparable to our similar areas in terms of incidence of falls, excess winter deaths, and cardiovascular disease. Luton is also similar in terms of prevalence of social isolation.

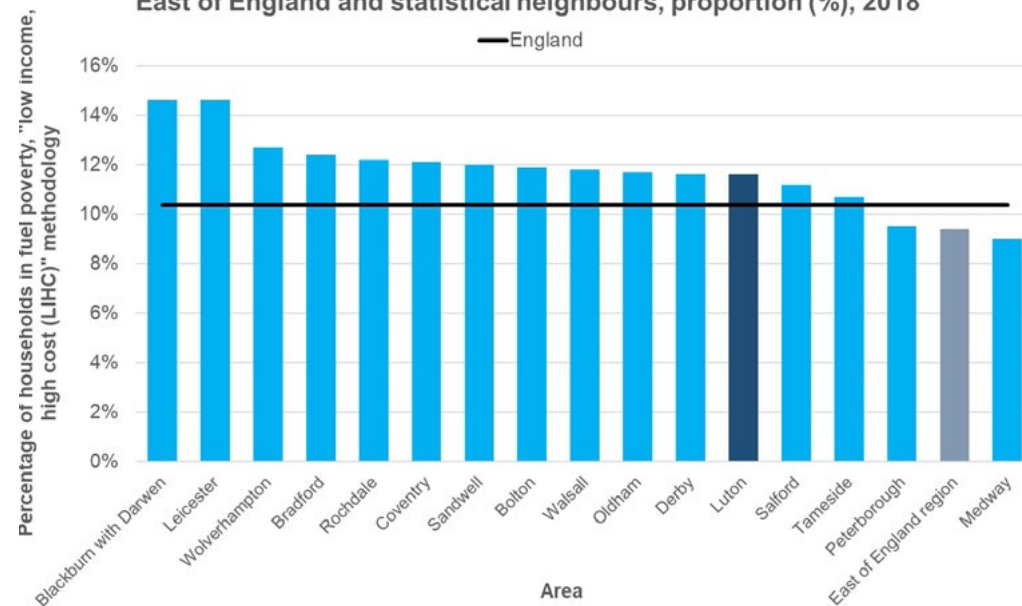


Luton is significantly better than our similar areas for screening for breast cancer, however, this has recently worsened. Screening for cervical cancer is worse in comparison to the region and England, but similar to nearest neighbours. This trend has also recently worsened and presents a challenge within Luton. Screening for bowel cancer on the other hand is worse in comparison to the region and England, but comparable to our neighbours and has recently improved.

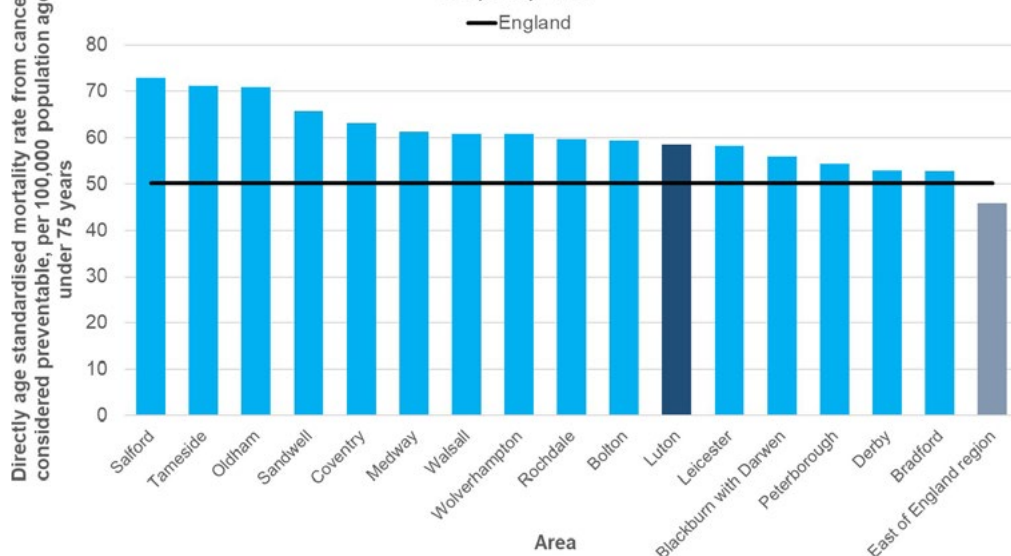
Older people in poverty: Income deprivation affecting older people Index (IDAOPI), Luton ward, Luton, and England, proportion (%), 2019



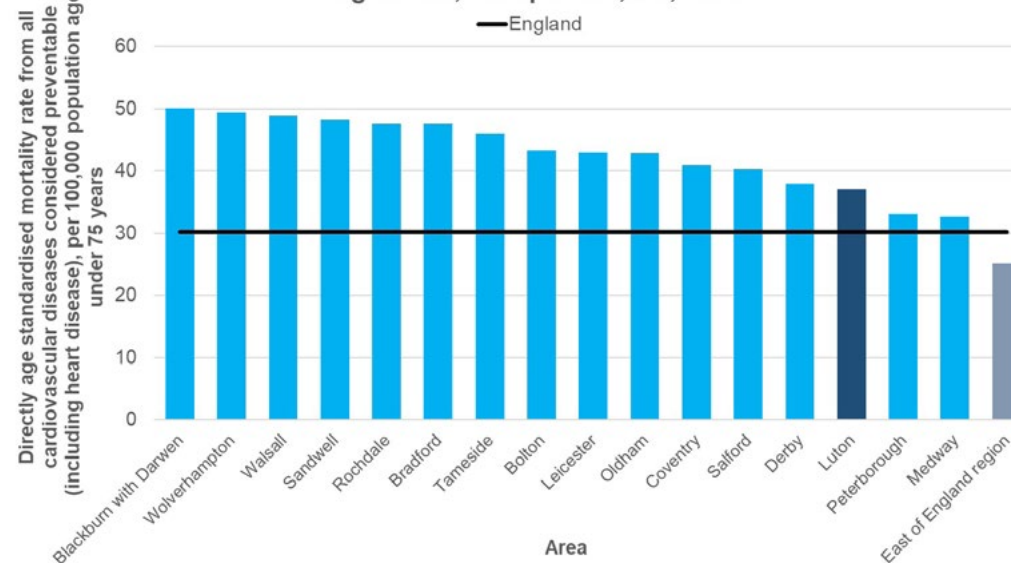
Fuel poverty (low income, high cost methodology), Luton, England, East of England and statistical neighbours, proportion (%), 2018



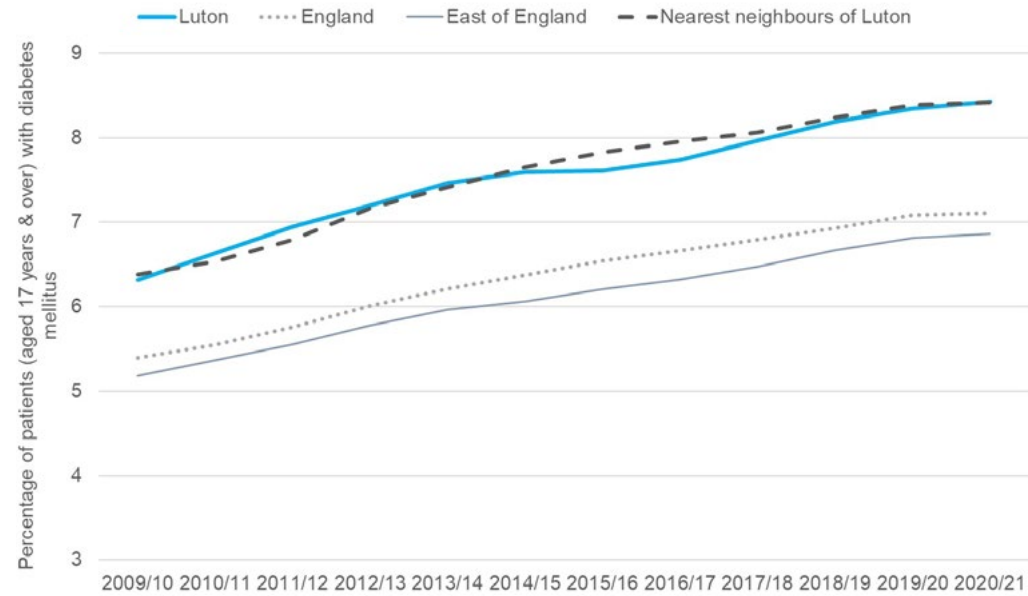
Under 75 mortality rate from cancer considered preventable, Luton, England, East of England and statistical neighbours, DSR per 100,000, 2021



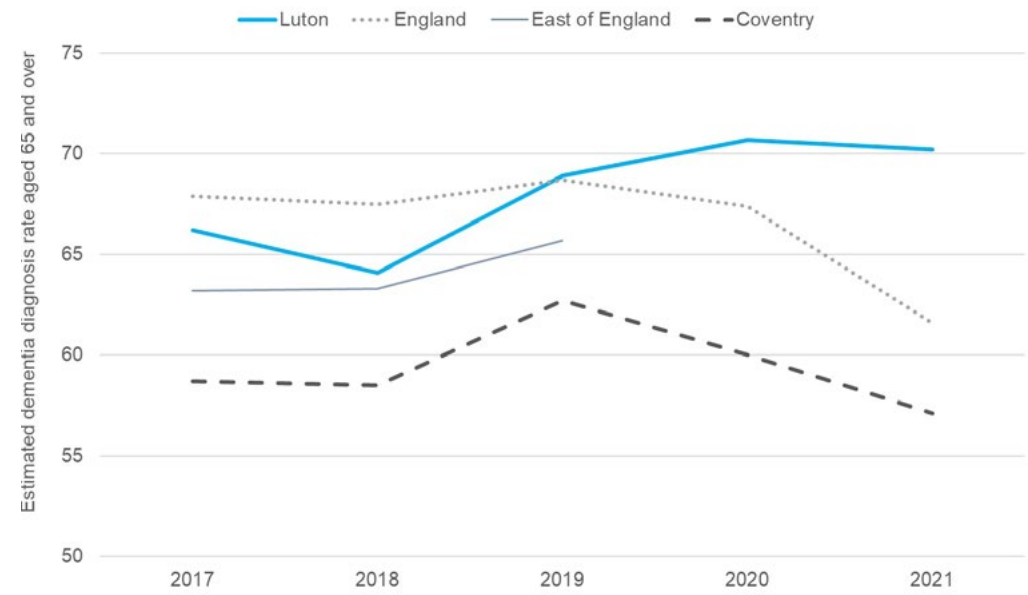
Under 75 mortality rate from cardiovascular disease considered preventable, Luton, England, East of England and statistical neighbours, DSR per 100,000, 2021



Diabetes: QOF prevalence (aged 17+) in Luton, England, East of England and CIPFA neighbours 2009-10 to 2020-21



Estimated dementia diagnosis rate (65 & over) Luton, England, East of England and Coventry 2017 to 2021





Our story – Becoming a Marmot Town

Luton's Marmot journey

Health equity is about reducing and eventually eliminating inequalities in health that result from unfair inequalities in social and economic conditions. These are known as the social determinants of health.

We have been working with the Institute of Health Equity (IHE), headed by Professor Sir Michael Marmot, to better understand health inequity in Luton, and the social determinants of health. The IHE published a bespoke and unique health inequalities focused report, with custom-made insights into local data and knowledge obtained from partners and stakeholders across Luton's equity system. The report focused on translating the information into how to reduce health inequalities with the ultimate aim of reducing them locally.

The report has a series of system-wide recommendations that we will work with partners on and build into this refreshed strategy, to widen our impact on health inequalities, and tackle the root causes of inequity in Luton. Focus as part of this work will be on the priority areas of housing, employment and businesses, community, and children and young people.

The IHE have also examined the strength and appropriateness of partnerships with other sectors, governance arrangements and the way Luton's organisations and sectors work together with the focus of becoming a Marmot Town.

The recommendations made through this report have been mapped to key strategic activity underway in Luton, to ensure we are maximising impact on health equity. This is shown on the following page.

The value of Luton becoming a Marmot town will be:

- Ensuring that health equity is prioritised and embedded in all policies.
- Identifying issues of particular concern for health equity in Luton and to draw on best practice from within Luton and from other areas in the UK to make recommendations for action.
- Assessing the overall functioning of the health equity system and to support the different sectors to work together for health equity.
- Linking Luton with other areas across the UK and globally which are prioritising health equity and for IHE to continue to advise and support Luton Town.



Policy Objectives

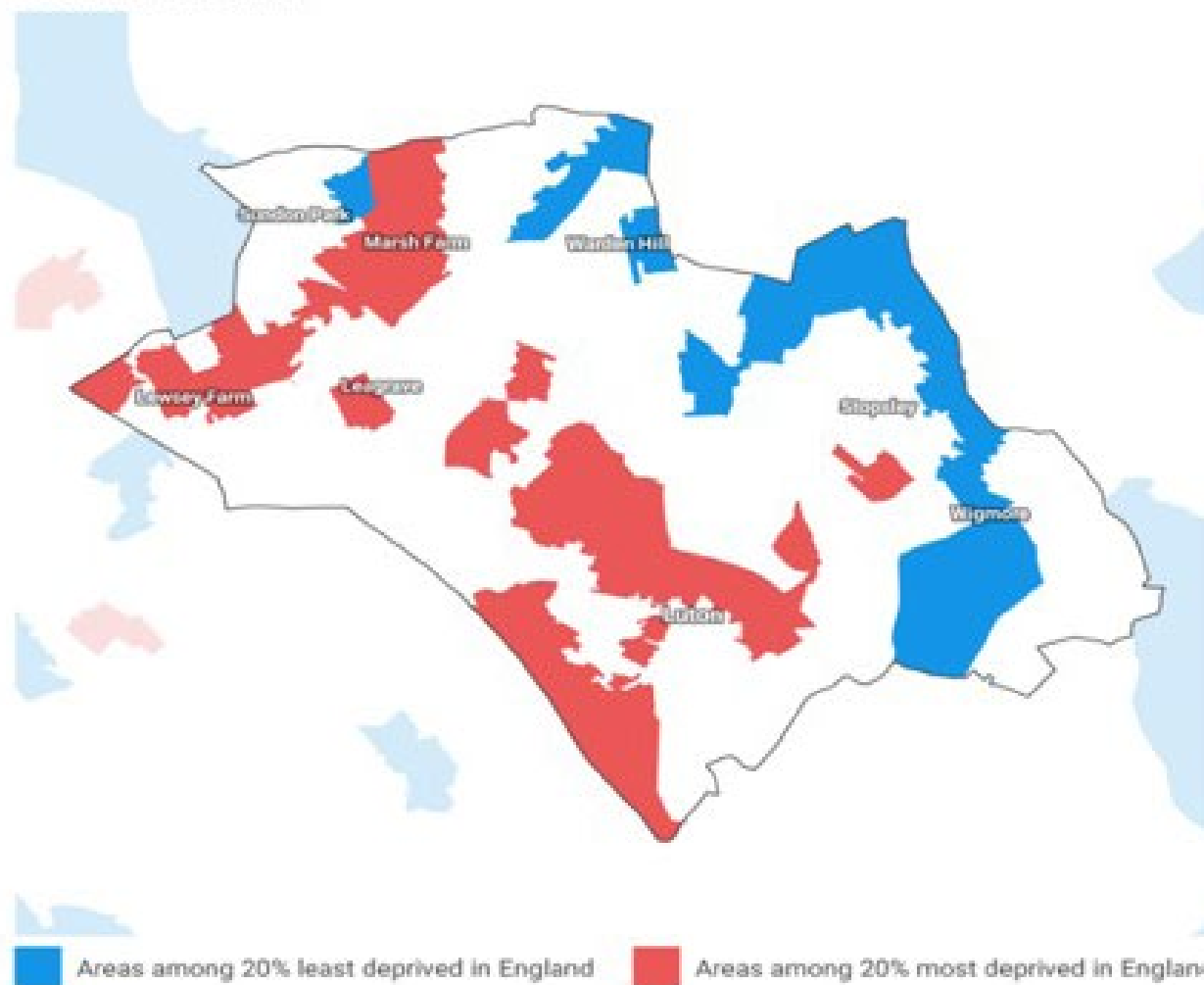
There are eight policy objectives from the Marmot approach which aim to reduce health inequalities and focus action. Recommendations across these policy areas are built in to this strategy. These are:

1. Give every child the best start in life
2. Enable all children, young people and adults to maximise their capabilities and have control over their lives
3. Create fair employment and good work for all
4. Ensure a healthy standard of living for all
5. Create and develop healthy and sustainable places and communities
6. Strengthen the role and impact of ill-health prevention
7. Tackle discrimination, racism and their outcomes
8. Pursue environmental sustainability and health equity together



LUTON

LOCAL AUTHORITY



Gini coefficient

0.33

This is the Gini coefficient for Luton. It is a measure of household income inequality within the area. The Gini coefficient ranges from 0 (perfect equality) to 1 (perfect inequality) so that a higher figure indicates a higher level of inequality.

Economic imbalance

10:34

This is the 20:20 Index. It is the ratio of small areas (LSOAs) within the Local Authority that are among the 20% least (blue) or 20% most (red) deprived nationally, based on the Income Domain of the 2019 English Indices of Deprivation. It is used here as an indicator of local economic imbalance.

Spatial concentration

0.41

This value (Moran's I) tells us how similar or different nearby areas are. Values closer to 1 indicate similar areas are clustered together. In general, values over 0.4 generally indicate that similar areas are significantly clustered.

Analysis by Elvis Nyanzu and Alasdair Rae, University of Sheffield.

This work was funded by the Nuffield Foundation - www.nuffieldfoundation.org





Our overarching vision and priorities

The population wellbeing strategy is a key vehicle to drive forward actions to meet our vision that by 2040 everyone in Luton should have the opportunity to thrive and no one should live in poverty.

Our work on inequalities through the Talk, Listen, Change research and subsequent activity, the work with the Institute of Health Equity on becoming a Marmot Town, and our JSNA analysis, have all highlighted key areas to tackle through this strategy.

Through this work we are clear that our key overarching priorities must include:

Tackling health inequalities explicitly through all our work that underpins the population wellbeing strategy



Working in partnership across the system to increase our collective impact



Using intelligence to understand where to focus our efforts and ensure evidence based interventions



Prioritising prevention to ensure we are working upstream as a system

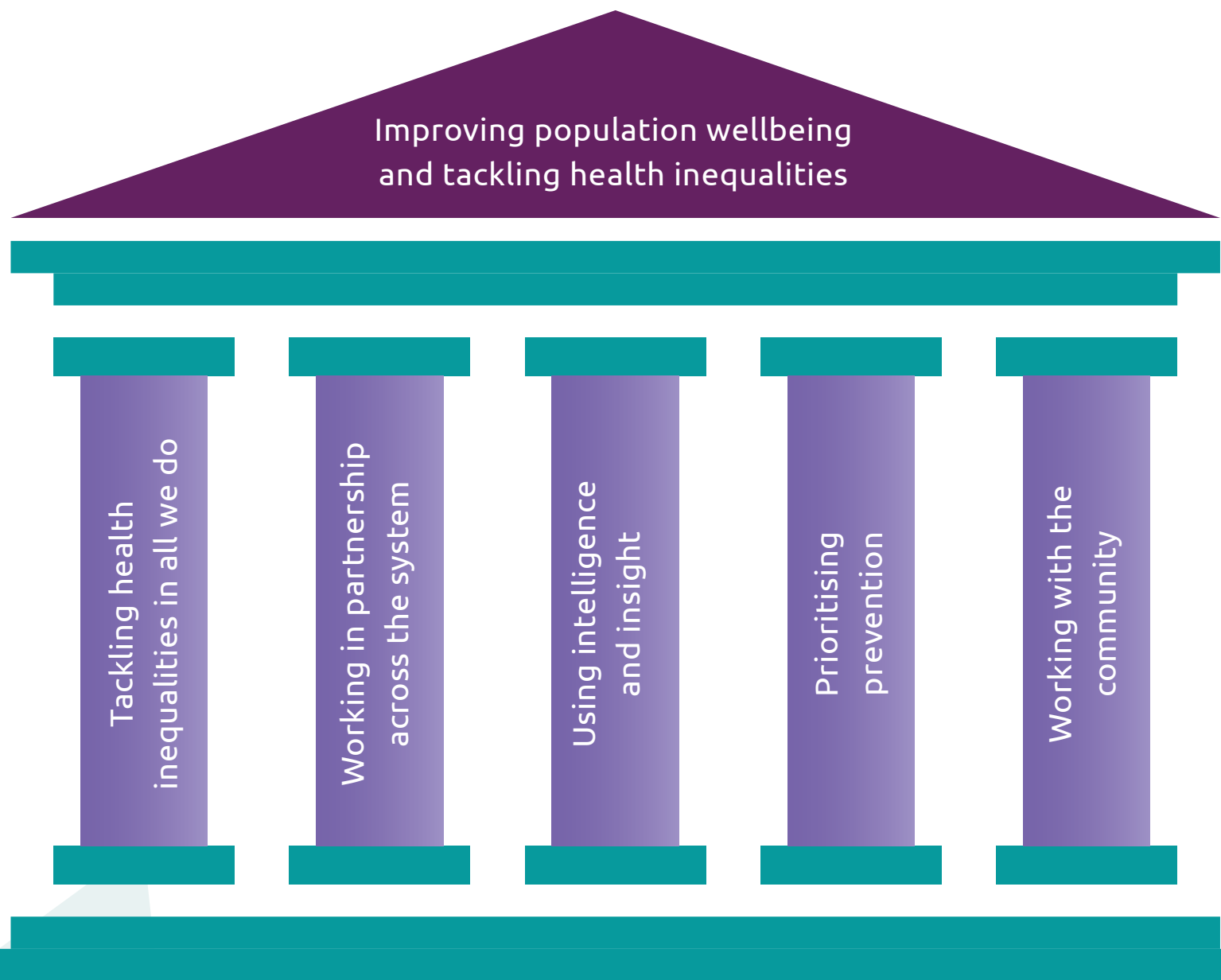


Working with and listening to the community to develop solutions together.



As part of the delivery of this strategy, Luton Council's Population wellbeing department will embed these pillars of using intelligence and insight, and prioritising prevention, as part of a transformation programme to ensure we can deliver services to meet the changing demands of the population.

We will work to continue to develop our approach to population analysis and use of intelligence to inform our work in an evidence-based way.





Start well

Child friendly town

Family hubs

Linked work programmes
safeguarding, corporate
parenting, youth justice

Early years/ school
readiness

mental health and
substance misuse

Supporting healthy
lifestyles: tobacco , physical
activity, food, oral health,
sexual health

SEND

Educational achievement

Aspirations and
employment



Live well

Marmot Town

Community hubs

Community connectors

Supporting healthy
lifestyles: tobacco,
physical activity, food

Empowering communities

Healthy and sustainable
environments

Promoting good mental health
and health & wellbeing of
groups experiencing multiple
disadvantage

Tackling structural inequalities
& influencing local systems



Age well

Health and care integration
and resilience

Care in the community,
neighbourhood teams

Digital transformation
and use of data

vaccination uptake
(covid and flu)

CVD early diagnosis and
inequalities

cancer early diagnosis
and inequalities

Frailty and complex care

Learning disability

Mental health care

GP and urgent
care access

**System
approaches**

**Topic-
based
priorities**

Coproduction

Early intervention and prevention

Data and insights to tackle inequalities

**Cross
cutting
themes**

Our vision – start well



Across our strategic drivers of achieving child friendly town status for Luton, and developing our family hubs model, as well as building in the recommendations from the Marmot report around best start in life, we are in a strong position to really make a difference to children and young people in Luton.



Through child friendly town we will ensure that children and young people's voices are heard and influence services and activity development.



Our family hubs offer will develop to provide universal services for children and young people of all ages, initially focusing on 0-2 but developing as the service progresses to include wide service provision for all ages. Key to this will be the breadth of the offer in the family hubs model, including parenting, debt and other advice, as well as core 0-2 services. This offer will strengthen our community models and deliver services where they are needed most. This will support the recommendation in the Marmot report to increase our universal early years offer.

Our vision – start well



This offer, as well as our healthy start programme, and early years setting provision, will increase our rates of school readiness over the duration of this strategy.

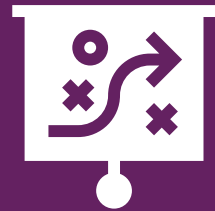


Our mental health strategy will help develop young people into having greater resilience, help reduce inequality seen in those with mental health support needs, and eventually lead to improved outcomes such as reduction in admissions for self harm. We will also have focused actions to tackle our high rates of hospital admissions for substance misuse, focusing on prevention and our young peoples services.

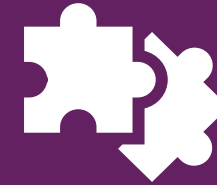


Our work around supporting reduction in some of the risk factors of poor health outcomes – tobacco, physical activity, healthy weight, oral health, will continue with increased focus as we move out of the pandemic and are now faced with some of the additional challenges we are seeing in these areas. Our young people are so important in developing the future of Luton, and we will further strengthen our work in schools across these areas.

Our vision – start well



Our SEND strategy will build on the positive system leadership across SEND provision over recent years, and improve opportunities for those with SEND to achieve their potential.



Our education strategy will be re-focused, ensuring covid recovery continues to be a priority and inequalities are addressed. Linked to this, a key priority is around building aspirations and future employment for young people. This was a key recommendation in Marmot also to help improve aspirations of our young people. A comprehensive strategy to reduce numbers Not in Employment Education or Training (NEET) will support this ambition.

Child friendly town

- Achieve Child Friendly Town status for Luton. The focus for 202/23 will be the discovery phase around engagement with CYP across Luton to identify what child friendly town means to CYP

Family hubs

- All families all with children aged 0-2 are able to engage with the family hub offer around starting well services.
- That family hubs additionally provider support to families with children aged 0-19 (25 for SEND) services

Safeguarding, corporate parenting, youth justice

- Oversight of the safeguarding partnership plan
- To ensure delivery of the Effective Support Strategy, ensuring that children and young people with additional needs are supported as part of a multi-agency support system.
- Oversight of the Family Partnership Service, meeting the needs of families with significant levels of need and ensures effective tailored and timely support.
- Identify and support vulnerable young people - defined here as those with additional social needs, including but not limited to: children with disabilities, looked after children, children within the youth justice system CYP living temporary housing, refugee and asylum seekers, young carers and others.
- Support the holiday activities and food (HAF) programme aimed at supporting vulnerable CYP during school holidays.

Early years and school readiness

- Deliver the outcomes of the 0-19 Healthy Child Programme including health and development checks, screening and immunisations and health promotion are provided to all, and targeted support
- Promote early years education so as many children as possible attend an early years setting in order to improve school readiness rates.

Mental health and substance misuse

- Support young people who are experiencing mental ill health, in a timely and effective way, including services for mild to moderate need as well as crisis and severe levels of need
- Delivery of a comprehensive multi-agency action plan to focus on prevention of substance misuse in young people

Supporting healthy lifestyles: tobacco, physical activity, food, oral health, sexual health

- promote Healthy lifestyles to all CYP including the following areas: obesity and healthy weight, physical activity, healthy eating, dental decay, sexual health, tobacco control, drugs and alcohol and immunisations. Comprehensive partnership strategic action plans focusing on prevention across all these priority areas.

SEND

- Ensure that CYP with SEND have equal opportunities to achieve their full potential (SEND strategy).

Educational achievement

- As many children as possible attend a 'good' or 'outstanding' school
- Reduce the numbers of children and Young people of statutory school age who are not in school. Including (persistent absentees, CYP suspended from school, CYP on part time attendance, CYP on school roll but not attending, CYP with medical including mental illness)
- Improve the attainment of children and young people, particularly those living in poverty and to close the gap in educational outcomes between children on FSM and those not on FSM

Aspirations and future employment

- Reduce the number of vulnerable (LAC, leaving care, and CYP with SEND/EHCP) 16-25 year olds who are not in employment education or training. Including all 16-18 year old not in EET.
- Ensure that CYP with SEND flourish and thrive so that they can continue to achieve their full potential and aspirations in their early years, at school, college and as adults.
- Deepen and broaden the nature of the creative and cultural learning opportunities for Luton's children and young people and ensure the offer enables progression. NEW
- Increase the numbers of CYP who are engaged and involved with their local community, (through extra curricula engagement youth voice youth climate, community, wider. Opportunities to engage, giving something back, civil society, autonomy, LGBT clubs, student driven) NEW

Our vision – live well



Although all areas of this strategy are interlinked, our “live well” section is about where we live and ensuring the environment around us helps to support people living healthy lives. It is about the communities we live in, and the impact they have on health outcomes and health inequalities. It is also about ensuring we are able to support people to manage risk factors of ill health such as smoking, physical activity, obesity, and drug and alcohol use. How safe our environment is, with risks of crime and domestic abuse is also key to this. Other parts of how we live our lives, the “wider determinants” of health, are important to this section of the strategy, such as how our places of work and type of employment support us to be well, access to education, the type and quality of housing we have, and the environment including air quality and access to green space.

Our vision – live well



Because of this, the Marmot report and implementing the recommendations from this are particularly important in this area of the strategy. We will be building in these recommendations to ensure we are maximizing the health impact and inequalities impact of our actions across the system, and are tackling the wider determinants of health. We will work to have a system where everyone understands the impact of their areas on health and equity, and can undertake actions to improve things across the system. As part of delivery of our Marmot town agenda we will be focusing on key areas around employment and businesses, housing, communities, and children and young people. Through this we will continue to work across partnerships with East London Foundation Trust as they become a Marmot Trust and think about mental health and employment, businesses and education, and other partners. We will work with partners to continue to develop further in areas where there can be greatest impact on the social determinants of health – this will include particularly work on net zero, employment and skills strategy, housing, adult learning, working with the voluntary sector, education, and wider health and care partners.

Our vision – live well



We will deliver clear strategic plans around some of the key areas of ill-health prevention such physical activity, obesity, tobacco, healthy weight, physical activity and sexual health (particularly late diagnosis of HIV) impacting on our rates in these priority areas to improve people's health and wellbeing. As part of this we will work with Food First to develop a Food Partnership.

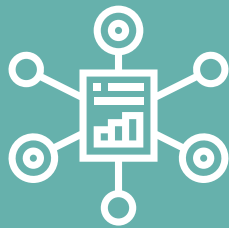


We will continue to develop what it means to be a “healthy place”, working with the built environment, housing, transport, to maximise impact on health and wellbeing. We will develop the approach to the healthy estates strategy and beyond. We will maximise the housing offer for residents through our housing strategy.



We will work collaboratively with the community through the continuing work of the Fairness Taskforce, and development of community hubs and library offer that will include addressing some of the social determinants of health such as improving debt and housing advice.

Our vision – live well



The prevention actions of the mental health strategy will help ensure that individuals and communities have increased resilience and able to seek mental health support at the level that they need, reducing the need for higher acuity service. Throughout this work inequalities will be tackled.



We will delivery against the national 10-year drugs strategy, working in partnership across the system including with the police to ensure we are providing services that meet the needs of the population, reducing demand for drugs and alcohol, and building in a prevention approach across the system. We will continue to deliver our domestic abuse strategy, again focusing on prevention and early intervention. We will focus work on some of the most vulnerable members of the community who are experiencing multiple disadvantage such as homelessness and substance misuse.

Our vision – live well



We will work with communities, building on the Talk Listen Change research, to deliver supportive, culturally appropriate interventions to tackle some of the risk factors of poor health. It is vital that we are connected as system to be stronger than the sum of our parts and maximize our impact. The new community connectors roles will be built in to our approaches with the community and community hubs to ensure that understanding of community views and services are built in to improve service provision and ensure appropriate to need.

Marmot Town

- Health equity system leaders committed to delivery of Marmot principles and recommendations
- Delivery of recommendations across priority areas of employment and businesses, housing, children and young people, and community - maximising system impact on health equity
- whole system evaluation showing improvement across equity indicators

Community hubs

- A range of places across the town that people can go to for help and support that are:
- Welcoming, accessible, safe, multi-purpose places
- Places to raise issues, have one conversation and access a range of universal and targeted information

Community connectors

- Community connectors embedded into community and neighbourhood staffing
- clear impactful role in supporting diverse communities to make lifestyle changes
- increased engagement in priority groups with health, wellbeing and care services
- Improved access to health and care in neighbourhoods with greater deprivation

Supporting healthy lifestyles

- Increase in physical activity, good nutrition and healthy weight among adults
- Reduction in smoking prevalence among adults to 10% by 2028
- Improve life expectancy, healthy life expectancy and reduce gaps in life expectancy between highest and lowest groups in Luton

Empowering communities

- Continuing to build on fairness taskforce to ensure voice of community is heard and leads to actions to tackle social justice
- Increased social connectedness and community cohesion
- Support self-care and increase resilience for people with long term conditions

Healthy and sustainable environments

- Increase in the number of children and adults walking or cycling to school or work
- Increase in number of homes that provide a healthy environment for people

Promoting good mental health and supporting the health & wellbeing of groups experiencing complex & multiple disadvantage

- Keeping adults safe and encouraging positive relationships, with a focus on reducing domestic abuse
- Improved health and wellbeing for people with mental health conditions
- Meeting the needs of carers
- Decrease in drug and alcohol related harm in adults - reduce drug and alcohol use, reduce drug related crime and reduce drug related deaths

Tackling structural inequalities & influencing local systems

- Social value promoted in procurement
- More people accessing the benefits they're entitled to - income maximisation
- Increased levels of access to lifelong learning

Our vision – age well



Our vision around ageing well is all about the importance of supporting people as they progress into older age, and how ill health is detected earlier, managed better, and exacerbations prevented. A lot of the work in this area of the life course is around health and care working well to ensure health is maintained for longer and inequalities are tackled. Housing is also vital, as part of supporting people to stay independent in their home for longer, and tackling fuel poverty.

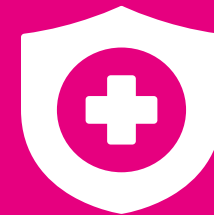


Through working collaboratively across health and social care as well as the voluntary sector, and through delivery of our adult social care strategy, we will aim to have a resilient system, that can meet the needs of an ageing population through better integration, digital transformation, and market analysis as well as ensuring winter resilience. Through the national “Fuller” review we will further develop our offer in the community in terms of health and care in PCNs, following a “neighbourhood” model to ensure that all relevant services are wrapped around families and neighbourhoods in a connected way. This will also including housing support, community connector roles, and voluntary sector. To ensure this is connected and building on the evidence base as much as possible, we will establish a taskforce to maximize development in this area.

Our vision – age well



We will have a comprehensive mental health strategy that tackles the issues across the system around inequalities and access to mental health. This will be system wide to help ensure there is seamless pathways for people with mental health challenges. Similarly learning disabilities work programmes, including those with a dual diagnosis of substance misuse are developing so that we have a comprehensive learning disabilities strategy, focusing on transition and annual health checks for all patients, as well as employment opportunities and appropriate accommodation.

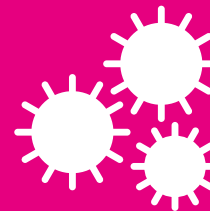


An important element of this part of the strategy is how we identify and manage people with long term conditions. In Luton we know we have high prevalence of some long term conditions such as diabetes, and it is really important that these are managed well, and also identified early for better management. Luton also has comparatively poor cancer outcomes and sees significant inequalities across rates of late diagnosis and outcomes. A robust programme of work is already underway in this area and this will continue to be built on to improve outcomes in luton, and increase screening uptake and early diagnosis rates.

Our vision – age well



We will develop approaches to using digital tools to improve care and build in prevention. We will also develop our population health management programme, which is about linking data sets to better understand groups that are at risk of poor health outcomes and build in preventative interventions. This approach has great potential but it is in early days so we will continue to build on this.



As covid vaccination programmes shift, we will adapt to ensure we continue to focus on those that are at highest risk and most vulnerable, both for covid and flu vaccination programmes. Vaccination rates are historically low in Luton and we need to work to improve in this area.



Our frailty and complex care work programmes will aim to have comprehensive pathways for those who are frail – focused on prevention. This will include falls prevention and pathways aiming to reduce admissions for falls across the system.

Our vision – age well



Appropriate access to GP and urgent care is really important across the community, ensuring that people know where and how to access the care that they need, when they need it. Work will take place to promote the options available and develop the offer to ensure appropriate to need.



health and care integration and resilience

- health and care provision is seamless for the service user/patient
- the social care market is resilient to demand, with supply appropriate to levels of demand
- winter pressures can be managed through a robust system
- joint commissioning approaches developed where needed for improved service provision

care in the community and neighbourhood teams

- PCNs have clear understanding of patient needs and inequalities through profiles and intelligence
- PCNs have clear delivery of the Fuller review, with care at neighbourhood level wrapped round households, connected to PCNs, to meet needs of patients. community/neighbourhood teams are embedded to deliver this
- role of community connectors are clear as part of this, and delivered with equitable distribution across the borough
- a whole-system social prescribing programme is delivered to meet the needs of luton
- housing needs are met as people age, to deliver proactive and flexible housing opportunities, home-based support to stay independent, and connection with the care system

digital transformation and use of data

- individuals living in their own accommodation for as long as possible is facilitated through a modern digital strategy for aids and adaptation
- social care providers have access to modern digital offers to enable telecare and telehealth and improve service experience
- successful PHM pilot on SMI will lead to further work in this area
- NHS and Local authority data can be linked and risk stratification can be completed leading to preventative interventions

Vaccination (covid and flu)

- system-wide strategic approach to flu and covid vaccine, utilising range of health professionals and vaccination outreach approaches
- increase in covid and flu vaccination uptake in vulnerable groups year on year
- commitment to action across the system to respond to low vaccination rates in childhood vaccination programmes

CVD early diagnosis and inequalities

- increased identification of CVD through NHS health checks, blood pressure monitoring
- National diabetes prevention programme rolled out across Luton
- Increased referral to self management programmes and annual checks for those on LTC registers across GPs in Luton

Cancer early diagnosis and inequalities

- increased screening uptake across cancer screening programmes
- full roll out of the cancer outcomes inequalities work including community connectors
- Increased proportion of cancers diagnosed at stage 1 or 2

frailty and complex care

- Full delivery of the Luton Frailty Framework
- Implementation of new falls pathway and integrated service offer
- Fewer frailty and falls hospital admissions and readmissions, and people supported to live well in their own homes

learning disability

- increased rates of annual health checks for those on LD register across all PCNs
- supply of accommodation and support services meets demand
- increased numbers of individuals in employment
- system-wide delivery of autism strategy

mental health

- system sign up to a mental health strategy based on need and tackling inequalities
- increased take up of health checks for those on SMI register
- building in preventative approach across system leads to decreased demand in crisis and social care
- clear mental health offer across system for all levels of mental health need including dual diagnosis
- reduction in social isolation

GP and urgent care access

- clear system understanding of challenges through mapping and analysis of urgent GP access
- development of evidence based actions to improve urgent GP access at PCN level
- community are clear of how to access urgent services and when

Governance and delivery

Overseen by Luton's Health and Wellbeing Board, and through the three sub-boards of the Health and Wellbeing Board.

Detailed actions and plans will be through these boards, and through the sub groups

Measuring impact will be overseen at all levels of delivery with more detailed review of progress indicators in the sub-boards.

Year one we will continue to also have a Marmot Advisory and Implementation Board, chaired by Sir Michael Marmot, to have overview of how we are progressing across the Marmot recommendations and deliver. An implementation group, with Marmot leads, will sit under the Health Inequalities Board.

Luton 2040 ambition for population wellbeing: Improving population wellbeing and tackling health inequalities to enable everyone to have a good quality of life and reach their full potential.

Year 1

Year 2

Year 3

Start well



Live well



Age well



Actions	Outcomes	Actions	Outcomes	Actions	Outcomes
Launch of family hubs offer and communicated across system Child Friendly Town working group and roadmap established Obesity taskforce develops robust pathways for obesity prevention and referrals Refresh partnership approach oral health Refresh health in schools programme for obesity, tobacco, mental health, and substance misuse Lead mental health strategy actions Engage with PCNs to support improvement in childhood imms uptake Collaborative development of SEND strategy Education strategy developed with focus on early intervention and school readiness NEET strategy re-invigorated	Child healthy weight and oral health actions and roles clear across the system Clarity on early years offer through Family Hubs – system knowledge of offer System-wide agreement on mental health, NEET, and education strategies strategy Improvement seen in childhood imms uptake	Develop and deliver next phase of family hubs programme Child friendly town engagement and voice of young person programme of activity Continue to work with partners to embed CHW & oral health actions Continue to build on work in schools across Revise tobacco prevention actions including midwives and schools Evaluate YP hub for impact on D&A	Decreasing % DMFT Slowing increase in obesity Increased % school readiness Improvement in childhood imms Decreasing SATOD Reduction self harm admissions SEND improvement measures.. Education inequalities measures	Review of key strategies across partnerships – what more can we be doing? What has impact been	Continuing improvement across indicators Halted rise in CYP obesity Decreasing smoking prevalence
Systematic approach to delivery of Marmot Town - Agree indicators, communicate to public, develop planned actions across the system on employment and businesses, housing, and community and voluntary sector, and community advice and guidance Building on marmot recs, development of community hubs offer across Luton Building on Marmot, evaluate housing strategy for health and equity impact Marmot and health equity event held to showcase Marmot Town ambition and activity Develop evidence based work plans for those with complex vulnerabilities, linking to town centre strategy group Develop strategic plan for temporary accommodation and tackling homelessness Mapping of community connectors roles across Luton and understanding of support offer to community. Fairness taskforce and community funds strategic plans developed Complete drug and alcohol needs assessment and delivery plan for Combatting Drugs Strategy Development of perpetrator and prevention programme for domestic abuse Physical activity strategy starting to be mobilized across borough Renewed tobacco control strategy delivery plan across borough Refresh of food strategy Recommissioned sexual health ensuring focus on HIV diagnosis and prevention Clarity on actions for mental health prevention workstream	System wide partnerships across Combatting Drugs partnership,, tobacco, physical Activity, food plan System indicators for Marmot agreed System ownership of Marmot Town, with clear links to Fairness Taskforce as shared ambitions Reduction in in temporary accommodation and street homelessness Clear town centre complexity pathway established Perpetrator and prevention programme delivered Tobacco and physical activity strategies start to deliver process outputs	Recommission D&A service with more focus on prevention, learning from pilots. Continue to embed targeted tobacco prevention work Review impact and actions of domestic abuse strategy, and physical activity strategy Embed system actions across food plan Stocktake and review of Marmot delivery and actions – including employment, housing, and community actions	Halting increase in smoking prevalence Increasing physical activity rates & Slowing rise in obesity prevalence Reduction in alcohol admissions Reduction in HIV late diag and prev Decreasing prev domestic abuse Seeing reduction in Mental health crisis	Review impact of focused areas – what more could we do? Develop new actions	Continuing improvements across measures Reducing smoking prevalence.
Embed cancer inequalities work across pathways Work via place board to develop actions based on PCN profiles and inequalities – LTCs, falls, screening. Embedding of PHM approach to develop actions. Embed mental health strategy across system, focusing on inequalities Develop LD strategy, and review demand and need for accommodation Establish Fuller taskforce to challenge and develop further neighbourhood model in Luton system Develop system plan for social prescribing, linking to new community connector models Adapt vaccination strategy to meet needs – focusing on flu ASC fair cost of care review and market stability analysis / market position statement and actions	System wide work plan led by Place Board Clear strategies on vaccination post-covid, mental health, LD, LTCs for Luton	Embed refreshed social prescribing strategy and workplan, linked to mental health strategy and TLC Review impact mental health strategy Embedding neighbourhood teams to have prevention focus System review of place board – are we having an impact? Should we be doing more?	Improvement in cancer outcomes and screening uptake Improvement in social isolation rates, ASC waiting lists, carers support Reduction in admissions for falls Improved mgmt. LTCs, health checks MH Increased uptake in mental heath services from BAME groups Seeing impact of PHM project to learn from and embed further	Strategic review of PHM approach Strategic review across pathways – what is impact, where do we focus?	Continuing improvement across measures, social isolation improving

Thank you for reading to
find out more please email
publichealth@luton.gov.uk



Luton 2040
A place to thrive

A town-wide vision for

Luton 2040

A place to thrive

www.luton.gov.uk/luton2040



Foreword

Luton 2040 A place to thrive

We are delighted to present our updated vision for Luton 2040. This is a bold vision for Luton to be a healthy, fair and sustainable town where everyone can thrive and no-one has to live in poverty.

Together, as key system leaders and anchor institutions, we have developed this vision with residents and partners across Luton, based on their aspirations for the future of the town and the 225,300 people that live here.

Over the last two years we have worked together to deliver the first phase of our journey to Luton 2040, overcoming the unprecedented challenges brought by Covid-19 to health and the economy and shaping our long-term plans for growth, wellbeing, sustainability, the future of our young people and fairness in our community.

Through our roles as members of the Inclusive Economy and Health and Wellbeing Boards, we have led the way in delivering the first steps to transforming our town, but all our progress so far has only been possible because of the commitment of residents, businesses and organisations across our community.

We are proud of all that has been achieved so far, including our town's resilience and recovery from the pandemic, the creation of new facilities for education and wellbeing in our town and some of the major investment we have already generated for our economy and our community. The impact of this transformation is already being felt by many in our town and we are building real momentum to achieve our long-term mission for Luton.

Despite this progress, several clear challenges remain, including poverty and inequality that cut across outcomes and life chances of our residents in education, health and employment. We are also entering increasingly challenging times, with a cost of living crisis nationally, war in Europe and the ongoing existential threat to our planet. Our shared vision for Luton 2040 is now more important than ever and we must go even further to deliver on this vision.

This document sets out our refreshed vision and priorities, marking a clear shift from the pandemic to the next phase of our journey to Luton 2040.

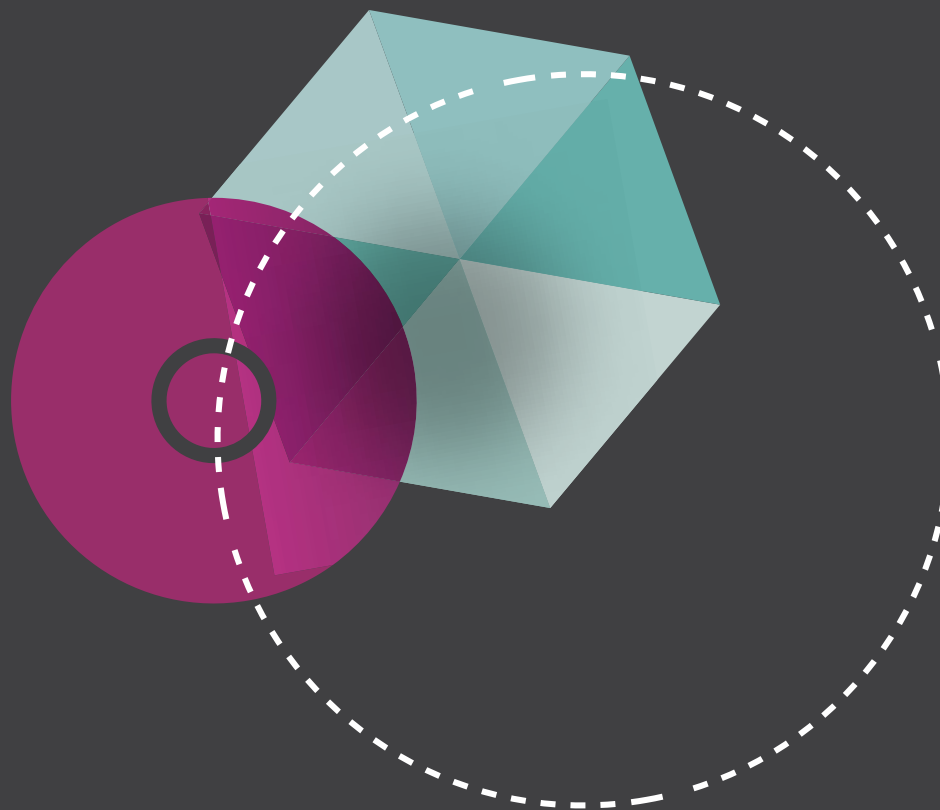


As system leaders we are committed to working together to deliver this vision and we will continue to work with everyone in the town to make Luton a healthy, fair and sustainable town where everyone can thrive and no-one has to live in poverty.



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Introduction



Introduction

Luton 2040 A place to thrive

Our town-wide vision for Luton 2040 is to be a healthy, fair and sustainable town where everyone can thrive and no-one has to live in poverty.

This vision has been created by residents and partners across our town and was first launched in October 2020.

The first phase of the vision was focussed on responding to the immediate challenges we faced during the Covid-19 pandemic. Over the past two years businesses, public sector and voluntary and community sector organisations, as well as residents have worked together to overcome these challenges and lay the foundations for us to achieve this shared vision.

This refreshed document sets out the next steps on our journey to Luton 2040 and everyone in our town will continue to have an important role to play in this journey.

The Luton 2040 vision is focussed on a central mission, to tackle poverty and inequality so that everyone can enjoy a good quality of life. This responds directly to the evidence gathered by the Inclusive Growth Commission in 2019, which recognised the scale of poverty in our town and the clear link between this and many other challenges, including education and health inequalities.

The Luton 2040 vision is built around five priorities, each of which contributes to achieving our central mission and our overall vision for the town:

Building a more inclusive economy

Improving population wellbeing

Becoming a child friendly town

Tackling the climate emergency and becoming a net zero town

Supporting a strong and empowered community

Our first published vision document set out the initial steps on our journey towards Luton 2040, including our plans for recovery from the pandemic and how we would lay the foundations to achieve our long-term vision.

During the last two years, we have worked together to deliver a strong recovery in terms of wellbeing and our economy. Partners across Luton have also been transforming the town with a series of major projects and initiatives. These have included the development of more than 600 new homes, the completion of new schools and a new building for Barnfield College and improvements to sports facilities at Lewsey Sports Centre. Our town centre is transforming with more than £20 million secured for regeneration.

In addition to these achievements, we have also seen the launch of Luton Rising, a new brand for our airport company, and the establishment of our Fairness Taskforce, a truly innovative approach to empowering residents being delivered by partners across the voluntary and community sector.

Luton 2040

A place to thrive

These achievements are already having a positive impact on the lives of our residents and our latest resident's survey is showing record levels of satisfaction with Luton as a place to live and increased levels of optimism about the future of our town. Over the last two years, we have also set out our strategies, plans and partnership approaches to deliver on each of our priorities over the long-term. This has included the development of our new Town Centre Masterplan, our Health Inequalities Action Plan and our Climate Change Roadmap – as well as many other key plans and strategies.

As well as developing our local systems to deliver in partnership on our 2040 priorities, we have been building strong links with central government, aligning our priorities and plans closely with the national agendas for levelling up and net zero. These links are already helping to generate increased support and funding, which will be critical to attracting further inward investment and major transformation of our town.

The rapid progress of the last two years has enabled us to bring forward the next phase of our journey to Luton 2040. This document sets out our updated priorities and plans for the next five years (2023-2028), as we move forward from recovery to delivering on our long term vision.

As we progress on our journey towards Luton 2040, we can expect to see many more exciting developments over the next five years that will have a positive impact on our town and the lives of residents. This will include the completion of major developments such as Power Court Football Stadium and The Stage, the delivery of more than 2,000 new homes for residents, the opening of new family hubs, community hubs and a new children with disabilities resource centre, as well as the introduction of more infrastructure to help us get to net zero.

While this is a long-term strategic vision to create the conditions to prevent anyone from having to live in poverty by 2040, it is important to recognise that there are also immediate challenges that will need to be addressed over the coming years. The cost of living crisis and energy instability caused by the war in Ukraine will continue to impact our residents and businesses, while the public sector and our community will inevitably experience further cuts to funding following years of austerity.

Our collective ambition for the future of Luton rightly remains high and it is important that we work more collaboratively than ever before to fight for fair funding and to deliver in partnership for the people of our town. Only by working together will we deliver on our vision and make Luton a place where everyone can thrive.



Our town-wide Vision for Luton 2040:

Luton will be a healthy, fair and sustainable town, where everyone can thrive and no-one has to live in poverty.

Our priorities for Luton 2040:

Building an inclusive economy that delivers investment to support the growth of businesses, jobs and incomes.



Improving population wellbeing and tackling health inequalities to enable everyone to have a good quality of life and reach their full potential.



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



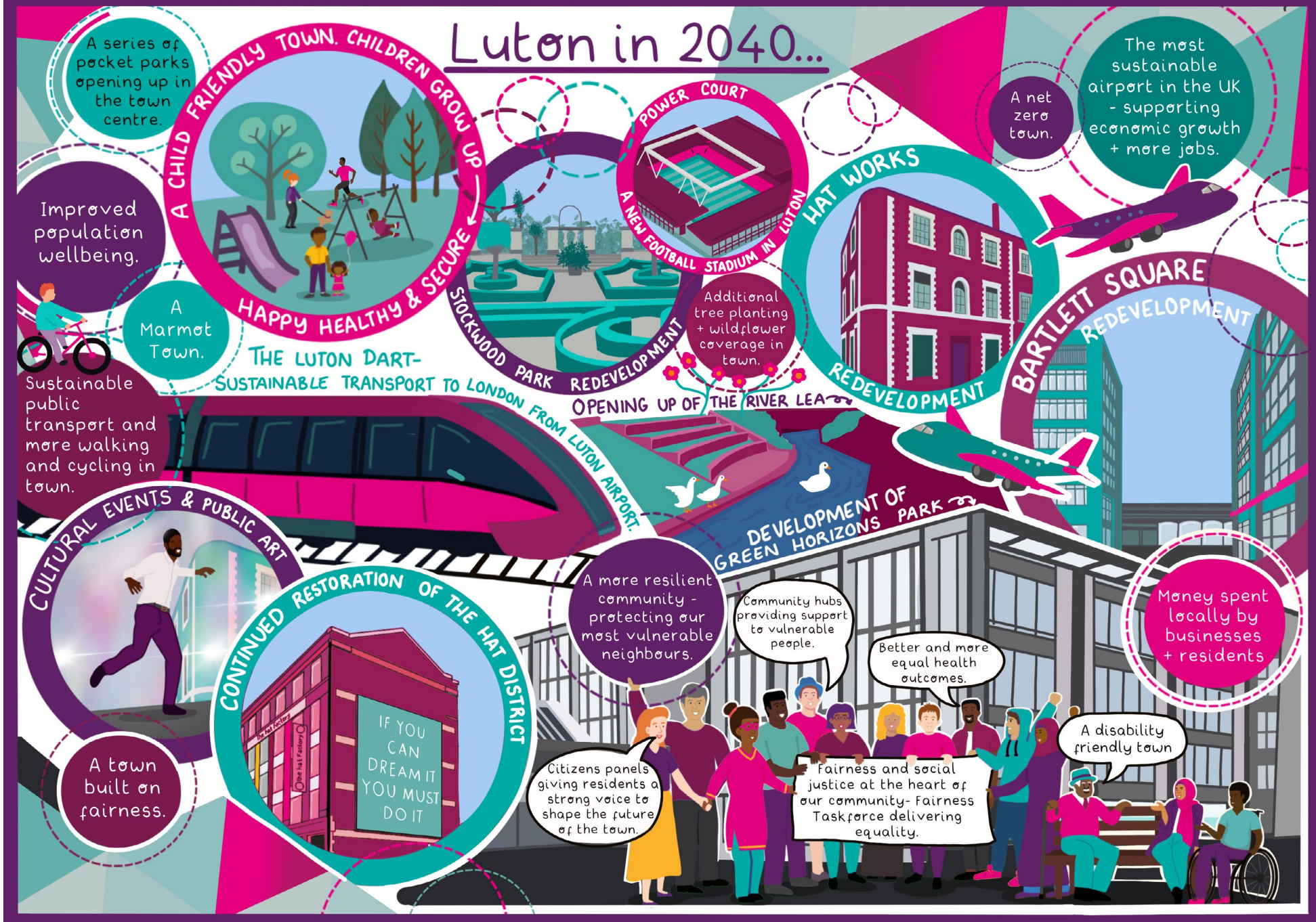
Tackling the climate emergency and becoming a net zero town with sustainable growth and a healthier environment.



Supporting a strong and empowered community, built on fairness, local pride and a powerful voice for all our residents.



Luton in 2040...



Luton in 2023

The strengths and assets of our town

Luton 2040

A place to thrive

Luton is a vibrant, modern and diverse town, which is home to 225,300 residents. Luton has many key strengths and assets which provide a strong foundation on which to build our vision for Luton 2040.

These strengths cut across all parts of our town, including our community, our environment, our economy and key institutions across health, education, leisure and culture. Each of these features of our town are important assets that will help us to deliver on our shared mission and priorities.

A super diverse town with a vibrant mix of culture, skills and languages



The third youngest population in the country with 22% of residents below the age of 15



A cohesive town where people get on well with their neighbours



An excellent strategic location, situated between London, Oxford and Cambridge



Outstanding connectivity by road, rail and air- less than 30 minutes from London by rail, close to the M1 and 10 miles from the M25



A strong local economy, with productivity above the national average prior to the pandemic



Luton in 2023

The strengths and assets of our town

Luton 2040

A place to thrive

Home to the fifth largest airport in the UK- supporting 27,000 jobs, and adding around £1.1 billion to the regional economy



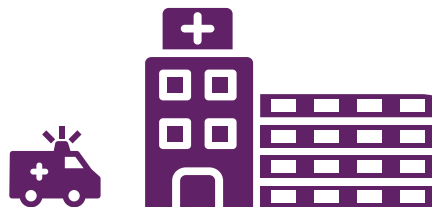
A growing arts, culture and heritage offer with events that celebrate our diverse range of cultures and support greater wellbeing



Effective and efficient health partnerships locally and regionally, led by the Bedfordshire, Luton and Milton Keynes Integrated Care System.



Home to Luton and Dunstable University Hospital – providing good and outstanding core services to around 400,000 people in the region



90% of schools in Luton rated as Good or Outstanding by Ofsted



A dedicated voluntary and community sector that delivers a wide range of crucial services



Outstanding access to greenspace – including six green flag parks and close proximity to the Chilterns



Home to Luton Town Football Club



A strong higher and further education offer through the University of Bedfordshire, Barnfield College and Luton Sixth Form College



Luton 2040: The journey so far



How we built our shared vision

Luton 2040

A place to thrive

The Luton 2040 vision was developed with residents and partners across Luton in 2020, drawing together our shared ambitions for the future of our town, while building on our many collective strengths and overcoming the challenges that we face together.

The vision was developed in response to Luton's independent Inclusive Growth Commission, which released its [final report in 2019](#). This report outlined the 12 ambitions for the town based on the unique opportunities and most pressing challenges. In particular, this report identified overcoming poverty and inequality as a central mission that could enable everyone in Luton to thrive, as well as identifying many key assets such as our anchor institutions, our voluntary and community sector and key sectors within our economy such as manufacturing, digital and green industries.

Throughout 2020, Luton Council carried out an extensive consultation with residents and organisations across the public, private and voluntary and community sectors in the town to build on these recommendations and

develop a shared vision for everyone to work towards. Throughout the course of this and the consultation with the Inclusive Growth Commission in 2019, over 700 residents and 191 organisations took part in shaping the Luton 2040 vision.

Throughout these consultations, residents and organisations considered the opportunities and challenges facing our town and told us what mattered to them. This included building a more inclusive economy, improving wellbeing, tackling the climate emergency, giving our young people the best start in life and tackling injustice and inequality. Each of these priorities link back to the central challenge set by the Inclusive Growth Commission around tackling poverty and inequality so that everyone in our town can reach their full potential.

The Luton 2040 vision was first published in October 2020, setting a long-term vision for the town with strategic priorities focussed on achieving this. It was agreed that these priorities, as well as our plans to deliver on them, would be updated regularly through continuous engagement with partners and residents throughout our 20-year journey.

Residents have the ability to shape these priorities and plans over time, through direct engagement with elected representatives and through participation in our Fairness Taskforce and citizen's forums. Partners across the town are also able to shape the direction of the vision through representation on our partnership boards and involvement in a range of partnership networks that drive key work streams within each of our priorities.

More than **500 residents** spoke to the Inclusive Growth Commission in 2019



More than **200 residents** took part in the Luton 2040 Vision consultation in 2020



119 organisations from public, private and voluntary and community sector helped to shape the 2040 vision



Between **72%-87%** of residents supported each of the 2040 priorities when agreed in 2020.



Laying the foundations for Luton 2040

Luton 2040
A place to thrive

The first edition of the Luton 2040 vision set out our initial short-term priorities to build towards our longer-term ambition for the town. This was developed during the height of the Covid-19 pandemic and was therefore focussed on overcoming the immediate threat to health and our economy, before delivering a strong recovery and laying the foundations for 2040 by developing our plans.

Covid-19 recovery

Alongside our initial priorities for Luton 2040, we set out our plans for recovery from Covid-19. This included our Economic Recovery Plan and our Population Wellbeing Recovery Plan.

Luton was among the worst-impacted places in the UK as a result of the pandemic. In terms of health, our town experienced some of the highest rates of infection during early waves and saw a disproportionately high level of deaths compared to other parts of the country.

The local economy was also significantly impacted, with around one in three Luton jobs identified as being at risk at the beginning of the pandemic, one of the highest rates in the country. This included at risk jobs within the airport, aviation and transport sectors, as well as retail, hospitality and our creative sectors, which were all unable to operate due to restrictions.

In addition, many other businesses faced a fall in demand and increased costs throughout this period. As a result many businesses were forced to close and unemployment rose to 9.3% by March 2021. Young people were especially impacted, with the number of 16-24 year olds in Luton out of work almost trebling within the first 12 months of the pandemic.

Through our Population Wellbeing Recovery Plan, we worked together to protect our most vulnerable residents throughout the pandemic, maintaining key services such as health and education and supporting those who were shielding from the virus. Health partners across our town worked tirelessly to deliver over 375,000 vaccinations to residents and helped us to avoid further restrictions by successfully managing local outbreaks.

After overcoming the initial crisis phase of the pandemic partners across the system have been working to tackle the inequalities that were exacerbated by

the pandemic including physical and mental health disparities and educational inequalities. This has included initiatives such as the Talk, Listen, Change project, in which health partners have worked with communities to develop solutions to health disparities.

Our Economic Recovery Plan has also enabled us to protect businesses, jobs and incomes throughout the pandemic, as we worked with central government to deliver more than £56.6 million of support grants to businesses in Luton and furlough payments to 39,500 employees. Our plan also enabled us to reopen our economy safely and to support people back into work through schemes like KickStart and Passport to Employment, with unemployment falling to 5.8% by August 2022.



Luton 2040

A place to thrive

Key sectors of our economy are bouncing back, with our airport already back to 80% of pre-pandemic passenger numbers by summer 2022 and many of our retail and hospitality industries also returning to full capacity. Our creative sector has also been re-energised, with a full programme of our most popular cultural events, as well as new events and festivals returning to the town. This strong economic recovery has created a platform for us to build back better so that all of our residents can benefit from future growth.

No-one in poverty

All of the work that has been delivered throughout the first phase of the Luton 2040 vision has been geared towards tackling inequality, protecting our most disadvantaged residents and increasing opportunity, to help lay the foundations for a town where no-one has to live in poverty.

Before we developed the vision, there were around 46% of children in Luton growing up in relative poverty (End Child Poverty Coalition, 2019). In 2020 this figure initially fell to 39%, demonstrating the positive impact of previous work by partners across Luton.

Since then however, the impact of the pandemic has seen relative child poverty increase again to 45% of children in Luton.

Although it is still too early to see the clear impact of our collective work, the first two years of our journey towards Luton 2040 has been against the backdrop of the pandemic, which we know has exacerbated many inequalities and hardships in our town. This further demonstrates the continued need to ensure that our vision and priorities are focussed on achieving our central mission of no-one in poverty.

The progress we have made so far against each of our priorities is already having a positive impact on our residents. Our latest perception survey released in 2022 showed that 73% of our residents are now satisfied with Luton as a place to live, an increase from 66% two years earlier and the highest satisfaction level on record. 84% of our residents said they feel happy with their local neighbourhood as a place to live. Even more encouragingly, 75% of residents said that they feel optimistic about the future of our town, compared to only 51% of residents in 2020. This is a strong endorsement for the positive transformation that we are already beginning to see across Luton.

Going forward, there remains a clear challenge around poverty as a result of the cost of living crisis. The impact of inflation is likely to be felt more severely by our most deprived communities who spend a greater proportion of their income on basic needs such as food and fuel, while also posing a threat to the living standards of the entire population.

Our mission of no-one in poverty is therefore more important today than at the beginning of our journey and achieving this mission will continue to drive each of our strategic priorities.



Delivering on our priorities for Luton 2040

In 2020, we set out our two main strategies for Luton 2040, the Inclusive Economy Strategy and Population Wellbeing Strategy. Delivered together, these strategies will create the opportunities and conditions that all of our residents need to reach their full potential and enjoy a good quality of life.

These strategies are delivered by our two overarching partnership boards, the Inclusive Economy Board and the Health and Wellbeing Board. In the first two years of our journey to Luton 2040, we have already made enormous progress in developing our detailed plans and partnership approaches and we are now beginning to deliver on many of the key actions within these plans.

The Inclusive Economy Strategy is focussed on growing our economy in a way that benefits everyone in our town, by driving investment in our key sectors to deliver good-quality and well-paid jobs and giving our residents the skills needed to access these opportunities.

Since 2020, we have developed a number of detailed implementation plans to deliver on each of the key areas of this strategy, including a new Town Centre Masterplan, a new Employment and Skills Strategy, a new Heritage Strategy and a refreshed Arts and Culture Strategy.


We have also developed partnerships such as our anchor institutions network that is central to delivering local wealth building and many of our major employers are already signing up to the Good Business Charter that commits them to delivering on many of our aims for an Inclusive Economy. We have also delivered many tangible achievements in this area already, including attracting more than £20 million of Levelling Up investment and the commencement of several key developments across the town.

The Population Wellbeing Strategy aims to support all of our residents to reach their full potential by using a life-course approach to tackle health and wellbeing issues at all ages, including strengthening education, physical and mental wellbeing and housing. Since 2020, we have further shaped this strategy around our commitment to becoming a Marmot Town.

This means developing a Marmot approach, which follows the principles and recommendations set out by the Institute of Health Equity, in their report, “Reducing Health Inequalities in Luton: A Marmot Town”.

Building on the evidence of this report, our strategy now takes a preventative approach to ill health, by addressing inequalities and the wider determinants of health. We have also developed new strategies for adult social care, housing and education, while partners across the town have helped to deliver investment in new and improved educational facilities and more than 600 new homes.

In addition, we have seen other tangible achievements including the delivery of the Energise Luton holiday activity and food programme, successful delivery of the Covid Community Champions programme to promote vaccination in the population, our physical activity plans to re-engage the community post-pandemic, and the delivery of our Talk, Listen, Change research project and outcomes.



Luton 2040

A place to thrive

Over the first two years of our journey to 2040, we have also been laying the foundations to become a more sustainable town, delivering on our commitment to reach net zero in response to the climate emergency.

We have engaged closely with residents and partners through climate change assemblies to identify the scale of the challenge and the role that businesses, households and our transport networks have to play to become a net zero town.

We have also drawn on expert advice and analysis to develop a clear roadmap to net zero with a detailed action plan that everyone in our town can follow to achieve this aim. As well as setting out our long-term plan for net zero we have already delivered



some important developments within this priority, including the launch of the Luton DART, providing a more sustainable route for passengers to and from the airport, an increase in the number of organisations in Luton with a sustainable travel plan and the launch of our airport company Luton Rising's Sustainability and Net Zero Strategies.

Since 2020, we have also taken the first steps to becoming a child friendly town. The Covid-19 pandemic had a significant impact on our children and young people, with disruption to education for all age groups and stark challenges around digital access and isolation affecting development and mental wellbeing.

In addition, young adults were disproportionately impacted by the economic downturn, with a 196% increase in unemployment among 16-24-year-olds in Luton and many young people facing difficulty entering the job market for the first time.

Since then we have worked hard to strengthen some of the most basic services for our young people, including delivering on our Ofsted Children's Improvement Plan, providing education catch-up through our schools and

education providers and providing skills and employment support such as Kickstart and Passport to Employment to help young people into work. We will continue on our journey to improve these essential services, while giving our young people a meaningful voice to shape our longer-term plans to make Luton a child friendly town.

We have also made significant progress around our priority to build a fairer community. We have developed a fairness and social justice strategy and have established our innovative Fairness Taskforce model, which brings together residents and partners across the voluntary and community sector to empower residents and deliver social justice. This model is continuing to evolve with the development of a Citizen's Forum to enable residents to shape the future of our town.

As part of this priority, we have also developed plans for building resilience within our communities, through a new network of community hubs and our innovative Food First programme, as well as plans for equality, diversity and inclusion across our town.

Achievements so far

Luton 2040 A place to thrive

Over the last two years we have already seen a number of outstanding achievements from partners across the town that are contributing to delivering on our vision for Luton 2040 and enabling everyone in our town to thrive.



Delivered our Covid-19 recovery plans for the economy and population wellbeing



Launched our new Town Centre Masterplan



The opening of a new pocket park and opening up of the River Lea in the town centre



Launch of Luton Rising – a new brand for our airport focussed on sustainable growth that supports our community and our planet



The Culture Trust, Luton opened Hat Works in the Hat District



Launched a new Employment and Skills Strategy



Kickstart employment scheme delivered to support young people into work



Completion of Barnfield College's £25 million redevelopment



Premium Progression Partnership scheme launched by University of Bedfordshire



Schools kept open throughout the pandemic and education catchup to support pupils



Delivering our continuous improvement journey for children's services



Launch of a new Heritage Strategy – Curating Luton



Delivery of Luton's first heritage month – with a full programme of events



Refresh of our Arts and Culture Strategy – Harnessing Momentum



Successful Creative Leaders Programme piloted

Achievements so far



Access for
All upgrades delivered
at Luton Airport
Parkway Station



Operation Foresight
increasing policing and
enforcement to improve
town centre safety in
2021 and 2022



University of Bedfordshire
launches its Civic
Agreement with Luton
Council



Delivery of 600 new homes
by developers, with a
further 1,500 due
to be completed by
March 2023



Opening of the
new Windmill Hill
SEND school



Completion of Putteridge
High School's new
£23 million
building



Launch of new Adult
Social Care Strategy
and Luton's first social
work academy



Lewsey Pool and
sports facilities
refurbished and
reopened



Established Thriving
Communities
social prescribing
programme



Creation of our
Integrated Family
Partnership
service



Edge of Care
service launched



Procurement of
Barnardo's to deliver
new Junior
Safeguarding Board



Six Luton Parks
retained Green
Flag status



Luton's Fairness
Taskforce
launched



Established
Equality, Diversity
and Inclusion
Board



73% of residents said
they were satisfied
with Luton as a place
to live in 2022 – the
highest level ever
recorded



Resettlement
programmes for refugees
from Afghanistan
and Ukraine

Achievements so far



ABCD community clean ups organised as part of #KeepLutonTidy campaign



Mary Seacole Housing Association and Bedfordshire and Luton Community Foundation launch Will Power project



More than £119 million in grant funding secured by 543 organisations in Luton since 2020



Over 375,000 vaccines delivered to residents



£56.6 million in business grants delivered to local businesses and 39,500 jobs supported through furlough



Launch of BLMK Integrated Care System and University of Bedfordshire's research hub



£20 million secured from the Levelling Up Fund for town centre regeneration



New Town Centre Strategic Board established



Planning approved for Power Court, a new stadium for Luton Town FC



Good Business Charter officially launched



Luton officially becomes a Marmot Town, following release of report by Institute for Health Equity on Reducing Health Inequalities in Luton



London Luton Airport back to 80% of pre-pandemic passenger numbers by summer 2022



More than 280 people successfully helped out of temporary accommodation



Obtained £19.1 million of Bus Back Better funding to deliver our Bus Service Improvement Plan



Luton school pupils achieve better Key Stage 2 results than the national average in 2022



No school exclusions among looked after children cohort for another year



Secured £7.7 million Salix grant to decarbonise public sector buildings

The next steps on our journey to Luton 2040

Luton 2040
A place to thrive

The scale and speed of the many achievements so far has enabled us to bring forward the next phase of our journey to Luton 2040. Having successfully laid the foundations for delivering on our vision, the next phase will be about delivering against each of our priorities to bring about a total transformation of our town and the lives of our residents.

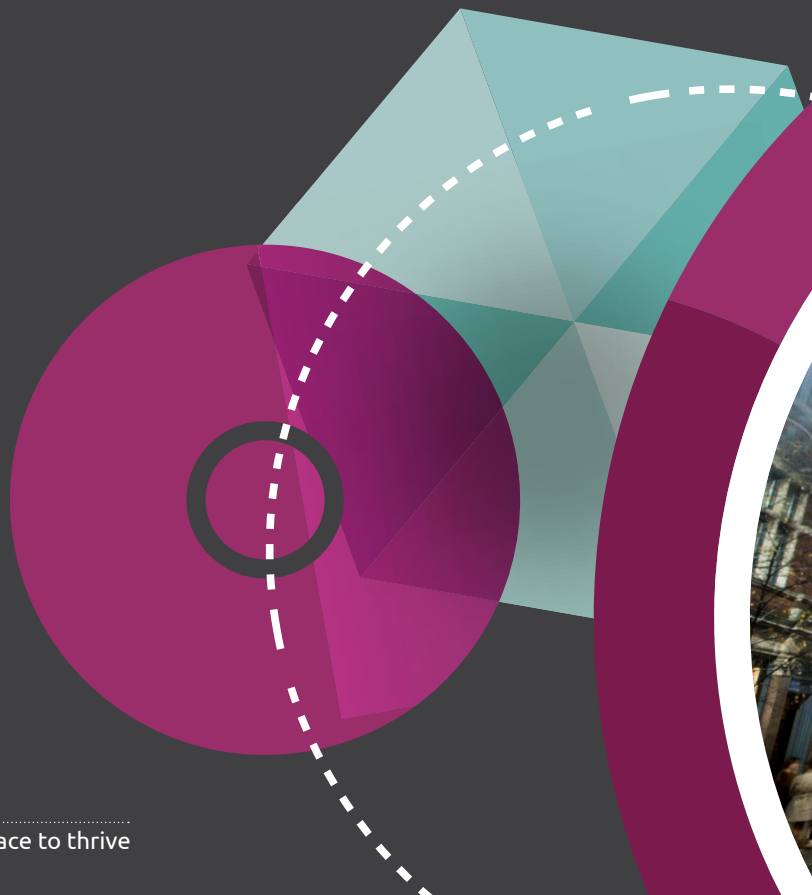
We have engaged with residents and partners again to shape these next steps, evolving our priorities and target outcomes from the recovery phase to set a focus for the next five years.

Our five updated priorities build on those of the first phase of the vision, with refreshed target outcomes that we will use to measure our progress on each priority. We have also included our updated plans for each priority, which include the key strands of work and actions that we will deliver together across the Luton system.

Across each priority we have also outlined some of the big transformational projects that partners across the town plan to deliver over the next five years. These include major infrastructure projects, as well as the introduction of new services and investment that will help to deliver each of the five priorities.



Vision, priorities and strategies 2023-2028



Our town-wide Vision for Luton 2040:

Luton will be a healthy, fair and sustainable town, where everyone can thrive and no-one has to live in poverty.

Our priorities for Luton 2040:

Building an inclusive economy that delivers investment to support the growth of businesses, jobs and incomes.



Improving population wellbeing and tackling health inequalities to enable everyone to have a good quality of life and reach their full potential.



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



Tackling the climate emergency and becoming a net zero town with sustainable growth and a healthier environment.



Supporting a strong and empowered community, built on fairness, local pride and a powerful voice for all our residents.



Building an inclusive economy that delivers inward investment to support the growth of businesses, jobs and incomes.

Building an inclusive economy that provides investment, jobs and opportunities for all residents and businesses is essential to raising living standards so that everyone in Luton can thrive.

We know that Luton has a strong economy that has demonstrated excellent resilience in recent years. Luton is home to more than 8,800 businesses, supporting around 93,000 jobs, 69% of which are full-time positions. Prior to the Covid-19 pandemic, the town's economy was worth around £6.3 billion per year and had a higher productivity rate than the UK as a whole (just over £36 Gross Value Added per hour).

Luton's economy has a range of traditionally strong sectors that employ lots of people, including manufacturing, construction, transport and aviation. The town is also experiencing the growth of new and emerging sectors, including creative and digital industries, new types of advanced manufacturing and the green economy.

Luton is home to many major businesses and employers, including EasyJet, TUI, WizzAir, Stellantis (Vauxhall), General Motors, Leonardo and AstraZeneca, as well as key anchor institutions such as Luton Council, Luton and Dunstable University Hospital, the University of Bedfordshire, London Luton Airport and Luton Town Football Club.

Following the recovery from Covid-19 we have updated our target outcomes for this priority. With the ongoing cost of living crisis likely to impact businesses across all sectors we recognise that there will continue to be challenges to growth and investment over the next five years. For this reason it is more important than ever that we focus on attracting greater inward investment, supporting increased local spend and making long-term plans to reform our economy so that everyone can benefit from future growth.

First, we will continue to grow our economy, especially key sectors like aviation, transport, construction and manufacturing, as well as emerging sectors like the green economy, digital and creative industries.




Target Outcomes



- Increased inward investment supporting the growth of our key and emerging sectors including aviation, manufacturing, digital and creative industries.
- More of our residents in well-paid, high value and fair employment within Luton.
- A more highly skilled workforce that meets the needs of local employers.
- Increased local spending and social value through supply chains of large employers and anchor institutions.
- A thriving town centre with the right mix of office, retail, leisure, residential and community space.





The growth of our airport will continue to be at the heart of our economy and we must continue to balance the benefits of this against the need to protect our environment.

Luton Rising has now set out plans for sustainable growth that will create 12,000 new jobs and an additional £1.6 billion of economic activity per year, while simultaneously making Luton a hub for green technology, research and finance. In addition, Luton Rising's plans for the London Luton Airport Enterprise Zone, including Bartlett Square and Green Horizons Park will provide a further 5,200 jobs to the local economy. We will also continue to deliver on plans for transforming lives through arts, culture and heritage, delivering on our strategies through strategic partnerships led by local creatives and The Culture Trust, Luton. As part of this aim we will develop a strong place brand narrative for Luton to attract investment into our town from the public and private sector, while also maximising the opportunities of green growth to align with our climate change commitment.


Second, we must ensure that the jobs being created as a result of economic growth are well-paid and high-value jobs so that everyone working in our economy can share in the benefits of this growth.

Currently more than a quarter of employees in Luton earn below the Real Living Wage, including many on insecure contracts with irregular hours. Moving forward Luton will become a Good Business Charter Town, with many of our major employers committed to paying the Real Living Wage and delivering fair employment conditions to their staff.

Third, we must deliver on our ambitious plans for skills and employability to give our residents the opportunity to access the well-paid jobs being created in our town.


Workplace earnings in Luton have been consistently higher than those of residents for several years, demonstrating that many of the best-paid roles are filled by non-residents. This is in part driven by a lower skills base, with one in ten working age adults in Luton having no formal qualifications and just 67% trained to level 2 qualifications of higher compared to 78% nationally.

Partners across the town are now working to implement our Employment and Skills Strategy, with strong collaboration between employers and training providers to ensure that local people have the skills to meet the future needs of our local job market. These skills will also need



to meet the growing needs of our population across health, social care and education that are all seeing growing demand. This work includes key initiatives such as Passport to Employment, which now has over 850 enrolments, as well as the new bespoke Passport to Health and Social Care Programme and a similar programme being developed with the airport.

Fourth, we will continue to develop our local wealth building approach to delivering inclusive economic growth. Working together with our anchor institutions and large employers we aim to increase the proportion of our collective spend that goes back into the local economy, maximising the Luton pound to support local jobs and businesses. Since the launch of the Inclusive Economy Strategy in 2020, the proportion of influencable spending that remains within the local system has steadily improved, with 41p in every pound now spent locally. We will also work together to develop supply chains in the local economy to build-in social value, supporting skills, sustainability and ethical employment practices to help build an economy that meets our vision for a healthy, fair and sustainable town.



Finally, the transformation of our town centre will continue to be at the heart of our plans for an Inclusive Economy. The town centre is a vital shared space for our families, community, businesses, workers and visitors to our town. Delivering this transformation is therefore central to meeting the needs of everyone in our town, as well as being a catalyst for inward investment, economic growth and strengthening pride among all parts of our community.

We will continue to deliver our Town Centre Masterplan, with several major developments including The Stage, Power Court and Hat Gardens all likely to be completed over the next five years. We are also continuing to work with central government to improve our town centre offer, including work with the High Streets Taskforce and Partnerships for People and Place to tackle underlying challenges.

Major developments we will see by 2028:

Key town centre developments including Power Court Stadium, The Stage and Hat Gardens will all be completed



Luton will be a Real Living Wage Town



Luton will have a new place brand - making our town an attractive place to live, work, study and invest



A new skills and employment hub and a new apprenticeship brokerage scheme will be in place



Anchor institutions and large employers will have developed a shared procurement and social value framework





Inclusive Economy Strategy

Governance: Inclusive Economy Board



Attracting Inward Investment

- Developing our place branding and Think Luton investment proposition
- Leveraging public sector investment to level-up our economy
- Attracting private sector investment

Growing our Key Sectors

Increasing investment, productivity and employment in each of our key sectors:

- Digital, creative and heritage sectors
 - Aviation and transport
 - Advanced manufacturing
 - Green economy

Local Wealth Building

- A shared procurement framework for large employers and anchor institutions
- Increased collective spend locally
 - Social value and sustainability generated through local supply chains

A Real Living Wage Town

- More workers earning the Real Living Wage and Luton living wage
- Employers delivering fair hours and working conditions
- Supporting flexible working and access to good employment

Skills for the Future

- A highly skilled workforce that meets the future needs of our economy
- Increased job readiness and soft skills
 - Bridging the digital skills divide
 - Pathways to employment and reskilling

A Thriving Town Centre

- The right mix of retail, office, leisure and residential space
- A safer, cleaner and greener town centre
- Improved perceptions of our town centre

Improving population wellbeing and tackling health inequalities to enable everyone to have a good quality of life and reach their full potential.

Supporting the wellbeing of our population is vital to ensuring that all residents are able to work, study and maximise the opportunities available to enjoy a good standard of living. This priority aligns to our commitment to be a Marmot Town, building on the recommendations of Professor Sir Michael Marmot and the Institute of Health Equity in their report, Reducing Health Inequalities in Luton: A Marmot Town.

At the heart of this challenge is significant inequality in overall health outcomes that are preventing many in our town from reaching their full potential and having a good quality of life. Life expectancy in Luton for both males and females is lower than the national and regional averages, with stark inequalities in different parts of the town. Women in our most deprived wards can expect to live almost seven years shorter lives than women from our least deprived areas; for men this gap is just over five years.


The Covid-19 pandemic further highlighted and exacerbated many of these health challenges as well as widening inequalities around wider determinants of health such as education, housing and employment. Despite this our Population Wellbeing recovery plan has helped to protect many of our most vulnerable people from Covid-19, while also tackling some of the most severe inequalities faced as a result.

The cost of living crisis threatens to further exacerbate many of these inequalities. As a result we will adopt a more strategic approach to system-wide prevention, that addresses the wider determinants of health, including employment, housing and the environment to reduce long-term inequalities that will prevent people from reaching their full potential.



Target Outcomes

- A preventative approach to improving physical and mental wellbeing that addresses the wider determinants of health to achieve better and more equal health outcomes.
- A healthier start for our children and young people with better and more equal physical and mental health outcomes.
- A stronger care sector with increased capacity to help people and families to manage long-term conditions.
- More of our households living in good quality and affordable housing.
- A safer community with fewer cases of crime, domestic abuse, serious violence and addiction



The primary aim of this priority will be to create a healthier town that supports better health outcomes overall, culminating in longer and more equal health life expectancy for our residents.

In doing so this priority closely interacts with all of the other priorities within the Luton 2040 vision. Health partners across Luton and the wider region, including the Bedfordshire, Luton and Milton Keynes Integrated Care System will be important to delivering on this priority and enabling people to live healthier lives from early years into adulthood and old age.

This priority will establish a preventative approach to physical and mental ill health, including prevention of serious conditions. Luton currently has a higher rate of premature death from all causes, including cancer and cardiovascular diseases than the England and East of England averages. By working with the Institute of Health Equity to become a Marmot Town, we have been developing our preventative approach to ill health. This approach includes addressing known risk factors linked to conditions such as diet, physical activity, smoking and alcohol consumption, as well as early detection for conditions to intervene early.

We will also take a preventative approach to mental ill health, including preventing issues of loneliness and social isolation in people of all ages.

This preventative approach will also include providing a healthy start for our children and young people, aligning with our priority to make Luton a child friendly town.

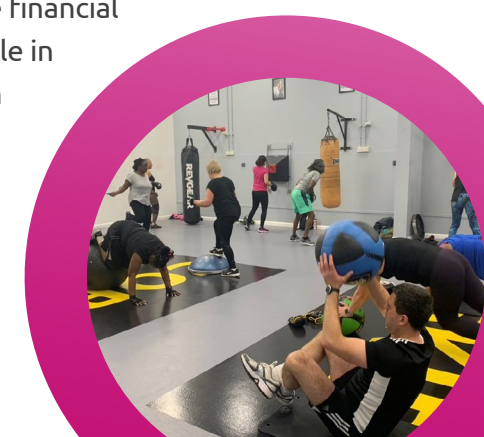
We know that early years development and childhood is a critical period for preventing poor health outcomes in later life and as part of this priority we will aim to prevent key issues such as obesity, malnutrition, dental decay and inactivity that can lead to long-term health problems in adulthood.

Strengthening social care to support people in old age and those with long term health conditions is also central to wellbeing and improving the quality of life for our residents. We know that long-term health conditions and disabilities have an impact on individuals and their families, with these families often more likely to be in poverty. We also know that Luton has a strong care sector, with many people employed as carers and many in our community carrying out caring duties for family, friends and neighbours. Our carer providers and hospitals also have an excellent track record for hospital discharge over a number of years.

Nonetheless the care sector faces significant challenges, including unprecedented levels of demand and shortages of provision, workers and skills. As part of this priority we will continue to deliver on our new Adult Social Care Strategy, including delivering new approaches to home care and reablement services. In addition, we will continue to build skills in the sector through initiatives like Passport to Care, while working with our community and government to find long-term solutions to increase capacity and funding for the sector.

Delivering good quality, secure and affordable housing is an important aim within this priority. Quality of housing is a significant determinant of health outcomes, with poor quality housing linked too many illnesses such as respiratory conditions and poor mental health.

The affordability and security of housing also has a major impact on the financial sustainability of people in the town. The median house price in Luton is more than nine times median annual earnings.



The number of households in the private rented sector in Luton is also above the national average, resulting in high housing costs for many of our families. Delivering more affordable and secure housing that supports people to live healthy lives is therefore an important aim within this priority. Developers, private landlords, housing associations and the council will all have a vital role to play in working together to deliver the right homes that residents need for the future, while improving the standards of existing homes in the town. We will also continue to ensure that the voices of residents and tenants are heard by all partners to ensure that their housing needs are met.

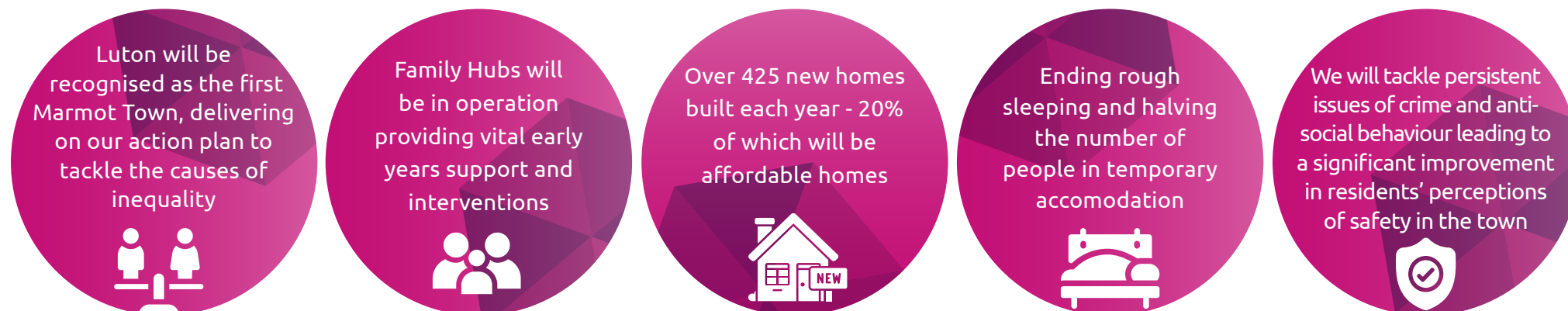
Community safety is also important to the wellbeing of everyone in our town. Although we have seen a decrease in many cases of crime over and increased enforcement efforts from the police and other community safety partners in the last two years, we know that many of our residents continue to feel unsafe in Luton.

In our latest resident's survey in 2022, only 22% of residents said they felt safe in Luton, with 40% feeling unsafe. In particular many residents feel unsafe in parts of the town centre, with poor perceptions of safety often linked to specific issues such as alcohol and drug use as well as violence and anti-social behaviour.



In addition we know that safety is a big concern for many of our young people in the town. Our community safety partnership brings together the police with other enforcement and public health partners and community leaders to tackle these issues. These partners are also working more closely with government departments to tackle persistent issues of crime and to engage with residents to ensure that they can feel safe in Luton.

Major developments we will see by 2028:





Population Wellbeing Strategy

Governance: Health and Wellbeing Board



Starting and Developing Well

- Reduced inequalities from birth across Luton
- Food educational attainment from early years
- More children at a healthy weight
- Greater support for mental wellbeing for young people

Living and Working Well

- Increased physical activity and lower obesity rates for adults
 - Better mental wellbeing
- Increasing screening and detection of serious conditions
- Reduced drug and alcohol related harm

Ageing Well

- Reducing social isolation
- Ensuring elderly residents are living in decent housing
- Tackling fuel poverty and pensioner poverty
- Enabling more people to remain in their own home in old age

Quality Education for All

- More good and outstanding schools in Luton
- Higher educational attainment
- SEND provision and measures to tackle educational inequalities
- Increased access to adult education and lifelong learning

Safe and Cohesive Community

- Lower crime and reoffending rates including fewer cases of domestic abuse, exploitation and serious violence
- Protecting the most vulnerable
- Increased capacity and resilience in our community

Quality and Affordable Housing

- More affordable homes for families
- Reducing homelessness and temporary accommodation
- Ensuring more housing is decent, safe and secure

Tackling the climate emergency and becoming a net zero town with sustainable growth and a healthier environment.

Sustainability is at the heart of our long-term vision for Luton. Together, we recognise the importance of the climate emergency and the threat this poses to our local environment and our planet as a whole. Protecting the long-term future of the planet and the resources it provides is essential to maintaining growth and protecting the long-term security of our residents and preventing poverty. Enhancing our natural environment is also central to improving the physical and mental wellbeing of our residents as well as fostering a strong sense of local pride and cohesion throughout our community.

Luton was among the first local authorities to respond to the climate emergency by committing to becoming a net zero town by 2040. This ambition meets the global challenge set by the Paris agreement to aim to limit global average temperature increases to 1.5°C above pre-industrial levels, and goes further than the current UK government's commitment to reach net zero by 2050.


Luton's current emissions profile is estimated to be around 790 ktCO₂e (the equivalent of 790 kilotons of carbon emissions) per year. Approximately 39% of Luton's emissions comes from households, followed by 29% from industry and 23% emitted on the road.

The primary aim of this priority is to reduce the overall emissions of our town as a whole to meet our net zero aim by 2040. This will include reducing the emissions of carbon and other greenhouse gases from businesses, organisations and households across our town by shifting to renewable energy sources over time and by reducing waste and consumption of non-renewables. Reaching net-zero can ultimately be achieved in three ways, through carbon reduction, carbon capture and offsetting of emissions.



Target Outcomes

- Reduced net carbon emissions from businesses, organisations and households.
- A greener transport network, with a reduction in car usage and an increase in walking, cycling and sustainable public transport usage.
- The most sustainable airport in the UK.
- Enhanced greenspace and richer biodiversity that offset emissions and enriches our local environment.
- Improved air quality across our town to support better health outcomes.



Our net zero strategy will focus on carbon reduction, wherever possible followed by carbon capture. Offsetting of carbon emissions will only be a last resort, where the other two options are not achievable.

Much of our roadmap to becoming a net zero town requires us to invest in improving the energy efficiency of buildings to reduce energy use. This includes retrofitting our existing homes, business premises and community and leisure spaces.

Developers will also have an important role to design more energy efficient homes and we will work together to improve energy efficiency across privately owned, privately rented and social housing. Luton's Housing Strategy commits to driving up these standards to ensure that all council housing achieves Energy Performance Certificate (EPC) rating of C or above by 2025, with all new Council homes built achieving a rating of B or above.

Developing a greener transport network is a key outcome that will help us to tackle the climate crisis while also improving the way we travel to places of work, education and leisure. A greener transport network can be achieved in three ways.

First, we will work together to capitalise on the growth of electric vehicles and other renewable technologies by investing in infrastructure such as vehicle charging points and supporting businesses and individuals to move and upgrade their vehicles. Based on current projections, Luton is expected to have more than 6,000 electric vehicles by 2025, which will require an estimated 212 public charging points to be available across the town. As of 2022, there are 54 public charging points in the town, which is above the level of provision required for the number of electric vehicles.

Second, we will need to work together to improve connectivity and sustainability in our public transport network, including trains and buses, to encourage more use of these services.

Luton has already secured £19.1 million from the Department of Transport to deliver its Bus Service Improvement Plan, which will improve bus services and infrastructure to encourage more people to use sustainable bus travel instead of cars. This plan also includes the introduction of a new park and ride service for the town and the first steps to transition to a greener bus network.



Third, all parts of the aviation sector in Luton must work together to minimise and offset its impacts on the environment to enable our airport to become the most sustainable in the UK. Luton Rising is providing leadership for the aviation sector in Luton, having set out its ambition to grow the airport in a sustainable way, making use of its unique position as a community airport owner to future proof assets and invest in the transition to net zero to become a world-leader in sustainability. Luton Rising has set out a Sustainability Strategy which includes working with partners to protect and enhance the natural environment, build climate resilience, lead the transition to net zero across the sector and become a national hub for green technology, finance and aviation.

Alongside a greener transport network, we will also aim to increase walking and cycling as alternative forms of travel to benefit the environment and the wellbeing of those who live and work in our town. We will work collaboratively to re-design our town to make active travel easier, safer and more enjoyable for everyone.

Providing more homes for people and driving economic and employment growth for future generations will mean more buildings. While this is unavoidable, we are making it a key priority to increase sustainability by offsetting our emissions through greater biodiversity. This will mean further greening of our town with the addition of one hectare of tree planting over the next five years, alongside significant rewilding. We will also continue to protect and enhance our fantastic parks and greenspaces,

including our Six Green Flag parks. This will include the implementation of a new Masterplan for Stockwood Park over the next five years. As well as helping to tackle climate change, this approach will also contribute to the wellbeing of our population and increase local pride throughout our community.

Another key outcome of this priority will be to improve the air quality of our town. By shifting towards cleaner sources of energy and away from high levels of pollution, as well as increasing bio-diversity and greenspace, we will realise many of these improvements. However, we will also work to tackle specific challenges around poor air quality in residential areas, and hotspots such as the town centre, schools and the airport. This outcome will help to meet our climate commitments as well as contributing to a healthier town.



Major developments we will see by 2028:

A clear reduction in the carbon emissions of the town as a whole



All new council homes to be built to Energy Performance rating B or above



Introduction of a new park and ride service



The launch of a new Community Carbon Offset Fund



Additional 1 hectare of trees planted and increased rewilding of the town





Net Zero Strategy

Governance: Health and Wellbeing Board



Business and Public Sector

- Upgrading public and private sector buildings to improve energy efficiency
- Building sustainability within business and public sector supply chains
- Transition to renewable energy across all business and public sector operations

Residential Buildings

- Delivering more energy efficient new homes
- Retrofitting homes across the social and private rented sector and owned homes
 - Ensure compliance with planning regulations to meet efficiency standards

Waste and Consumer Choices

- Increased recycling and reduced waste from households
- Develop a more circular economy that facilitates greater recycling
- Education around consumer choices and develop a sustainable food plan

Transport

- Invest in green transport infrastructure, including public transport and electric charging points
- Accelerate shift from petrol to electric vehicles for residents and organisations
- Increasing active travel, including walking and cycling

Biodiversity and Resilience

- Tree planting and rewilding to increase biodiversity and offset emissions
 - Climate resilience action plans, including overheating and flood management
- Maintain and increase access to parks and greenspace for residents

Funding and Resources

- Establishing long-term funding and investment plans to achieve net zero
- Developing skills and supply chains to deliver our net zero plans and support the green economy

Airport

- Shifting airport operations and supply chains towards renewable energy
- Increasing sustainable and active travel to and from the airport
- Implement measures to remove and offset carbon emissions

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

Giving children and young people in Luton the best start in life is an important priority to achieve our vision for Luton 2040. Children born and growing up in Luton today will be reaching adulthood by 2040 and will become the next generation of local leaders, workers, educators, carers and parents that make up our community. Providing our young people with the skills, opportunities and good quality of life they need to reach their full potential is essential if they are to play their part in building a better town where everyone can thrive beyond 2040.

Luton benefits from having one of the youngest populations in the country, with 36% of residents below the age of 25 and 22% below the age of 15. Having a young population is an important asset for our town that can drive growth and investment and enables us to shape a brighter future around the skills and creativity of our young people.

Despite this, there are also challenges associated with having a young population, including additional costs of education and children's services and barriers to employment linked to high childcare costs and a lack of affordable housing that meets the needs of growing families.


Our children and young people also face significant inequalities in comparison to other places. Around 45% of children in Luton are growing up in relative poverty compared to 27% nationally. Luton's children also have lower rates of educational attainment and some poorer health outcomes, including higher rates of childhood obesity in year 6 children and higher rates of infant mortality. Addressing these challenges is essential if we are to give our children and young people the best start in life and enable them to reach their full potential.

A key aim within this priority is to provide good quality services that keep our children and young people safe and secure.



Target Outcomes

- Our children and young people will have access to good quality services that keep them safe and secure.
- Every child has an excellent education that raises aspiration and achievement and reduces educational inequalities.
- More opportunities for our children and young people to develop, play and socialise.
- Greater and more equal opportunities for children and young people with SEND (special educational needs and disabilities).
- All of our children and young people will have a meaningful voice that is heard and that matters.



We have been working closely with partners, the Department for Education and Ofsted since 2020 throughout our improvement journey for children's services and this system-wide support has been critical to the continued development of our services. We all have a crucial role to play to protect our most vulnerable children and young people and we will continue to strive to provide good and outstanding services for all.

Through this priority, we will also focus on providing better outcomes and reducing education inequalities for our children and young people, enabling them to reach their full potential and achieve great things in later life.

Luton has a strong education offer, with 90% of schools in the town rated as good or outstanding by Ofsted, which is above average compared to national and regional rates. The percentage of pupils in Luton achieving the expected standard for reading, writing and maths by the end of Key Stage 2 is also above the national average (60% in Luton compared to 57% across England).

Our schools and education leaders play a vital role in raising aspiration and achievement, as well as enabling children to be healthy and to develop well. In addition, schools will work collaboratively with further and higher education, as well as employers to help young people to transition into adulthood and access the opportunities they need to thrive in later life.



We also want to ensure that all of our children and young people have the best opportunities possible to develop through play and socialising with one another. This is an important aim that will cut across all of our other priorities, and will require us to develop spaces and opportunities within our town centre, our parks, our local environment, our neighbourhoods and our leisure and community spaces that are child and family friendly, enabling all of our young people to have a fun and enjoyable upbringing.



Becoming a Child Friendly Town includes making sure that our children and young people with SEND (special educational needs and disabilities) and their families can have the same opportunities as the rest of the population. In Luton there are around 2,100 young people with SEND who have an Education, Health and Care Plan. For many of these children and young people, there are significant inequalities with their peers around education and health outcomes and barriers to opportunity and enjoying a good quality of life. Our SEND Strategy has been created based on what children and young people with SEND and their families have told us they want to see, including

opportunities to reach their full potential, grow up feeling happy, healthy and secure and having a voice that is listened to. This strategy will be delivered across the system to overcome barriers and ensure that people with SEND have the opportunities they need to thrive across all parts of their lives.

All of these aims will help to give our young people the tools that they need to enjoy a good quality of life and access opportunities to work, learn and grow, contributing to the future success of our town. Going further, our children and young people are also the future leaders of our community and have an equal stake in its future to the rest of our population.

As with our community as a whole, we will support our children and young people to have a strong and powerful voice that is heard and that makes a real difference in shaping the future of our town to meet their needs and aspirations.

Major developments we will see by 2028:

Luton will be recognised as a child friendly town



Luton will have a good or outstanding Ofsted rating for children's services



Opening of a new centre of excellence for children with disabilities



More special school places and special educational provision to enable children with SEND to reach their full potential



An active young people's council and young people's citizen's panels





Child Friendly Town Strategy

Governance: Children's Trust Board



Keeping Children Safe and Secure

- Providing access to good and outstanding children's services
- Promoting fostering and adoption and meeting the needs of children in care
- Preventing youth offending, serious youth violence, substance abuse and self-harm

A Healthy Start

- Better and more equal health outcomes for children and young people
- Increasing physical activity and nutrition to achieve a healthy weight
 - Promoting good oral health and preventing tooth decay
 - Supporting mental wellbeing
 - Safe and secure housing that enables good development

Ageing Well

- Reducing social isolation
- Ensuring elderly residents are living in decent housing
- Tackling fuel poverty and pensioner poverty
- Enabling more people to remain in their own home in old age

Education, Aspiration and Achievement

- More good and outstanding schools
- Education leaders working together to support children's health, development and transition into adulthood
- Higher educational attainment and reduced educational inequalities
 - Working with employers to raise aspirations, increase opportunities and support transition into work

Giving Children and Young People a Meaningful Voice

- Increasing young people's participation in democracy and civil society
- Giving young people a meaningful voice in shaping the future of our town
- Enabling young people to shape services to meet their needs

Supporting a strong and empowered community, built on fairness, local pride and a powerful voice for all our residents.

Our community is at the heart of our vision for Luton 2040. Our vision is for a town that is built on fairness and social justice, with a strong voluntary and community sector that supports the resilience of our most vulnerable residents. Within this priority, we also want to ensure that our residents continue to have a strong sense of civic pride, social responsibility and a powerful voice to shape the future of our town.

Luton benefits from having an incredibly strong and cohesive community, including a super-diverse range of people and cultures, a highly dedicated collection of voluntary sector organisations and community groups delivering vital services, and a passionate society with thousands of residents that play their part in making Luton a better place every day. Throughout the Covid-19 pandemic, all parts of our community came together to support one another, delivering food and emergency supplies to the most vulnerable, supporting the rollout of vaccines and playing their part in Luton's recovery.

The strength of our informal communities is demonstrated by our latest residents' perception survey, in which 84% of residents said that their neighbourhoods were good places to live.


This priority will continue to build on our innovative Fairness Taskforce model, which brings together representatives from across our community to tackle inequality and structural barriers to achieve more equitable outcomes for everyone in our town. This approach is also working to address financial insecurity faced by our most vulnerable and deprived residents and those most impacted by the cost of living crisis.



Target Outcomes

- A town built on fairness with equitable outcomes for all our residents.
- Increased resilience across our community protecting and enabling the most excluded and vulnerable.
- A thriving voluntary and community sector delivering on shared priorities with our residents.
- A stronger and meaningful voice for all our residents to shape the vision and direction of our town.
- A welcoming and compassionate town, with respect, social responsibility and increased civic pride at its heart.





The Fairness Taskforce brings together all parts of our community to build resilience and real solutions to prevent hardship and crisis. While the Luton 2040 vision takes a long-term strategic approach to preventing poverty, this priority also recognises the immediate impact of the cost of living crisis. Working together we will help to address these challenges with short-term interventions such as the Food First programme, the creation of community Warm Hubs and Family hubs which will support households to meet their most basic needs.

Luton benefits from having a large voluntary and community sector, with around 335 highly dedicated charities and community organisations based in the town and a further 150 organisations that deliver services that directly impact our residents. Our latest resident's survey also shows that one in three residents carried out voluntary activity in 2021, an increase from one in five residents a year earlier.

The voluntary and community sector delivers a diverse range of services that deliver on all parts of our Luton 2040 vision, including youth services, skills and employment, health and wellbeing services, environmental groups and local neighbourhood networks that support our most vulnerable residents.

As part of this priority, we will aim to work together to strengthen the role of the voluntary and community sector, increase coordination of collective activities and ensure equitable funding to deliver on all of our priorities and for all parts of our town fairly.

Providing a powerful voice for our residents is important to give everyone the ability to shape the future direction of our town. Many residents have already played their part in creating the vision, and we will empower residents further through the Fairness Taskforce Citizens' Forum, as well as through a renewed programme of engagement with elected councillors. Despite this, we know that 52% of residents feel they cannot influence the decisions that affect their local neighbourhoods. We will therefore work together through our Citizens' Forum, as well as other forms of consultation, communications and social media to ensure that more residents are involved in decisions that affect their everyday lives.

Finally, this priority and the whole of our vision for Luton 2040 is designed to meet many shared ambitions for our town, all of which rely upon the contributions of everyone in our town and all of which will help to generate a greater sense of pride in our place.



As part of this priority, we will aim to increase participation and social responsibility encouraging everyone in our town to play their part in delivering Luton 2040. The roles of organisations and residents are outlined in detail throughout our strategies within this document, including specific roles for businesses, the public sector, voluntary organisations and individuals to support our economy, wellbeing, environment and our young people. We will ensure that everyone in our town is able to play their part on our journey to Luton 2040, building a greater sense of pride and ownership of this vision throughout our community so that everyone feels that Luton is a place where they can thrive.



Major developments we will see by 2028:



Creating and delivering a new Fairness and Social Justice Strategy in partnership with our community



New approaches to civic involvement such as citizens' assemblies that increase resident satisfaction and influence over their neighbourhoods and towns



Place-based community networks and hubs, increasing access to services and support where they are most needed



Town-wide programmes for our community such as Food First, City of Sanctuary, and Warm Spaces



The Fairness Taskforce delivering citizen led solutions to increase equity and social inclusion in Luton



Fairness and Social Justice Strategy

Governance: Equality, Diversity and Inclusion Board and Fairness Taskforce



A Town Built on Fairness and Social Justice

- Community and system-wide leadership, identifying, understanding and tackling structural inequalities in our society
- Delivering equitable outcomes for all parts of our community
- Tackling discrimination, hatred and injustice in all its forms
- Becoming a disability friendly town

A Thriving Voluntary and Community Sector

- Supporting the growth and resilience of our Voluntary and Community Sector
- Strengthening leadership, coordination, collaboration and skills
- Ensuring funding to the sector is fair and equitable to deliver on all our shared priorities

A Resilient and Supportive Town

- Working together to prevent deprivation and persistent poverty
- Supporting access to services that help residents to deal with crisis and financial hardship
- Building resilience within households, neighbourhoods and communities
- Increasing access to digital resources

A Powerful Voice for all Residents

- Increasing participation in democracy and civil society
- Giving residents a powerful voice to shape the future direction of our town
- Enabling residents to shape services and opportunities to meet their needs

Pride in our Town

- Increasing civic pride among all parts of our community
- Building social responsibility among residents and organisations
- Increasing opportunities for volunteering and participation
- Everyone playing their part in delivering our shared vision for Luton 2040

Delivering our vision for Luton 2040



System-wide delivery

Luton 2040 A place to thrive

Luton 2040 is a town-wide vision built around our shared mission to build a healthy, fair and sustainable town where everyone can thrive and no-one has to live in poverty. Everyone has a part to play in delivering on this vision, including public, private and voluntary and community sector organisations, as well as every one of our 225,300 residents.

The Council and other major anchor institutions in our town, as well as Central Government, have an important role to play in leading the transformation of our town; however, this vision can only be made a reality with the energy and action of all parts of Luton.

Luton 2040 partnership boards

Delivery of the Luton 2040 vision is led by our two formal partnership boards - The Inclusive Economy Board and the Health and Wellbeing Board. These boards bring together key system leaders across the public, private and voluntary and community sectors, including education, health and key sectors of our economy.

These two boards come together twice annually as part of our 2040 partnership events to provide the strategic and system-wide governance to drive the direction of the Luton 2040 programme.

The Inclusive Economy Board delivers directly on our Inclusive Economy Strategy and the key strands of work involved within this. The Climate Change Steering Group provides the governance to drive the delivery of our Net Zero Strategy. This strategy formally reports into the Inclusive Economy Board, although its work streams cut across both formal partnership boards.

The Health and Wellbeing Board directly delivers on the Population Wellbeing Strategy and its key strands of work. The Children's Trust Board provides governance for the Child Friendly Town Strategy, while the Fairness and Social Justice Board provides governance to drive the delivery of the Fairness Strategy. These two boards formally report to the Health and Wellbeing Board, however both cut across the work of our two formal partnership boards.



System-wide delivery

Luton 2040

A place to thrive

Feeding into each board are a number of other partnership boards which are responsible for driving some of the key strands of work within each of the strategies.



Playing your part – The role of organisations

All organisations in Luton have an important role to play in delivering on the Luton 2040 vision. Employers in the town are critical to delivering skills, well-paid jobs and local wealth building to build an inclusive economy, while all organisations can also play an important role in tackling the wider determinants of health, including housing, education and employment to enable everyone to enjoy a healthy life and reach their full potential. All organisations also have an important role to play in increasing sustainability and reducing emissions through their operations, as well as providing opportunities for children and young people and building fairness, resilience and pride throughout our community.

Our partnership initiatives

Many of our major anchor institutions and large employers in the town are already heavily involved in delivering our shared vision for Luton 2040, and we are developing some of the key partnerships that are essential to delivering on key strands of the vision.

These key partnerships include our anchor institutions workshop, the Fairness Taskforce, a civic agreement with the University of Bedfordshire and our town centre stakeholder group. These partnership approaches are only the beginning and we will continue to develop more opportunities for all organisations to work together to deliver in partnership towards Luton 2040.

The Luton 2040 Pledge

Many organisations have also been setting out their own Luton 2040 pledges to affirm their commitment to delivering on the vision. These pledges include a set of clear commitments agreed by each organisation that align with our 2040 priorities, demonstrating the many ways in which they are contributing to delivering on our collective aims. These include commitments such as signing up to the Good Business Charter, committing to fair pay and employment, organisational plans for wellbeing, sustainability and active travel and commitments to provide training, employment and apprenticeship opportunities for young people.

Making a Luton 2040 Pledge is easy for organisations to do and is a great way to demonstrate the social value that each

organisation brings to residents, customers, partners and investors. Developing a pledge can also help organisations to develop their own plans and strategies in a way that clearly aligns with our shared vision for Luton 2040, so that we can all work together to achieve our collective aims.

Organisations can find out more and sign up to a pledge today at:
www.luton.gov.uk/2040pledge



Partnership in Practice

Luton 2040 A place to thrive

There are many examples of partnership working already taking place to deliver Luton 2040 – as well as many more being developed across the town.

Integrated Care System



The BLMK Health and Care Partnership, is an Integrated Care System (ICS) that operates across the areas of Bedfordshire, Luton and Milton Keynes.

The partnership brings together NHS organisations for the region alongside local councils and other partners across health and social services and the voluntary sector. This includes all of the hospitals for the region, as well as all primary care networks, NHS community services and ambulance services.

Integrated Care Systems are designed to bring together these partners to improve health and care outcomes, tackle health inequalities, enhance value for money of services and support socio-economic opportunities for their region.

This vision and the priorities of BLMK align with the Luton 2040 Vision and priorities. BLMK's strategic priorities are closely aligned to the aims of Luton's Population Wellbeing Strategy, with a focus on reducing health inequalities and supporting wellbeing across the three stages of the life course, also aligning to our priorities for children and fairness in our communities. BLMK also prioritise sustainable economic growth, which aligns with our Inclusive Economy Strategy and Net zero roadmap.

BLMK Priorities:

Start well – Live Well – Age well – Growth – Reducing Inequalities

University of Bedfordshire Civic Agreement



The University of Bedfordshire is currently developing a Civic Agreement with Luton Council. This agreement will set out the universities commitment, as a key anchor institution to deliver on the Luton 2040 vision, building on its existing strengths in local collaborative work, especially around skills, health, business enterprise and arts, culture and heritage.

The civic agreement will help to develop shared capacity for innovation, plan for how businesses and the local economy need to adapt for the future, and develop coordinated approaches around talent pipelines and reskilling the local population.

The core objective of this agreement will be ***Collaboration and innovation for a fair and thriving future for Luton.***

Partnership in Practice

Luton 2040 A place to thrive

Anchor Institutions

Luton's anchor institutions are a network of key stakeholders who are rooted in the town. These partners include Luton Council, the University of Bedfordshire and further education colleges, the Luton and Dunstable Hospital, Luton Rising, and key businesses and voluntary and community sector organisations.

The anchor institutions group works closely to drive our approach to inclusive economic growth, through shared procurement principles that look to increase local spend and generate social value.

In addition, anchor institutions are leading the way in establishing Luton as a Good Business Charter town, by adopting the ten principles of the charter.

Transforming Lives Through Arts, Culture and Heritage

Transforming lives through arts, culture and heritage is a key focus that helps us to build a more inclusive economy where creative businesses and independents can thrive, while improving population wellbeing through increased participation among residents.

The creative forum is a network of practitioners working across arts, culture and creativity. The group meets quarterly to discuss opportunities and network about up and coming developments that impact the cultural ecology of Luton.

The Luton Heritage Forum brings together key stakeholders with an interest in preserving and enhancing Luton's heritage. The forum helps to drive Curating Luton: our 10-year Heritage Strategy and the Heritage Implementation Plan to widen participation in heritage for the benefit of all of our diverse communities.

Luton 2040
A place to thrive

Made possible with
Heritage Fund

Community Safety

There are a number of partnership approaches helping to keep people safe in Luton, tackling issues of crime and anti-social behaviour and supporting vulnerable people.

Bedfordshire Police and enforcement partners have worked closely to deliver initiatives such as Operation Foresight and Dallow Cares to provide place-based approaches to tackling specific issues such as violent crime. These approaches have also drawn on health partners, including drug and alcohol services, homelessness charities, as well as business representatives and the community.

Through the Partnerships for People and Place programme, Luton Council and University of Bedfordshire are leading work to develop lasting solutions with local partners and central government to help reduce issues of street begging and crime within the town centre.



Partnership in Practice

Luton's Fairness Taskforce

Launched in November 2021, Luton's Fairness Taskforce is an innovative approach which enables our community, citizens and the voluntary, community, faith and social enterprise (VCFSE) sectors to actively shape the future of the Luton to create a more equitable future for all. The taskforce has a key role in challenging system leaders to respond to new citizen-led solutions for reducing inequality and social exclusion and has already begun to find new ways to increase collaboration across networks to achieve shared goals that increase fairness at all levels.

The Fairness Taskforce's approach to delivering change starts with understanding the lived experience and voice of residents, before identifying what needs to change through co-design between organisations and citizens and finally delivering this change across whole systems and community partnerships.

So far the taskforce has achieved a number of things, including identifying new approaches to funding and collaboration across the VCSFE sector, developing best practice for mental health support among employers in Luton, bringing together all support on offer to address common challenges faced by young people, and linking the VCSFE sector to recruitment and skills opportunities through the Employment and Skills Partnership Board.

Luton 2040
A place to thrive

Luton's Fairness Taskforce

Creating the
force **for change**

Luton

Playing your part – The role of residents

Luton 2040
A place to thrive

Our residents are at the heart of our shared vision for Luton 2040. The vision has been shaped by residents from the start and reflects the collective values and aspirations that every member of our community has within their own lives and for our town as a whole. It is built on a simple premise that our town should be a better place to live for everyone and a place where everyone can reach their full potential, with no-one left behind. It is a vision that also requires all of our residents to play their part in order for it to become a reality.

Three quarters of our residents now feel positive about the future of our town, compared to just half before the Luton 2040 vision was launched. We also know that all parts of our community are deeply passionate about making our town a better place to live and many residents already play an enormous role in making this happen. There are a number of ways that residents can play their part in delivering on our town-wide vision, something many residents are already contributing to.

Participation and social responsibility

Most residents throughout our town already contribute to delivering on our priorities for Luton 2040 by playing an active role in society, as well as supporting others in their community and being socially responsible. We know that a third of our residents regularly take part in voluntary activities, including working for local charities and delivering supplies to their neighbours.

84% of our residents regularly take part in arts, culture and heritage activities that make our town a vibrant place to live, while the vast majority of our residents also take regular steps to protect our environment, including recycling and taking steps to reduce energy consumption in their homes.

There are many other ways in which residents can continue to support each of our priorities. Residents can support our local economy by buying local, as well as enhancing our environment by retrofitting their homes and switching to greener forms of transport and travel. Residents can also help to improve their own wellbeing and that of others by eating well, maintaining an active lifestyle and by supporting vulnerable friends and neighbours.

Local democracy and a strong voice for all our residents

The voice of residents across all parts of our community is central to further shaping our priorities and ambitions for the town as we continue on our journey to Luton 2040.

There are many ways in which residents can and do get involved to make sure that their voices are heard and impact on the decisions taken by organisations and leaders across the town. This includes formal participation in the democratic process, by voting and playing their part in elections, as well as taking part in consultations, citizen's forums and tenant participation boards to give their views on plans and services that they use.

Making a commitment through a Luton 2040 Pledge

Building on the success of our Luton 2040 pledges for organisations, we will launch a Citizen's Pledge, giving residents the opportunity to make their own commitments to delivering on the vision. This pledge will be shaped with our residents to bring together the work that many are already doing with further actions that we can all take to help make our vision for Luton a reality.

Measuring our success



Measuring our success

Luton 2040

A place to thrive

Throughout our journey to Luton 2040, we must measure our progress to ensure that we remain on the right course and are able to adapt our plans as and when required. Our vision is built around a central mission to enable everyone to live a better quality of life and prevent anyone in our town from having to live in poverty. Each of our five priorities and their target outcomes have been developed based on a strong evidence base of the key drivers of poverty in our town, and achieving each of these priorities and outcomes is linked to achieving our mission.

Our framework for measuring success is designed to track our progress against each of our target outcomes across the five priorities, in a way that captures the collective efforts of all parts of the Luton system. Our framework includes a set of high level measures that will help to identify the overall quality of life of our residents and the levels of deprivation and inequality that exist in our town.

Feeding into this, we then have a broader index of performance indicators that are measured against each of our agreed target outcomes for all of our five priorities. We know that Luton 2040 is a long-term vision. It will take time to see a marked and lasting shift in the quality of life of our residents and the numbers living in poverty. However progress against our wider index of measures will tell us whether we are making progress on the factors that matter most to tackling poverty and enabling all of our residents to thrive. Organisations will be able to align their own corporate performance measures to this index.

Measuring poverty and quality of life – Minimum Income Standard and other measures

The Minimum Income Standard (MIS) is our primary measure of poverty and the quality of life of our residents. This model was first developed by the Joseph Rowntree Foundation and identifies the true cost of living faced by people across different household makeups throughout the UK, helping to analyse how much income people need to have a good quality of life and how many individuals and families are currently living below this level.

Luton Council's Business Intelligence Unit adjusts this model each year, to include localised housing costs and council tax rates, to give us a clearer analysis of the cost of living in Luton and the income levels needed to enjoy a good quality of life. Through our Lutonised MIS model, we have broken this into five bands to describe the different levels of income that households face.

All households in bands A and B are above the financial quality of life line, meaning they have a good standard of living (those in band B are above the line but a small change in circumstances, such as temporary loss of income could see them fall into poverty, whereas band A is households that are comfortably above the line). Households in band C are below the financial quality of life line. Although these households have a decent standard of living and can afford to meet their basic needs, they are unable to afford the things required to enjoy a good standard of living each and every month.

Households that fall into bands D and E on the model are classed as living in poverty and unable to afford the most basic needs of food, water, clothing, accommodation, energy and transport each month (with those in band E having no income or funds whatsoever). This model and each of the financial bands are updated annually in line with the updates to the national model and up-to-date household data.

Measuring our success

Luton 2040 A place to thrive

Our aim by 2040 is to ensure that nobody in our town has to live in poverty, meaning nobody will fall into the bottom two bands and significantly more of our households will be above the financial quality of life line enjoying a good standard of living.

Financial Quality of Life Defintion	Band	Definition (using Miniumum Income Standard)	Couple 2 children (private rent)	Couple 2 children (social rent)
Secure standard of living	A	Households that can afford all necessities and are financially comfortable	> £67,719	> £60,279
Good Standard of Living	B	Households that can afford basic needs, personal services and paid social and cultural activities, being able to participate fully socially and culturally	up to £67,718	up to £60,278
Decent standard of living	C	Households that can afford basic needs, but may need to juggle finances to afford insurances, personal services like hairdressing or paid social and cultural activities such as day trips and holidays	up to £57,718	up to £50,278
Unable to afford basic needs	D	People who may struggle to pay some basic needs (rent, food, clothing, gas, electric, water, internet and transport costs) and require greater financial support	up to £34,099	up to £26,659
absolute poverty	E	People who have no home, no income or whose outgoings significantly outweigh their income (e.g. significant debt, income does not cover housing costs)	£0	£0

In addition to this model, we will also continue to measure poverty and the quality of life in two other ways to recognise how our resident's quality of life compares to other places and the level of deprivation and inequality faced by different parts of our community.

Measuring our success

Index of Multiple Deprivation

The Index of Multiple Deprivation (IMD) is produced by the Department for Levelling Up, Housing and Communities every four years. This measure identifies the level of deprivation across the country and within small local output areas within each local authority area. This helps us to compare the inequalities that exist in different parts of Luton as well as with other places across the UK. In 2019, Luton had four areas within the 10% most deprived areas in the country but also five local areas that were within the 20% least deprived places in the country. This measure of poverty is important for our ambitions to level up outcomes across our town so that our poorest communities can reach the standard of living enjoyed by our most affluent areas.

Local authority child poverty figures

Each year, the Centre for Social Policy Research and Loughborough University publish a report which analyses the level of child poverty across all local authorities in the UK. This is a relative poverty measure which identifies the number of children living below the 60% of the median income level after housing costs.

As with the IMD measure, this additional measure of poverty allows us to compare how many of our children are growing up in poverty in comparison to other places. According to these figures, 44.6% of children in Luton were in relative poverty in 2021, the fifth highest rate in the country. This figure was 46% in 2019 before falling to 39% in 2020, however the impact of the pandemic and cost of living crisis has seen a recent increase. These figures demonstrate the inequality experienced between many children in Luton and others parts of the country.

Luton's Thriving People Index

Each of our strategic priorities and target outcomes are designed to contribute to achieving our central mission, enabling everyone to reach their full potential and enjoy a good quality of life, with nobody having to live in poverty. To measure our success against these target outcomes, we are developing an innovative new index of indicators for the whole of our Luton 2040 programme. The key performance indicators within this index will focus on social and environmental outcomes across three broad dimensions of social progress including Basic Human Needs, Foundations of Wellbeing and Opportunity.

Luton 2040

A place to thrive

Overall progress will be analysed regularly and with the ability to see progress at ward level. Crucially the pioneering Thriving People Index can be used by decision makers to intervene in the right areas to improve outcomes for residents and positively move towards realising our Luton 2040 ambitions.

Transparency and accountability will be core pillars to our approach, with dynamic scorecards made available online for residents to see progress in their local areas and across Luton.



A decorative graphic on the left side of the page. It features a dark grey circle with a thick magenta ring around it. A white dashed line forms a larger circle that encompasses the magenta ring. The background is a solid dark grey.

For further details please go to
www.luton.gov.uk/luton2040

Or contact us by:

Email: Luton2040@luton.gov.uk