

# Crawley Borough Council

**Report to Overview and Scrutiny Commission  
30 November 2015**

# 4

**Report to Cabinet  
2 December 2015**

## **Draft Crawley Employment & Skills Plan 2016- 2021**

Report of Head of Economic and Environmental Services and the Portfolio Holder  
for Planning and Economic Development – **PES/194**

---

### **1. Purpose**

- 1.1 This report presents an interim draft of the Council's proposed Crawley Employment and Skills Plan 2016 – 2021 (Appendix A) and requests Cabinet approval for the draft Plan before it goes out for a period of public consultation with the local community, employers and stakeholders.
- 1.2 This report also presents proposals for the in principle allocation of £60,000 per annum of CBC "pump priming" funding towards the costs of employing a full time Employment & Skills Co-ordinator to co-ordinate delivery of the Employment & Skills Plan supported by an apprentice, as referenced in section 6.5.

### **2. Recommendations**

- 2.1 To the Overview and Scrutiny Commission:

That the Commission consider the report and decide what comments, if any, it wishes to submit to the Cabinet.

- 2.2 To the Cabinet

The Cabinet is recommended to:

- a) Approve the draft Crawley Employment and Skills Plan 2016 – 2021 for consultation and to note that a submission of a growth bid will be made to the Budget Advisory Group to allocate £60,000 per annum as set out in section 6.5 of the report.
- b) Note that a funding application will be made to the West Sussex Business Rates Pool to seek to offset the above amount per annum.
- c) Delegate authority to the Head of Economic and Environmental Services in consultation with the Cabinet Member for Planning and Economic Development to approve the final draft of the Crawley Employment & Skills Plan, following the period of public consultation.

### **3. Reasons for the Recommendations**

- 3.1 This report seeks the approval of Cabinet for the draft Crawley Employment & Skills Plan so it can then go out to public consultation.

#### **4. Background**

- 4.1 The administration has highlighted the expansion of skills and apprenticeships to benefit local residents as a top priority. This is because of the need to address the clear disparity in average wage levels between Crawley residents and Crawley employees.
- 4.2 The draft Plan presents a delivery programme of employment and skills initiatives, underpinned by greater co-operation between employers, training providers and other stakeholders. The draft Plan is set out in Appendix A.
- 4.3 The proposed role of the Council is one of local leadership and co-ordination, unlocking funds and forging the essential partnerships between business, training providers, the community and other stakeholders required to deliver the Plan.
- 4.4 The Council will also build closer co-operation at a strategic level, working together to leverage significant external funding into Crawley for employment & skills. Key partners will include West Sussex County Council, Gatwick Diamond Initiative, Coast to Capital LEP, employer and business representatives, Job Centre Plus, Central Sussex College, University partners, Department for Work & Pensions (DWP), the Skills Funding Agency (SFA) and the Education Funding Agency (EFA).
- 4.5 The long term aims of the Employment & Skills Plan are for local residents to access better jobs and for businesses to grow by being able to recruit to fill skills gaps.

#### **5. Description of issue to be resolved**

- 5.1 Crawley is home to 3000 active businesses with 89,000 jobs and one of the highest job densities in the country, including Gatwick Airport (31,000 related jobs) and Manor Royal Business District (30,000 jobs). Crawley accounts for just 2% of the West Sussex land mass and yet contributes over 25% of GVA (wealth created).
- 5.2 Despite this most Crawley residents are unable, often due to skills training needs, to access the better quality, higher paid job opportunities and therefore a greater share of wealth created locally. 1 in 3 Crawley working age residents is in a management and / or professional occupation, compared to 1 in 2 across the South east.
- 5.3 This is further evidenced by a disparity in earnings where, on average, Crawley working age residents earn less per week compared to Crawley employees.
- 5.4 These factors are interlinked with the fact that only 23% of Crawley residents attain an NVQ Level 4 (foundation degree equivalent) and above, which is significantly under the South East average of 39% and Great Britain average of 36%.
- 5.5 It is not just Crawley residents experiencing skills challenges. A number of Crawley's higher growth businesses face skills gaps at the higher and degree level, which they need to fill to help them grow and to assist their competitiveness.
- 5.6 The Council is coming forward with the Employment & Skills Plan 2016 - 2021 to support business growth and empower local residents, helping more access higher skills levels so as many as possible can progress into higher quality employment.

## **6. Information & Analysis Supporting Recommendation**

- 6.1 The draft Crawley Employment and Skills Plan 2016 – 2021 has been drawn up following a programme of informal discussion and consultation meetings with a range of local stakeholders, details of which are set out in Appendix B.
- 6.2 Informal consultation has also taken place with the Council Leader, the Portfolio Holder for Economic Development and Planning, the Cabinet, Corporate Management Team and via an all Council Members dedicated seminar.
- 6.3 Stakeholders have had the opportunity to feed into the development of the draft Employment and Skills Plan, which provides the following:
- Defines specific skills and workforce development interventions required to empower local residents and improve business competitiveness
  - Identifies and highlights a set of ‘flagship’ employment and skills initiatives, led and/or facilitated by the borough council
  - Emphasises the importance of close co-operation between the council, business, training providers, employers and employment support agencies.
  - Clarifies the approach to resourcing co-ordination of the Plan and leveraging resources to deliver the Plan.
- 6.4 Further web-based public and key stakeholder consultation will be undertaken once Cabinet have endorsed the plan, running for a total of six weeks, from Monday 14 December until Friday 22 January. This will ensure that the strategic priorities and delivery plan are both in line with the needs and demand of Crawley residents.
- 6.5 Funding will be requested for £60,000 per annum towards recruiting and employing an Employment & Skills Co-ordinator and an apprentice to ensure that the Council:
- Takes an active leadership role in leveraging significant funding resources to deliver the Plan from the DWP, SFA, EFA, EU funds, private sector etc;
  - Co-ordinates the delivery of the overall Plan;
  - Works to maximise the number of jobs and apprenticeships going to local people from the town centre sites coming forward for regeneration and development
  - Builds key partnerships between local business and training providers to design new business centred training programmes to overcome skills gaps;
  - Co-ordinates the development of proposals for a more integrated local employment and careers service hub (Employ Crawley), working closely with Job Centre Plus, Central Sussex College and other local service providers.
  - Supports action to boost the volume of young people accessing apprenticeships, work placements and traineeships and the quality of those employment and skills initiatives.
  - Leads by example in actively taking on more apprentices.

## **7. Implications**

- Members are asked to note a bid will be made to the Budget Advisory Group for an allocation of £60,000 PA of CBC funds to enable recruitment of an Employment & Skills Co-ordinator and an apprentice.
- These will be “pump priming” funds because the Employment & Skills Co-ordinator will demonstrate the expertise to lead the development of “external funding” bids in order to unlock DWP, SFA, EFA, EU and private sector funding resources to achieve delivery of the Crawley Employment & Skills Plan.

- The Employment & Skills Co-ordinator will proactively enable the unlocking of £8 million of external funding over five years to fuel delivery of new employment and skills interventions in Crawley, or an average of £1.6 million per year.
- The above funding will mean that the Co-ordinator will be leveraging for Crawley over 26 times the value of the annual funding allocation proposed to be made by the Council.
- An application will be put forward to the West Sussex Business rates pool to seek to offset the costs of the Employment & Skills Co-ordinator. In addition, the Co-ordinator will secure other external funding resources to offset the costs.
- An equalities impact assessment will be completed prior to final approval and for individual projects as they come forward, where and when appropriate.
- There are no legal implications associated with this report.

## **8. Background Papers**

None

Report author and contact officer:

*Clem Smith, Head of Economic and Environmental Services, Tel. 01293 438567*

# Appendix A

## Crawley Employment and Skills Plan

2016 - 2021

Interim Draft

# Strategic Priorities

- Up-skill Crawley residents so more can access better quality job opportunities available within Crawley
- Help Crawley businesses overcome skills gaps through the co-design of innovative new training courses, particularly in high level STEM (Science, Technology, Engineering and Maths).
- Improve the employability of young people by facilitating access to key vocational skills, apprenticeships qualifications and work experience.
- Empower the most disadvantaged local residents through tailored advice, guidance and skills training, which will boost their employability and help them access core skills and qualifications.
- Champion Crawley as a living wage town to increase income levels for residents.
- Create new pathways for residents into higher education, higher skills levels and higher value jobs

# Background

Crawley is an established key economic driver in the South East, home to 3000 active businesses which generate over 89,000 jobs. The borough is situated at the heart of the Gatwick Diamond and is a central economic focus for the Coast to Capital Local Enterprise Partnership.

Within this, Crawley has the advantage of the worlds busiest single runway airport, Gatwick airport, which hosts up to 40 million passengers per year. Alongside this is the South East's premier business park, Manor Royal, which itself employs 30,000 people across an area of 240 hectares.

Despite accounting for just 2% of the land in West Sussex, Crawley contributes over a quarter of the county's total GVA.

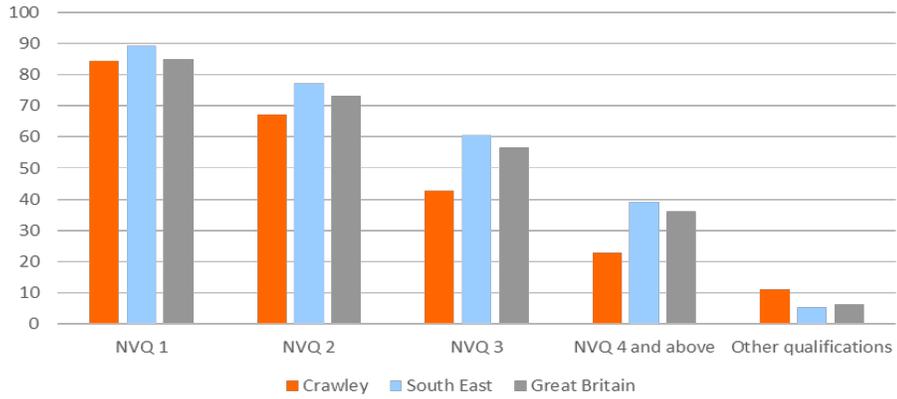
Independently Crawley is held in high regard with an economic scorecard rating of 'A' on economic performance, human resources, connectivity, environment and infrastructure (Business Location Index 2012)

However, despite the wealth of economic opportunities, Crawley residents remain under qualified, with lower earnings on average than those working in Crawley and less access to management and professional careers. The current administration has therefore identified addressing this gap as a key priority, ensuring that residents are upskilled with a stronger ability to access the opportunities available.

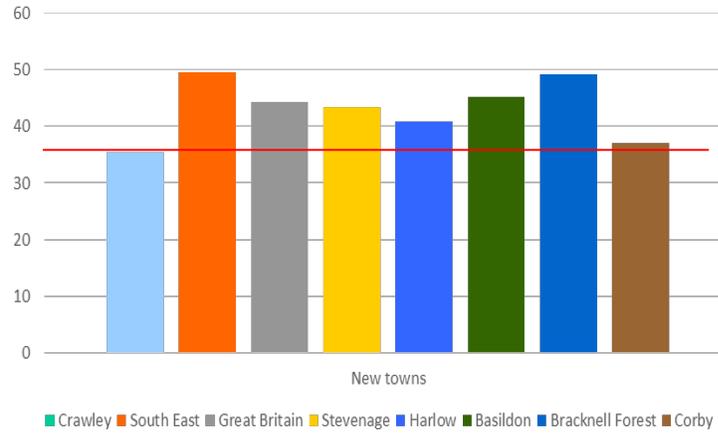
# Why else do we need an Employment and Skills plan?

- Crawley residents are under-skilled compared to both the South East and national averages. For example, just 22.7% attain NVQ Level 4 (Foundation degree), compared to SE 39.1% and GB 36%. (*NOMIS 2014*)
- There is also a disparity in earnings, as Crawley's workforce earns more than its residents - £550 for residents, as opposed to £601 for the workforce. (*NOMIS 2014*)
- Only 37% of Crawley's residents are in management and professional occupations compared to the national average of 44% and the South East average of 49%. (*NOMIS 2014*)
- Crawley has a substantial amount of in-commuting, with around 45.8% (43,232) of the Crawley workforce not being Crawley residents. (*ONS 2011*)
- Apprenticeship starts in Crawley have fallen since 2011. In 2014/15 there were 13% less apprenticeship starts than 2013/14. (Although this is behind the S E reduction at 19%) (*National Apprenticeship Service*)
- Although 78.5% of women in Crawley are economically active (higher than both S E and GB averages), women are paid significantly less on average with a £116.20 per week difference in comparison to men, a greater disparity than the GB average of a £98.50 difference. (*NOMIS 2014*)
- Although unemployment is below the national average at 5.6% in Crawley, it is above the South East average of 4.4%. (*NOMIS 2015*)

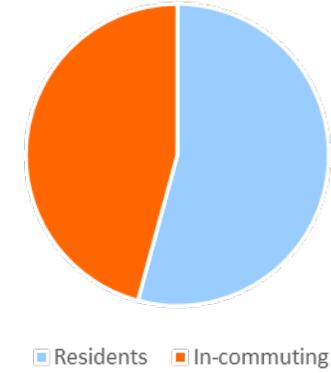
Qualifications



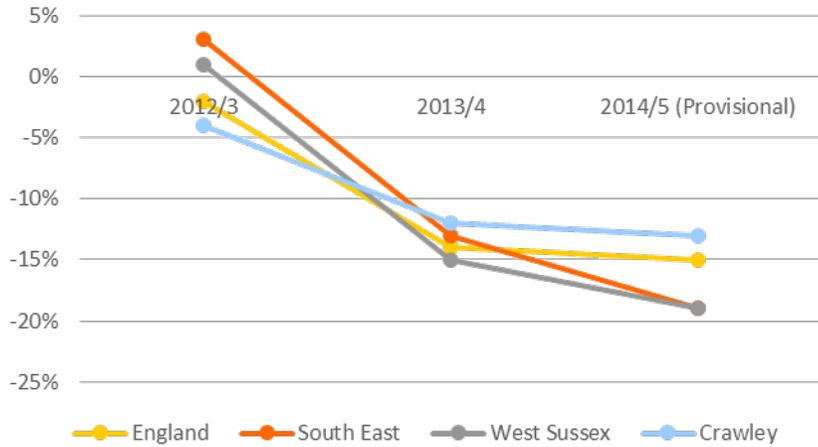
Professional and Management Occupations by New Town



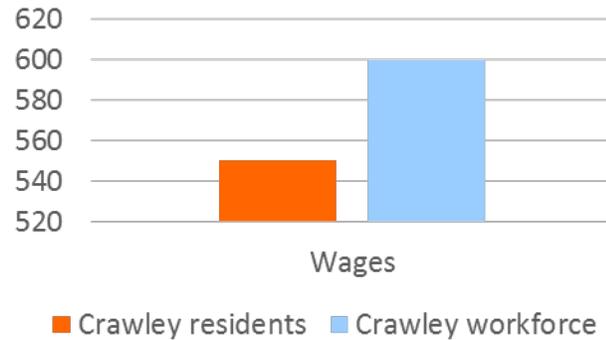
Workforce



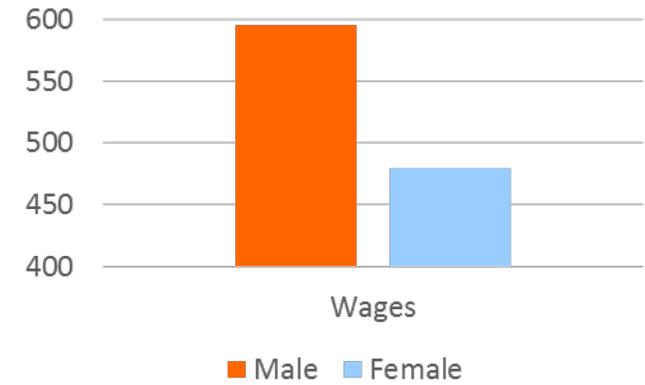
Apprenticeship starts



Residents wage difference



Gender wage difference



# Overview of Employment and Skills Plan Delivery

<p><b>Development and Infrastructure</b></p> <p>When site developments come forward in Crawley it is vital that we optimise their positive impact on the local community and economy. This includes harnessing access by young people to skills opportunities via apprenticeships, work experience and site visits. We will strengthen collaboration between the council, developers, education providers and the construction industry in order to boost the numbers of site jobs, apprenticeships and opportunities going to local residents.</p> <p><b>Flagship Project: Town Centre Skills Academy</b></p>	<p><b>Education and Schools</b></p> <p>Employment support, vocational skills and more effective professional careers advice is key not only to boosting the employability of local young people but also to raising their aspirations to access the better quality, higher paid jobs, available in Crawley. Actions should include, increasing the number of local employers taking on apprentices, developing better quality apprenticeships and expanding local careers advice and access to higher education. The council should lead by example in taking on more apprentices and work placement students.</p> <p><b>Flagship Project: Crawley Young Workers Scheme</b></p>
<p><b>Business and Employers</b></p> <p>In order to successfully transform the skills mosaic of Crawley, stronger engagement with businesses and employers is key to understanding and highlighting key skills gaps and needs. The council will enable a closer dialogue between training providers and key businesses so that innovative new skills training courses can be designed and rolled out to address business skills gaps. This will include building closer partnership between business, local authorities and education to unlock funding resources.</p> <p><b>Flagship Project: Gatwick Skills Laboratory</b></p>	<p><b>Employability and Social Inclusion</b></p> <p>Some Crawley neighbourhoods and communities have a greater concentration of residents with lower skills / income and higher unemployment. We will develop new neighbourhood outreach initiatives for disadvantaged residents to access skills pathways towards better jobs. These initiatives will also look holistically at an individual's employability, working to overcome personal and social barriers to employment. The voluntary sector will engage the hardest to reach, working closely with the council's Community Development Team.</p> <p><b>Flagship Project: Employ Crawley</b></p>

# Actions

N.B

Short Term = up to 6 months

Medium Term = 6 months to 2 years

Long Term = 2 years plus

# Development and Infrastructure

Immediate – Continue to sign up businesses and developers to the Crawley Developer and Partner Charter, highlighting their commitment to recruiting local labour and participating in events, which improve their links with local suppliers and the local workforce (e.g. Meet the Buyers)

## Flagship Project

### – Town Centre Skills Academy

- Work with CITB, Central Sussex College and site developers to obtain “Skills Academy” status for town centre regeneration sites, unlocking significant new local jobs and apprenticeship opportunities for local people. Strengthen local policy to ensure that site developers, investors and partners further the council’s employment and skills priorities.

## Short Term (as sites come forward)

- Draw up site Employment & Skills Plans with developers and stakeholders when regeneration sites come forward to maximise the ability for local residents to access site jobs and apprenticeships.

## Medium Term

- Create Supplementary Planning guidance which:
  - I) Encourages developers to support local skills training (e.g. an Employment and Skills Plan),
  - II) Outlines developer commitment to use local labour and help key beneficiaries,
  - III) Encourages the use by developers of the CITB approved model for the number of apprentices per £million of site investment.
- Work with site construction supply chains to ensure sub-contractors take on apprentices, local labour and allow work placements

## Long Term

- Promote careers, strengthen careers advice and upskill the local workforce with the key skills in Sustainable Construction, Civil Engineering and STEM, both at technical and management level. The aim is to maximise resident access to higher value jobs in this sector, both now and in the future
- Explore if the right residential offer is being provided in order to retain and attract high skilled residents

# Education and Schools

<p>Immediate – Continue to expand local authority apprenticeships (currently 9 hired), support careers advice in schools, Crawley STEMfest (c. 12,300 students 2015), Take Off Portal (144 Crawley sessions Jan15 – June15), Young Enterprise (75 Crawley students 2015), Young Start Up Talent (17 business starts in Gatwick Diamond)</p>	
<p><b>Flagship Project</b></p> <p>– <b>Crawley Young Workers Scheme</b></p> <ul style="list-style-type: none"> <li>• Design and pilot a Young Workers Scheme at the council, where unemployed 16-24 year olds will be enrolled on 6 month paid placements, to provide them with valuable work skills and experience.</li> </ul>	<p>Short Term</p> <ul style="list-style-type: none"> <li>• Ensure council managers hire more apprentices and provide more work experience opportunities</li> <li>• Design and agree the approach for the council’s Young Workers Scheme, securing approval to it roll out.</li> <li>• Review apprenticeships in Crawley and define an action plan to boost apprenticeship numbers</li> <li>• Clarify the opportunities arising from the possible devolution of skills delivery funds, including the changing role of FE colleges via the post 16 review</li> <li>• Map the current interventions in schools arising from various organisations, such as National Careers Service and the Job Centre</li> </ul>
<p>Medium Term</p> <ul style="list-style-type: none"> <li>• Create higher apprenticeships (level 4) and more internships for local graduates within local employers.</li> <li>• Launch the Crawley Young Workers Scheme.</li> <li>• Facilitate stronger relationships between schools, the FE sector and the HE sector, instigating joint work to provide more intensive and effective careers advice and pathways into HE and better employment.</li> <li>• Create stronger links between business and education in order for pupils to benefit from site visits, business mentoring and careers advice.</li> </ul>	<p>Long Term</p> <ul style="list-style-type: none"> <li>• Strengthen Higher Education provision in Crawley, unlocking new programmes aligned closely to priority business skills needs</li> <li>• Launch a range of local skills progression pathways which create opportunities for local people to progress through community and FE training into higher education.</li> <li>• Develop new skills programmes with education providers, which serve business skills needs in key growth sectors of the future, such as STEM, Civil Engineering and Sustainable Construction.</li> </ul>

# Business and Employers

Immediate – Continue to enable business support events such as Meet the Buyers (104 suppliers and 28 buyers 2015) and support and promote the Living Wage to boost employer sign up, ensuring collaborative working to further employers' dedication to it.

## Flagship Project

### - Gatwick Skills Laboratory

- Bring FE and HE training providers together with Gatwick Airport Ltd and local businesses to develop a Gatwick Skills Laboratory, which will design and roll out new higher level skills training to help these businesses overcome the skills gaps and shortages impeding growth.

## Short Term

- Define a new skills framework through collaboration and dialogue with businesses and education providers, which will regularly assess local business skills needs, define priority skills training themes and develop new skills training programmes centred on business need, in order to ensure business skills needs are comprehensively addressed
- Draw up a business case for the Gatwick Skills Laboratory and identify a suitable site location. Consolidate and formalise the cross-sectoral partnership.

## Medium to Long Term

- Work closer with town centre businesses and training providers to create new training, apprenticeship and pathways opportunities, for example, catering, retail and hospitality
- Secure funding and launch the Gatwick Skills Laboratory. Commence the co-design and piloting by businesses and FE / HE training providers of brand new high level skills training, which will help business fill skills gaps.
- Once successfully piloted, the Gatwick Skills Laboratory partnership will work to secure mainstream skills funding resources in order to roll out provision of the new skills training on a larger scale.
- Assess Crawley's future skills needs. Work collaboratively and proactively with the relevant businesses and training providers to "future proof" potential business skills gaps. Work with the Local Enterprise Partnership and Skills Funding Agency to unlock additional resources to cater for these future skills needs
- Work with businesses to promote Crawley careers and raise aspirations of residents in the borough.

# Employability and Social Inclusion

<p>Immediate – Continue to support initiatives such as Crawley STEMfest and 50+ Skills Exchange Club, highlighting it as a mechanism to increase the participation of girls, young people and adults who are part of our disadvantaged communities</p>	
<p><b>Flagship Project</b>  <b>- Employ Crawley</b></p> <ul style="list-style-type: none"> <li>• Create an Employ Crawley partnership, working closely with Job Centre Plus, local employment support agencies, training providers and voluntary sector partners to match local residents to job, careers advice and skills training opportunities.</li> </ul>	<p><b>Short Term</b></p> <ul style="list-style-type: none"> <li>• Work with the Community Development team and employment and skills partners to formulate a plan of how we can target and support disadvantaged communities using Economic Development and outreach methods</li> <li>• Establish suitable joint projects with the Think Family project which combine employment and skills support with family support</li> </ul>
<p><b>Medium to Long Term</b></p> <ul style="list-style-type: none"> <li>• Develop a programme which broadens access to essential employment skills for those in need</li> <li>• Oversee the design and delivery of employment and skills outreach programmes in the neighbourhoods, working with voluntary sector bodies to help the hardest to reach to gain core skills and qualifications</li> <li>• Create tangible pathways for local people into Further and Higher Education, including skills training created by the Gatwick Skills Laboratory, opening up access to better jobs, up-skilling, enabling career progression and ultimately bridging the wage gap</li> <li>• Work with partners to design and deliver a targeted campaign to encourage more women to enter business, management and STEM careers. Alongside this, ensure girls are provided with the right opportunities to enter traditionally male dominated careers</li> </ul>	

# Funding and Resources

Further Research	Resources	Funding
<ul style="list-style-type: none"> <li>Gather high quality, specific labour market intelligence which will underpin local skills priorities and inform bids for resources</li> </ul>	<ul style="list-style-type: none"> <li>Establish an Employment and Skills Programme Co-ordinator role to deliver the Employment and Skills Development Plan.</li> <li>Create an apprentice role within the Economic Development and Regeneration Team to assist in delivering the Employment and Skills Plan.</li> <li>Secure £60,000 per annum to finance the above roles.</li> </ul>	<ul style="list-style-type: none"> <li>Build an employment and skills plan delivery budget, including both internal and external funding sources</li> <li>Bid and access funds from Coast to Capital LEP, Big Lottery Fund, European Social Fund and the Department for Work and Pensions etc, leveraging into Crawley £8 million of resources over 5 years.</li> <li>Lever in external funding resources in order to create a working operational budget for the Council.</li> </ul>

## Proposed Outline Measures and Outcomes

- Individual actions and projects within the plan will have their own measures and outcomes which will be defined and then used.
- Below are some high level outcomes which will be used as measures for the five year plan period:
  1. Raise Crawley residents qualifications, particularly higher level, such as NVQ Level 4 (or equivalent of), in view of the disparity with the regional and national averages
  2. Increase the amount of Crawley residents in management and professional occupations
  3. Work with businesses to bridge the wage gap, both residents vs workforce and women vs men

# Current Timeline

<b>Activity</b>	<b>Delivered</b>
Informal Consultation with stakeholders to aid development of the draft - COMPLETE	August – October
First draft of Crawley Employment & Skills Plan - COMPLETE	November
Members Information Seminar - COMPLETE	11 <sup>th</sup> November
Overview and Scrutiny panel	30 <sup>th</sup> November
First Draft to Cabinet	2 <sup>nd</sup> December
Consultation Period (subject to Cabinet approval)	14 <sup>th</sup> December 2015 to 22 <sup>nd</sup> January 2016
Launch of Employment & Skills Plan	February 2016

# Appendix B

## Key Stakeholders Consulted and Engaged

Consulted at Interim Draft Stage	To be consulted
Crawley Borough Council Members, CMT and Teams	Neighbouring Authorities
West Sussex County Council	Other Local Businesses and Employers
Central Sussex College	Local Schools and other FE Colleges
Universities of Brighton, Sussex and Chichester	Other Recruitment Agencies
Gatwick Diamond Jobs	Gatwick Inspire Group
Gatwick Diamond Initiative	Public
Gatwick Diamond Business	
Job Centre Plus	
Coast to Capital LEP	
Manor Royal BID	
National Careers Service	
Sussex Learning Network	
County Mall	
Crawley Voluntary Services	
G4S	
Gatwick Airport Ltd	
RBLI	
Star Training	
BETA Futures	
Skills Funding Agency	
Sussex Council of Training Providers	
Health Education Sussex, Surrey and Kent	
Town Centre Partnership	
Local Economy Action Group	