

## Crawley Borough Council

### Overview and Scrutiny Commission

Agenda for the **Overview and Scrutiny Commission** which will be held in **Committee Room A & B - Town Hall**, on **Monday, 11 March 2019** at **7.00 pm**

Nightline Telephone No. 07881 500 227



**Head of Legal, Democracy and HR**

Membership:  
Councillors

C A Cheshire (Chair), T G Belben (Vice-Chair), M L Ayling,  
R G Burgess, D Crow, F Guidera, I T Irvine, R A Lanzer, S Malik,  
A Pendlington, M W Pickett, K Sudan and L Willcock

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The order of business may change at the Chair's discretion

## Part A Business (Open to the Public)

|  | Pages   |
|--|---------|
| <b>1. Apologies for Absence</b>  |         |
| <b>2. Disclosures of Interest and Whipping Declarations</b>  |         |
| <p>In accordance with the Council's Code of Conduct, Councillors of the Council are reminded that it is a requirement to declare interests where appropriate.</p> <p>Councillors must also declare if they are subject to their party group whip in relation to any items under consideration.</p>   |         |
| <b>3. Minutes</b>  | 5 - 10  |
| <p>To approve the minutes of the Overview and Scrutiny Commission held on 4 February 2019.</p>   |         |
| <b>4. Public Question Time</b>   |         |
| <p>To answer any questions or hear brief statements from the public which are relevant to the items on this agenda. The period will end after <b>15 minutes</b> or later at the Chair's discretion.</p>  |         |
| <b>5. Employment &amp; Skills Programme 2019-2024</b>  | 11 - 26 |
| <p>To consider report PES/313 of the Head of Economy of Planning.</p>  |         |
| <b>6. Social Mobility Scrutiny Panel Final Report</b>  | 27 - 44 |
| <p>To consider report OSC/276 of the Chair of the Social Mobility Scrutiny Panel.</p>  |         |
| <b>7. Cabinet Member Discussion with the Cabinet Member for Planning and Economic Development</b>  | 45 - 46 |
| <p>Councillor Peter Smith has been invited to attend the Commission for a general discussion on the Planning and Economic Development Portfolio and their duties. A copy of the Cabinet Member's responsibilities, as set out in the Council's Constitution is attached.</p>   |         |
| <b>8. Chair's Update on the Relocation of Crawley's Crown Post Office</b>  |         |
| <p>At the Full Council meeting on 12 December 2018, the Council considered a notice of motion on the closure of Crawley's Crown Post Office. As part of this, it called upon the Overview and Scrutiny Committee to scrutinise the issue. The Chair has since invited representatives to attend a meeting of the Commission to provide an opportunity to gain an understanding of the impact of the changes and for Members to scrutinise the decision in sufficient detail.</p> <p>Commission Members are asked to note the update provided by the Chair.</p> |         |

## 9. Forward Plan - and Provisional List of Reports for the Commission's following Meetings

To consider any requests for [future items](#). Those highlighted items have been referred to the Commission.

| Title  | Notice published | Decision due          |
|--|------------------|-----------------------|
| Determine Grant applications for 2019/20 and Grants budget (Delegated)                                   | 20/02/2019       | 21/03/2019            |
| Treasury Management Outturn 2018-2019  | 13/11/2018       | 26/06/2019            |
| Three Bridges Station Improvement Final Design   | 10/04/2018       | 26/06/2019            |
| Financial Outturn 2018-2019 (Quarter 4)  | 13/11/2018       | 26/06/2019            |
| Energy Services Company (ESCo) Set Up & Governance - District Heat Network                               | 19/11/2018       | 26/06/2019            |
| Energy Procurement Contract Arrangements   | 08/01/2019       | 26/06/2019            |
| Budget Strategy 2020/21 – 2024/25  | 13/11/2018       | 25/09/2019            |
| 2019/2020 Budget Monitoring – Quarter 1  | 13/11/2018       | 25/09/19              |
| Treasury Management Mid-Year Review 2019/2020  | 13/11/2018       | 27/11/2019            |
| 2019/2020 Budget Monitoring – Quarter 2  | 13/11/2018       | 27/11/2019            |
| Budget Strategy Mid-Year Review  | 13/11/2018       | 27/11/2019            |
| 2020/2021 Budget and Council Tax   | 13/11/2018       | 05/02/2020            |
| Treasury Management Strategy 2020-21   | 13/11/2018       | 05/02/2020            |
| Capital Strategy 2020/2021   | 13/11/2018       | 05/02/2020            |
| 2019/2020 Budget Monitoring – Quarter 3  | 13/11/2018       | 05/02/2020            |
| Irrecoverable Debts 2019/20 (over £50,000)   | 13/11/2018       | 05/02/2020            |
| Calculation of Council Tax Base – for purposes of setting level of Council Tax for 2020/2021 (Delegated) | 13/11/2018       | Not before 01/12/2019 |
| Calculation of the Non-Domestic Rates income for year 2020/21 (Delegated)                                | 13/11/2018       | Not before 01/01/2020 |
| Irrecoverable Debts 2019-2020 (Under £50,000) (Delegated)  | 13/11/2018       | 05/02/2020            |
| Determine Grant applications for 2020/21 and Grants budget (Delegated)                                   | 20/02/2019       | 23/03/2020            |

**10. Supplemental Agenda**

Any urgent item(s) complying with Section 100(B) of the Local Government Act 1972.

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## Crawley Borough Council

### Minutes of Overview and Scrutiny Commission

Monday, 4 February 2019 at 7.00 pm

#### **Councillors Present:**

C A Cheshire (Chair)

T G Belben (Vice-Chair)

M L Ayling, R G Burgess, D Crow, F Guidera, I T Irvine, R A Lanzer, S Malik,  
A Pendlington, M W Pickett, K Sudan and L Willcock

#### **Also in Attendance:**

Councillor R S Fiveash, K L Jaggard, P K Lamb, P C Smith and G Thomas

#### **Officers Present:**

|                 |  |
|-----------------|--|
| Tony Baldock    | Environmental Health Manager             |
| Ian Duke        | Deputy Chief Executive                   |
| Heather Girling | Democratic Services Officer              |
| Karen Hayes     | Head of Corporate Finance                |
| Kareen Plympton | Health, Safety and Licensing Team Leader |
| Clem Smith      | Head of Economy and Planning             |
| Mandy Smith     | Regeneration Programme Officer           |
| Paul Windust    | Chief Accountant                         |
| John Woodhouse  | Senior Finance Business Partner          |

#### **1. Update on the Closure of Crawley's Crown Post Office**

At the Full Council meeting on 12 December 2018, the Council considered a notice of motion on the closure of Crawley's Crown Post Office. It called on the Overview and Scrutiny Committee to scrutinise the issue. The Chair updated the Commission that a letter had been issued to representatives of the Post Office requesting their attendance at the meeting of the Commission in March. Whilst some Members felt delegates from WHSmith should also be invited to attend, the majority of the Commission felt that the consultation and decision notice was coordinated by Post Office Ltd. Consequently attendance by Post Office key stakeholders would be important and beneficial to gain an understanding of the impact of the changes and further insight into the decision. An update would be provided at the Commission's next meeting.

#### **2. Disclosures of Interest and Whipping Declarations**

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4 February 2019

The following disclosures were made:

| <b>Councillor</b>        | <b>Item and Minute</b>  | <b>Type and Nature of Disclosure</b>                         |
|--------------------------|---|--|
| Councillor<br>R A Lanzer | Allocating Monies Collected Through Community Infrastructure Levy – Infrastructure Business Plan 2019/20 (Minute 8) | Personal Interest – Member of WSCC                           |
| Councillor<br>S Malik    | Impact and Implementation of the Deregulation Act 2015 (Minute 10)  | Personal Interest – Hackney Carriage and Private Hire Driver |
| Councillor<br>R A Lanzer | Cabinet Member Discussion with the Cabinet Member for Environmental Services and Sustainability (Minute 11)         | Personal Interest – Member of WSCC                           |

### 3. Minutes

The minutes of the meeting of the Commission held on 7 January 2019 were approved as a correct record and signed by the Chair, subject to an amendment in relation to item 4 (Update on The Hawth Management Contract). It had been confirmed that Opera North secured Arts Council funding in the past but only for specific projects not standard performances taking place in Crawley.

### 4. Public Question Time

No questions from the public were asked.

### 5. 2019/20 Budget and Council Tax

The Commission considered report FIN/462 with the Leader of the Council, Head of Corporate Finance and the Chief Accountant. The Council has a statutory responsibility to set a Council Tax and Budget in advance of the commencement of the new financial year. The Council Tax has to be set by 11 March, each year. During 2018 the Council continued to review its spending plans and considered options to amend spending to meet new priorities.

During the discussion, the following points were expressed:

- Confirmation that the report set out proposed growth elements and capital programme schemes, along with efficiencies, savings, latest investment interest projections and additional income being proposed.
- Appreciation that the Budget Strategy 2019/20-2023/24 had taken on board the Commission's recommendation that prioritisation should not preclude the initial consideration of capital projects that could deliver social value.

### RESOLVED

That the Commission supported the recommendations to the Cabinet.

### 6. Treasury Management Strategy 2019/2020

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The Commission considered report FIN/464 of the Head of Corporate Finance on the Treasury Management Strategy for 2019/2020 which the Council was required to approve before the start of the financial year in accordance with the CIPFA Code of Practice for Treasury Management and the Council's financial regulations.

During the discussion with the Leader of the Council, Head of Corporate Finance and Chief Accountant, Councillors made the following comments:

- Confirmation that the policy of investing according to the principles of security, liquidity, yield and ethical remains.
- Acknowledgement that there had been a great deal of uncertainty within the economy.
- Recognition that diversifying into property can be worthwhile in terms of investment. However there was an acknowledgement that there may be a need to be more creative in the future.

## **RESOLVED**

That the Commission agreed to support the recommendations to the Cabinet.

### **7. Capital Strategy 2019/2020**

The Commission considered report FIN/467 of the Head of Corporate Finance on the Capital Strategy for 2019/2020, which forms part of the Council's integrated revenue, capital and balance sheet planning. In order to demonstrate that the Council takes capital expenditure and investment decisions in line with service objectives and properly takes account of stewardship, value for money, prudence, sustainability and affordability, the Council should have in place a capital strategy that sets out the long-term context in which capital expenditure and investment decisions are made and gives due consideration to both risk and reward and impact on the achievement of priority outcomes.

During the discussion with the Leader of the Council, Head of Corporate Finance and Chief Accountant, the following points were expressed:

- CIPFA now requires all local authorities to prepare a new Capital Strategy which sets out how the council will manage the investment and financing of capital resources.
- Support for the work undertaken to compile the Capital Strategy report.
- Commission Members commended officers from the Finance Team for their continued excellent work.

## **RESOLVED**

That the Commission agreed to support the recommendations to the Cabinet.

### **8. Allocating Monies Collected Through Community Infrastructure Levy - Infrastructure Business Plan 2019/20**

The Commission considered report PES/302 of the Head of Economy and Planning. The report sought approval for the Community Infrastructure Levy Infrastructure Business Plan 2019/20 and to further extend the Crowdfunding pilot.

During the discussion with the Cabinet Member for Planning and Economic Development, Head of Economy and Planning and the Regeneration Programme Officer, Councillors made the following comments:

- Support for the Crowdfunding platform, however it was recommended that an equivalent offline version should be made available to maximise use.

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- Acknowledgement that liaison took place with Community Development together with local organisations to assist in capacity building and promotion of the scheme.
- Commission Members were pleased to hear that the Spacehive template was being reviewed in light of feedback.
- It was recommended that training took place to assist in gaining an understanding of the scheme.
- Clarity provided regarding eligibility criteria and scoring.

## **RESOLVED**

That the Commission agreed to support the recommendations to the Cabinet.

### **9. Review of Statement of Licensing Policy made under the Licensing Act 2003**

The Commission considered report HCS/08 of the Head of Community Services. The report sought approval for the Statement of Licensing Policy for the next five years.

During the discussion with the Cabinet Member for Environmental Services and Sustainability and the Environmental Health Manager, the following points were expressed:

- Confirmation that the only response received following the consultation on the proposed draft policy was from Public Health at WSCC.
- Support for a Cumulative Impact Policy to be considered next year. Confirmation that this would need to be evidence based in partnership with Public Health, where there is data that the concentration of licensed premises in an area (or town) is negatively impacting on the licensing objectives.
- Acknowledgement that the Public Space Protection Order had been successful in various areas of the town.
- Confirmation provided regarding film classification and licensing.

## **RESOLVED**

That the Commission agreed to support the recommendations to the Cabinet.

### **10. Impact and implementation of the Deregulation Act 2015**

The Commission considered report HCS/11 with the Cabinet Member for Environmental Services and Sustainability and Environmental Health Manager.

Under the Scrutiny Procedure Rules, it was requested that an update report be provided to the Overview and Scrutiny Commission on the management and delivery of the Deregulation Act with regards to taxi licensing. The report outlined the information available together with the actions being undertaken at a national level plus the legislation currently being progressed through Parliament and provided reassurance that work was progressing to address concerns raised.

During the discussion, the following points were expressed:

- Confirmation provided regarding the Task and Finish Group on Taxi and Private Hire Vehicle Licensing together with the Licensing of Taxis and Private Hire Vehicles (Safeguarding and Road Safety) Bill 2017-19 which is currently going through Parliament.
- Other authorities who issue licences to the trade may have different standards to those in place in Crawley. This may mean that vehicles may not be up to locally adopted high standards with regards to quality or public safety controls.

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- Clarification provided regarding the private hire vehicle operators at Gatwick Airport.
- Support for the current high standards adopted locally within Crawley, with particular reference to the livery. It was noted that a decline in standards could affect public safety.
- Clarification provided with regards to the current subcontracted bookings process together with the Government's proposed amendment to the legislation.

## **RESOLVED**

That the contents of the report be noted. The Chair thanked the Cabinet Member and Environmental Health Manager for their contribution and attendance at the Commission.

### **11. Cabinet Member Discussion with the Cabinet Member for Environmental Services and Sustainability**

The Commission noted the update given by Councillor Thomas and questioned him on a variety of issues relating to his portfolio.

The following topics were discussed:

- With references made to the membership of outside bodies and in particular the Patrol Adjudication Committee (Parking and Traffic Regulations Outside London), it was noted the Council had not appeared to have submitted annual reports to PATROL recently (along with many other local authorities). It may be beneficial to follow up for a later submission.
- Concerns raised regarding the amount of cigarette ends and chewing gum in Queens Square, along with the litter outside cafeterias. It was acknowledged that Community Wardens cover the town centre, along with the Central Patch Team. Confirmation would take place surrounding the requirements of the cafeterias in the Square.
- Discussions took place around the current air quality within the town. Members were reminded about the Air Quality Management Plan already in existence.
- Concerns were expressed about the collection rates of the dog bins within the borough.
- Recognition that the waste and recycling contract was due for renewal in 2021 and it would be important to consider a number of options.
- Discussion took place on how to increase Crawley's recycling rates but welcomed news that Crawley has 12<sup>th</sup> best figures in England for low waste production.
- Support for encouraging the promotion of cycling and walking. It would be beneficial to "legitimise" footpath cycling similar to those already taken place as shared footpaths in areas of the town and along coastal resort promenades.

## **RESOLVED**

That the Overview and Scrutiny Commission thanked Councillor Thomas for attending and for the informative discussion that had ensued.

### **12. Health and Adult Social Care Select Committee (HASC)**

Councillor Belben was unable to attend the [HASC](#) meeting on 16 January 2019. The agenda and minutes feature on the [HASC](#) website.

### **13. Forward Plan - and Provisional List of Reports for the Commission's following Meetings**

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The Commission confirmed the following reports:

## **11 March 2019**

- Employment and Skills Plan Update
- Social Mobility Scrutiny Panel Final Report

## **Closure of Meeting**

With the business of the Overview and Scrutiny Commission concluded, the Chair declared the meeting closed at 9.23 pm

C A Cheshire  
**Chair**

# Agenda Item 5

## Crawley Borough Council

### Report to Overview and Scrutiny Commission 11 March 2019

### Report to Cabinet 13 March 2019

### Employment & Skills Programme 2019-2024

Report of the Head of Economy and Planning, **PES/313**

#### 1. Purpose

- 1.1 The Employment & Skills Plan 2016-21 was first published in February 2016 and significant progress has been made since then in terms of delivery.
- 1.2 In addition, there have been a number of related policy changes and partnership updates at a local, regional and national level and the council needs to ensure that its efforts are sufficiently aligned to this.
- 1.3 This report presents a summary of progress and seeks feedback from Members on the revised, updated version of the Employment & Skills Plan (Appendix A), now proposed to be referred to as the Employment and Skills Programme 2019-2024

#### 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:

- 2.2.1 Approve the draft Employment & Skills Programme 2019-2024 shown in Appendix A
- 2.2.2 Delegate authority to the Head of Economy and Planning in consultation with the Cabinet Member for Planning and Economic Development to (*generic delegations 5 and 7 will be used to enact this recommendation*):
  - a) Approve the final Employment & Skills Programme 2019-2024, noting and considering any responses or representations received during the present period of stakeholder consultation;
  - b) Regularly update the Employment & Skills Programme 2019-2024 to take into account the delivery details of the individual projects listed within it, as they come forward;

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## 3. Reasons for the Recommendations

- 3.1 This report seeks Cabinet approval of the draft, revised Employment & Skills Programme 2019-2024.

## 4. Background

- 4.1 The Council's original Employment & Skills Plan 2016-2021 presented a programme of employment and skills-related projects and initiatives, underpinned by extensive collaboration with and between local employers, training providers and other key stakeholders.
- 4.2 The long term aims of the Employment & Skills Plan were, and still are, for local residents to access better jobs and for businesses to grow by being able to recruit to fill skills gaps, ultimately creating the right conditions for residents to access better quality career opportunities and economic growth within the borough

## 5. Description of Issue to be resolved

- 5.1 Created as a 'living document', the Plan is now three years old and significant progress has been made following the successful delivery or development of a number of key employment and skills related objectives and activities.
- 5.2 In addition, there have been a number of related policy changes and partnership updates at a local, regional and national level and the council needs to ensure that its efforts are sufficiently aligned to this.
- 5.3 In 2018, Crawley Borough Council, in partnership with Crawley College and the Manor Royal Business District, commissioned *The Means* (a consultancy organisation specialising in identifying business employment needs and skills gaps) to carry out a study into '[How to overcome local skills gaps and meet local skills needs in Crawley](#)'.
- 5.4 Their final report was published in November 2018 and included a series of recommendations and actions to take forward. These findings have been used to inform and shape development of the revised Employment & Skills Programme.
- 5.5 The proposed Employment & Skills Programme 2019-24 has therefore been updated to:
- recognise and celebrate our achievements, demonstrate progress and promote future plans
  - reflect new partnership bodies and reforms such as the Greater Brighton Economic Board, Further Education review which led to the formation of Crawley College, Universal Credit rollout and launch of the Enterprise Advisor Network.
  - respond to policy changes including the Apprenticeship Levy, Coast to Capital Strategic Economic Plan 'Gatwick 360', Industrial Strategy, WSCC Economic Growth Plan and the National Careers Strategy.
  - reflect and respond to new research including the State of the Nation 2017 (that placed Crawley as the least socially mobile area in the south east), Local Skills Research by The Means, Great British Brain Drain 2017 report by Centre for Cities.
  - maintain the document's usability and significance for the council, partners and stakeholders

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## 6. Information & Analysis Supporting Recommendation

6.1 The Employment & Skills Programme 2019-2024 reflects the following ambition:-

*'To improve career opportunities for Crawley residents, creating pathways to enable them to access high value jobs and ensure that employers are able to recruit the staff they need, when they need'.*

Flagship themes:

1. Development & Infrastructure
2. Business and Employers
3. Education and Schools
4. Social Mobility, Inclusion and Employability.

6.2 Each theme is underpinned by a number of projects, categorised as continuing, upcoming and future.

6.3 The Programme also sets out the key challenges, it identifies the primary stakeholders and it highlights how Crawley Borough Council is leading the way.

6.4 Thanks to the support of our partners and Crawley Borough Council's commitment to the original Employment & Skills Plan, significant progress has been made since 2016, including the following:

- **Employ Crawley** launched in October 2017 – over 300 customer interventions to date, 25 workshops delivered, Jobs Fair and 30 local residents helped into employment.
- Launch of the **Town Centre Skills Academy** with Kilnmead car park development as the pilot site to unlock construction apprenticeships and jobs for more local residents.
- Seven new developer / construction industry signatories to the **Crawley Developer and Partner Charter** bringing the total to 16
- Nine **apprenticeships** in post at Crawley Borough Council
- Annual apprenticeship fair hosted in partnership with WSCC with over 400 attendees
- **Crawley STEMfest** programme expanded to include STEM in the Park and the Big Bang Fair – total reach 20,000 people.
- Development and delivery of '**Be The Change**' programme, working with local schools to raise aspirations – 246 students engaged to date
- **Early Career Network** introduced by Crawley Borough Council, supporting new employees – 24 employees engaged to date.
- Crawley secondary school **IAG (Information Advice and Guidance) group** – bi-monthly meetings and events
- Completed **detailed research** on local business skills gaps to support the design of new training interventions to support local employers through Crawley College. These will be implemented as part of the new Programme.

6.5 A comprehensive programme of stakeholder engagement took place during development of the original Employment & Skills Plan and this engagement has continued for both individual projects and the plan as a whole. This engagement has supported the successful approach being taken by the council and has culminated in an ongoing collective commitment to collaboration and Plan delivery from key partners and stakeholders.

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- 6.6 A draft of the new Employment & Skills Programme is shown in Appendix A. This reflects feedback received during an initial round of consultation with key stakeholders, carried out during October and November 2018.
- 6.7 A second and final period of stakeholder consultation took place during February 2019 and any further comments will be reflected in the final version of the Programme.

## 7. Implications

### 7.1 Staffing

Resources are in place to deliver the programme and there are no additional staffing implications associated with these recommendations.

### 7.2 Financial

There is a limited budget available to deliver the programme and therefore external sources will need to be found. These include DWP funding, Coast to Capital funding, business sponsorship and partner in kind commitments. Many projects have already been scoped with funding in mind, however, there are still some for which funding is required and further work needs to be done to locate sources.

### 7.3 Legal

There are no direct legal implications associated with this report.

### 7.4 Equalities

Equality impact assessments will be carried out where and when appropriate in respect of the individual projects listed in the Programme.

## 8. Background Papers

[Report to Cabinet 2 December 2015 - Draft Crawley Employment & Skills Plan 2016-2021 \(PES/194\)](#)

[Social Mobility Scrutiny Panel meetings April – December 2018](#)

[Crawley Growth Deal – December 2016](#)

### **Contact Officer:**

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## APPENDIX A

### Employment and Skills Programme 2019 - 2024

#### **Foreword**

Crawley Borough Council and partners have been busy delivering the original Crawley Employment and Skills Plan 2016-2021 – creating the right conditions for career opportunities within the borough.

We have made significant progress launching Employ Crawley in 2017, with over 200 Crawley residents already supported to their next steps in their employment journey, the Town Centre Skills Academy has launched with Kilnmead Car Park as the pilot site and we have been supporting collaboration between business and education, bridging the gap to build effective careers advice and raise aspirations through careers fairs and a bi-monthly school IAG meeting.

This is just the tip of the iceberg for the employment and skills landscape; there are a range of projects in the pipeline, including the expansion of our Town Centre Skills Academy to cover all developments within the Crawley Growth Programme and the introduction of the Advanced Manufacturing and STEM Centre at Crawley College which will strengthen the education offer in Crawley.

We are very proud of what we have achieved, but equally we acknowledge that more needs to be done. Crawley is near the bottom of the social mobility rankings, according to the [State of the Nation](#) report, which ranks Crawley 304<sup>th</sup> out of 324 local authorities for social mobility. Through our own research, we estimate £49 million GVA per annum to be lost through skills shortages.

Whilst we recognise the economic significance of Crawley and the need to rely on in-commuting, we want to make sure that we continue to deliver the right interventions for Crawley residents to access all opportunities. We want to support our stakeholders to deliver key programmes and strengthen our collaborative approach towards enhancing the employment and skills landscape within Crawley. That is why we have decided to refresh and review our Crawley Employment and Skills Programme, relaunching 2019 – 2024, ensuring our efforts are invested in the right direction.

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## Changes since Crawley Employment and Skills Plan 2016 – 2021

Lots has changed since the launch of the original Employment and Skills Plan, which is one key reason for the need to update the plan and projects. Below highlights some of the main changes over the past two years.

### New bodies and reforms

- Greater Brighton Economic Board formed, with Crawley Borough Council and Gatwick Airport joining to expand the sub-regional partnership.
- FE review in November 2016 which led to the formation of Crawley College as part of the Chichester College Group
- Enterprise Advisor Network launched in September 2016 by Careers and Enterprise Company and Coast to Capital which links schools and businesses by providing Enterprise Advisors to all Crawley schools
- Universal Credit rolled out in Crawley June 2018, which has changed the dynamic and clientele of the Job Centre
- Renewal of Manor Royal BID (2018 – 23) in March 2018

### Policy changes

- Apprenticeship Levy introduced in April 2017, alongside wider reforms changing apprenticeships from frameworks to standards and introduction of mandatory 20% off the job training
- New Coast to Capital Strategic Economic Plan “Gatwick 360” and West Sussex Economic Growth Plan launched in 2018
- Crawley Town Centre Regeneration Programme updated and Crawley Growth Programme approved providing new scope for employment and skills interventions in the area
- Careers Strategy: Making the most of everyone’s skills and talents, published December 2017

### New research

- State of the Nation 2017, Social Mobility in Great Britain published a report which placed Crawley as the least socially mobile borough in the South East, and 304<sup>th</sup> out of 324 local authorities in the country
- Crawley Borough Council commissioned research in 2018 titled ‘How to overcome local skills gaps and meet local skills needs’ which outlines local context and skills interventions through targeted business engagement
- The Great British Brain Drain 2017 report by Centre for Cities, looking at student migration patterns
- Careers and Enterprise Provision in England’s Secondary Schools and Colleges: State of the Nation 2018, places Coast to Capital LEP at the bottom of all LEPs for careers provision within schools

## **Progress so far**

We have been busy delivering the Crawley Employment and Skills Plan 2016 – 2021 and have made substantial progress against the four pillars of the plan.

### Development and Infrastructure

Seven new signatories for the Developer and Partner Charter, taking the total number of signed up developers and construction businesses to 16.

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Flagship project Town Centre Skills Academy launched spring 2019, with Kilnmead Car Park the pilot site, working with the developer, W Stirland. The Town Centre Skills Academy will be rolled out to cover all town centre construction developments in the Crawley Growth Programme including key regeneration sites – Station Gateway, Telford Place and County Buildings.

## Education and Schools

Currently nine apprenticeships in post at Crawley Borough Council, with four departments hosting their first, including Economic Development and Planning.

Annual apprenticeship fair hosted in partnership with West Sussex County Council, with over 400 attendees in 2019, and an annual apprentice graduation event for West Sussex graduates entering its third year in 2019.

Crawley STEMfest programme expanded to encompass STEM in the Park public outreach day, with 2018 engaging 20,000 people and the Big Bang Fair extended to two days due to high demand.

Crawley secondary school IAG group meeting bi-monthly, with collaborative events regularly organised, such as employer and school engagement events or CPD events. September 2018 saw the first shared careers fair with almost 5000 attendees and over 80 organisations exhibiting.

Development and delivery of [Be the Change](#), in collaboration with LoveLocalJobs.com and Metamoorephosis, working with schools to raise aspirations and improve employability for year nine pupils.

Early Career Network developed and introduced by Crawley Borough Council, aiming to support new employees and provide new opportunities.

Flagship project Crawley Young Workers Scheme has taken a wider approach to develop talent and opportunities for young people, looking at council policy as a whole, with the introduction and focus on optimising the Apprenticeship Levy to support young people.

## Business and Employers

'How to overcome local skills gaps and meet local skills needs' research commissioned to The Means with final report published in November 2018, which included a series of recommendations and actions to take forward.

Responding to changes from the FE review and access to funding, the flagship project Gatwick Skills Laboratory ethos is to be taken forward with Crawley College Advanced Technology Centre and STEM Centre, using the centres to bring together education, business and high level skills, implementing these at a local level.

## Employability and Social Inclusion

Flagship project Employ Crawley launched in October 2017, where the first year saw 208 residents access support to improve their employability, many facing multiple barriers to employment. The Team have enabled 30 job outcomes and 32 companies have been supported. Within the first year 25 workshops were arranged and facilitated with other partners and organisations, the largest being a jobs fair which saw over 300 local resident attendees.

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## Crawley Employment and Skills Programme 2019-2024

### Our ambition

**To improve career opportunities for Crawley residents, creating pathways to enable more to access high value jobs, whilst strengthening the ability for employers to recruit the staff they need, when they need.**

### Priorities

- Up-skill Crawley residents so more can access the better quality opportunities available within Crawley
- Help Crawley businesses overcome skills gaps through innovative new training courses, particularly in high level STEM (Science, Technology, Engineering and Maths)
- Improve the employability of young people by facilitating access to and awareness of key vocational skills, apprenticeships and work experience, and bridging the gap between education and business.
- Empower the most disadvantaged local residents through tailored advice, guidance and skills training, boosting employability and helping them to access core skills and qualifications
- Champion Crawley as a Living Wage Town, the wage set by the Living Wage Foundation, to increase income levels for residents
- Create and promote new pathways for residents into Higher Education, higher skills levels and higher value jobs

### Statistics / facts

- **Economic activity:** 83.3% of the Crawley workforce economically active (SE average is 81.1%, GB average is 78.4%)
- **Economic Output:** Covering just 2% of land in West Sussex, Crawley contributes 23% of the county's GVA.
- **Job density:** 1:1.46 (for every Crawley resident of working age there is the equivalent of 1.46 jobs available) – the second highest job density in the South East outside central London.
- **Key employment sectors** include transportation and storage (22.1%), administrative and support service activities (18.9%) and wholesale and retail trade (13.7%).
- **Key Economic Centres:** 23,800 jobs at Gatwick Airport, 32,800 jobs on Manor Royal and 13,900 jobs in the Town Centre, the three biggest employment zones in the borough.
- **Resident Earnings** - However, Crawley residents earn less than the workforce - £515 compared to £581.
- **Gender Pay Gap** - This larger than that of the South East – a £129 per week difference between men and women compared to £118 per week.
- **Qualifications** - Crawley residents are under qualified in comparison to South East, with 33.2% achieving an NVQ Level 4 and above, compared to 41.4% SE.
- **Commuting Levels** Whilst 69% of Crawley employees commute into Crawley, 31% of residents commute out of Crawley for work. Crawley has the highest net in-commuting level in the South East.
- **Social Mobility** - Crawley has been identified as a social mobility 'cold spot', ranking 304 out of 324 local authorities in Great Britain, and the least socially mobile authority area in the South East.

We have produced an [Employment and Skills Profile](#) which provides more detail.

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## **Structure**

The programme includes the following flagship themes which set out a series of plans, projects and interventions.

Development and Infrastructure

Business and Employers

Education and Schools

Social Mobility, Inclusion and Employability

Followed by the following ancillary sections.

- Crawley Borough Council leading the way
- Challenges
- Stakeholders

Within each theme, there is the following categorisation of projects:

Continue: Projects which we are currently delivering

Upcoming: Projects in the pipeline ready to be delivered

Future: Ambitious projects, which require work to bring forward

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## Development and Infrastructure

Enhancing social value to developments within Crawley

Continue:

- Crawley [Developer and Partner Charter](#) signatories (currently 16)
- Annual developer engagement breakfast to share benefits and best practice of adding social value to developments
- Support Meet the Buyers to upskill SME businesses and improve links with local supply chain and local workforce
- Promote careers in construction using Crawley STEMfest and local IAG activities, in order to raise the profile and perception of construction careers, particularly among females

Upcoming:

- Town Centre Skills Academy launched Spring 2019 using Kilnmead Car Park and Telford Place developments as pilot sites. Using regular steering groups with Crawley College, Job Centre Plus, Employ Crawley and the developers to ensure that local labour, training opportunities and community engagement is carried out, using targets and KPIs to deliver these
- Use Skills Academy status to build in sustainable support for projects such as Be the Change and Crawley STEMfest
- Work with procurement to instil the key themes of the Unite Construction Charter within upcoming procurements

Future:

- Unlock Skills Academy Status on remaining pipeline sites within the [Crawley Growth Programme](#) such as Station Gateway, Town Hall and County Buildings sites, creating 3598 hours of apprenticeship opportunities (approximately 70 apprentices) across the life span of the projects
- Work with planning colleagues and use the Local Plan refresh process to ensure that skills is prominently featured so that support can be leveraged through S106 and the planning process.
- Using the Crawley Growth Programme and Regeneration Programme, drive a programme of inward investment and place making activities, to help attract and retain the best talent within Crawley, and encourage the return of graduates
- Use the Town Centre Skills Academy and Crawley Developer & Partner Charter as a means to ensure companies engage with the new construction T Level
- Support the future development of a Higher Education centre at Crawley College to support and motivate local residents to undertake higher level qualifications

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## Education and Schools

Supporting effective careers advice by driving collaboration between schools and employers  
Continue:

- Bi-monthly school IAG group, where all Crawley schools and other partner organisations share good practice, discuss careers provision and explore collaborative opportunities, including Careers Fairs, Employer / School Engagement events and CPD sessions
- Steer and co-deliver Crawley STEMfest, including STEM in the Park, Big Bang Fair South East and in school activities ensuring maximum business and education engagement
- Support and ensure maximum impact of Be the Change Crawley / Gatwick ensuring maximum business and education engagement
- Support and enhance the Careers and Enterprise Company activities, working collaboratively with the Enterprise Advisor Network and Industry Champions, to build relationships in key employment areas, such as Manor Royal, Gatwick Airport and Town Centre

Upcoming:

- Support LoveLocalJobs.com with the launch of the Foundation, which will provide a platform to improve business and education links, and provide inspirational activities and careers advice, ensuring that this activity is further entrenched within Crawley
- Continue to expand the Crawley STEMfest programme, extending the footprint of STEM in the Park and enhance Big Bang Fair South East over two days, and build activity into a wider West Sussex STEM agenda
- Deliver a new programme of collaborative events with schools and businesses, including Careers Fair and CPD sessions, working with key employers in Manor Royal, Gatwick Airport and Town Centre, building on the ongoing initiatives currently taking place
- Support Crawley College with the development of their STEM centre and the development of the Advanced Technology Centre, and support them to build relationships with businesses to ensure the curriculum is matched to the need of businesses, particularly with Manor Royal and Gatwick Airport
- Work with Crawley College's Schools Liaison Officer to build relationships with primary schools to provide careers advice and support
- Continue to work with schools and relevant stakeholders, such as Careers and Enterprise Company and West Sussex County Council, to ensure that Crawley schools can effectively deliver the Careers Strategy and hit the Gatsby benchmarks, which define good careers education within schools

Future

- Develop the mechanism and create partnerships to increase business and education interaction, including guest lectureships and visiting career talks where businesses enter schools, particularly from key employment areas such as Manor Royal, Gatwick Airport and Town Centre
- Explore and deliver an 'Open Doors' project within Crawley, allowing more school visits to take place within businesses, particularly with Manor Royal businesses

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## **Business and Employers**

Support employers to overcome skills challenges and create the right recruitment environment

Continue:

- Support and promote Manor Royal Jobs Board, Manor Royal Careers Expo, participate in the Manor Royal Talent and Training group, and HR forum where necessary, alongside other ancillary projects
- Co-deliver annual apprenticeships fair with West Sussex County Council, to increase awareness and encourage apprenticeship uptake within Crawley, particularly at Higher Level
- Support education and business links through the Enterprise Advisor Network, Crawley STEMfest and Be the Change
- Deliver an annual Careers Fair to promote companies to schools, and an annual Employ Crawley jobs fair to promote immediate job vacancies
- Support and deliver Living Wage activities to encourage employers to sign up the Foundation Living Wage
- Continue to support Gatwick Airport Ltd Employability Programme, enhancing and providing links to the community and potential candidates
- Continue to promote and support businesses to develop apprenticeships, including a mixture of upskilling opportunities for current and new staff, and promote these opportunities to the public

Upcoming:

- Implement recommendations from the research 'How to overcome local skills gaps and meet local skills needs' through collaboration with Manor Royal BID and Crawley College
- Building on the commissioned research, 'How to overcome local skills gaps and meet local skills needs', continue with regular employer engagement to ensure appropriate interventions are continually delivered, particularly using the Town Centre Partnership, Manor Royal BID and Gatwick Airport Family
- Build a programme of interventions with employers which encourage recruitment of SEND employees and incorporates neurodiversity in the workplace, using Employ Crawley employer workshops and the Job Centre disability confident scheme initially
- Support Crawley College to build partnerships with local businesses, and ensure that the curriculum is matched to business need and consistently refreshed in line with that need, particularly with the development of the Advanced Manufacturing and STEM centre, linking to Manor Royal businesses and Gatwick Airport
- Support the creation and delivery of the Coast to Capital Employment and Skills Board, supporting the direction and delivery and ensuring it is relevant to Crawley
- Support the delivery of the Fuller Working Lives initiative, ensuring that businesses are supporting an older workforce and build on the Manor Royal pilots, encouraging flexibility amongst employers to meet the needs of employees
- Support businesses through the changing landscape, including the impact of Brexit, encouraging and promoting local workforce opportunities, using Employ Crawley and business organisations as a means
- Support the development and encourage the uptake of degree apprenticeships, particularly in STEM and digital courses
- Support the promotion of new T Level qualifications in 2020 with employers to unlock high quality work experience opportunities

Future:

- Create intra-sector recruitment collaboration, facilitating collaboration between businesses to improve chances of finding suitable candidates, exploring opportunities with LoveLocalJobs and the Manor Royal jobs board
- Build on the council's inward investment and place making activities to build an image of Crawley as a 'place to work', encouraging people to choose Crawley to work and avoid out-commuting, and encourage the return of graduates, particularly

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working with the Crawley Growth Programme and Town Centre Regeneration Programme

## **Social Mobility, Inclusion and Employability**

Build a series of interventions to ensure all Crawley residents are able to access the labour market

Continue:

- Engage with and support Crawley Borough Council's Social Mobility Scrutiny Panel, to advise and support delivery on councillor recommendations which arise
- Continue to deliver the high performing service and support residents through Employ Crawley, working with partners and businesses to engage and increase aspirations of Crawley residents
- Continue to work with schools and build a series of interventions to improve social mobility and aspirations amongst young people, including Be the Change

Upcoming:

- Expand the Employ Crawley service following funding leveraged from DWP to include one more front line member of staff, increasing client numbers by 200
- Develop a 2019 programme of workshops and activities which will be tailored to resident need, including a jobs fair and employer workshops
- Create more outreach opportunities for Employ Crawley, including working with JCP and The Foyer, to reach harder to help residents
- Work with other West Sussex authorities to build a county wide 'Journey to Work' approach, with Employ Crawley the lead delivery body for this within Crawley
- Using Employ Crawley and partner organisations, build a programme of digital skills support, ensuring that residents have the necessary digital skills to access job opportunities
- Continue to further engage with businesses from key sectors to ensure the right careers advice and interventions as part of Employ Crawley

Future:

- Build a programme of interventions for primary school age children, working with Crawley College and primary schools to improve social mobility and aspiration levels
- Leverage a sustainable source of income for Employ Crawley, and ensure it is a pillar of the employment and skills landscape within Crawley
- Build in a programme of support for the ageing workforce, using Employ Crawley and the Fuller Working Lives Initiative as vehicles for change
- Build in a programme of support for women returners, supporting an under-represented faction of the workforce to enter employment, using Employ Crawley and it's workshop programme as the main method
- Work with Crawley Borough Council's Community Development Team on the Crawley Arts Strategy, ensuring projects and funding leveraged incorporates and supports employment and skills activities

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## Crawley Borough Council leading the way

Crawley Borough Council not only encourages and supports employers to build their workforce, but provides a good practice model for others to learn from. Crawley Borough Council participates in and has developed a number of schemes, in order to attract and retain staff, and create a holistic process of recruitment. This includes:

- Apprenticeships within Crawley Borough Council; currently at 9, approximately 2% of the workforce
- National Graduate Development Programme; recruiting a graduate through the LGA scheme every 2 years
- Work experience and work shadowing; offering mixed placements across the council in different departments
- Launch of Early Careers Network; an employee led network to support and nurture new employees, as well as sharing best practice, training and mentoring opportunities
- University of Sussex internship scheme; 6 week internship for first year scholars placed within different Crawley Borough Council departments
- Adoption of the Foundation Living Wage; ensuring that all staff and sub-contractors are paid a fair wage reflected through true living costs
- Disability Confident Employer; continuing to provide fair opportunities to those with a disability
- Silver Service Recognition Award; recognition for the support Crawley Borough Council gives to employ ex-service officials
- Flexible working practices; particularly with the new Town Hall, trialling and implementing a range of new working practices to better suit employees

## Challenges

| Challenges         | Mitigation   |
|--------------------|--|
| Funding            | There is no CBC budget to deliver the programme and therefore external sources will need to be found. These include DWP funding, Coast to Capital funding, business sponsorship and partner in kind commitments. Many projects have already been scoped with funding in mind, however, there are still some for which funding is required and further work needs to be done to locate sources. |
| Partner commitment | The programme requires partner commitment to deliver the projects. Substantial consultation and engagement was completed when developing the programme, and continued engagement will be undertaken throughout the delivery of the programme.  |
| Political changes  | As a local authority, the administration chooses the direction and priorities. With a change of administration, priorities could shift, however, all councillors are presented with the programme and engagement sought.   |
| Policy changes     | Over the past couple of years there have been many policy changes, and more could be on the horizon with the changing landscapes, including Brexit. The programme is kept flexible so that it can be responsive to changing policies and ensure it is well placed for delivery.  |

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## **Stakeholders**

West Sussex County Council  
Coast to Capital LEP  
Gatwick Airport Ltd  
LoveLocalJobs.com  
Manor Royal BID  
Crawley College  
DWP and JCP  
Careers and Enterprise Company  
STEM Sussex  
Gatwick Diamond Initiative

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## Crawley Borough Council

### Report to Overview and Scrutiny Commission 11 March 2019

### Report to Cabinet 13 March 2019

### Social Mobility Scrutiny Panel Final Report

Report of the Chair of Social Mobility Scrutiny Panel:  
Councillor K Sudan **OSC/276**

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#### **1. Purpose**

- 1.1 The Social Mobility Scrutiny Panel was established in April 2018 to investigate the state of social mobility within the borough. There had been concern around the low level of social mobility within the town for some time, and the Government's Social Mobility Commission has now highlighted the borough as one of the poorest local authority areas in the country for social mobility, and the worst in the South East ([Social Mobility Commission's State of the Nation 2017: Social Mobility in Great Britain report](#)).
- 1.2 The key objective of the review was to look at the extent of the problem in Crawley, identify the main challenges in delivering greater social mobility, and finally recommend practical steps that can be taken by Crawley Borough Council, and other relevant organisations, to improve the life chances of those growing up in the town. The review would focus on where the Council can add value and influence.
- 1.3 It was felt that the review of social mobility should cover all those growing up in Crawley, and not be limited to those on low income households. There was an acknowledgement that the social mobility index data required some analysis, as whilst Crawley appeared low on the "Overall Rankings South East" tab of the Overall Score, this may not necessarily be the case with all factors. Other relevant data and reports were made available, that contradicted some figures, and therefore further interrogation and analysis was undertaken.
- 1.4 The Panel met five times between April and October 2018. The Members of the Panel were: Councillors K Sudan (Chair), M L Ayling, T G Belben, R S Fiveash, I T Irvine, K L Jaggard and L Vitler.

#### **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 approve:

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- a) General; put forward suggestions to the Social Mobility Commission on how the social mobility index can be further improved e.g. including information about residents who have relocated out of the local authority area following periods of further education.
- b) Housing; continue to support the Council's commitment to building social housing.
- c) Housing; that consideration be given to a 'tenure blind' approach to housing design wherever possible.
- d) Employment; recognise and continue to support the good work that is taking place with the Council's Employment and Skills Plan.
- e) Employment; that, as part of the Employment and Skills Plan, consideration be given for bringing training providers together to embark upon a solution for adult learning and re-training (adult education).
- f) Employment; that, as part of the Employment and Skills Plan, further work be undertaken with the 'Information and Advice Group' (IAG) to engage with junior children and careers advice, particularly on how to access pathways.
- g) Employment; that, as part of the Employment and Skills Plan, support additional funding opportunities to expand Employ Crawley.
- h) Employment; that the Head of Legal, Democracy and HR, on behalf of the Council, give consideration to the Council becoming a Social Mobility Employer through the Social Mobility Foundation.
- i) Education; that the Leader, on behalf of the Council, request WSCC to further consider that the Alternative Provision Service continues past the age of 16.
- j) Education; that the Leader, on behalf of the Council, request WSCC to further consider that the Access and Exclusion Team resources could be involved at an earlier stage.
- k) Education; that consideration be given to incorporating careers advice into the Junior Citizen Scheme run by the Council.
- l) Education; that the Council continues to support the 'Be the Change' initiative.
- m) Education; that the Council continues to support Crawley College in building closer co-operation with local employers, to help develop skills pathways into better paid jobs for more Crawley residents.
- n) Education; that further promotion should take place with regards to Free School Meals (FSM), as this benefits both pupils and schools. Schools receive additional funding from the government for each child registered for FSM.

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

- 3.1 To address some of the concerns around the low level of social mobility within the town. These are practical steps that can be taken by the Council, and other relevant organisations, to improve the life chances of those growing up in Crawley.

### **4. Background - The Panel's investigations and information gathering**

- 4.1 Following the publication of the [Social Mobility Commission's State of the Nation 2017: Social Mobility in Great Britain report](#) highlighting the borough as one of the poorest local authority areas in the country for social mobility, and the worst in the South East, Panel Members felt that the review of social mobility should cover all those growing up in Crawley, and not be limited to those on low income households.
- 4.2 The Social Mobility Data ranked Crawley 304<sup>th</sup> out of 324 English Authorities. Crawley was ranked 109<sup>th</sup> for Early Years, including 21<sup>st</sup> for nursery provision. However, Crawley fell to 318<sup>th</sup> for school age children and 298<sup>th</sup> for youth (young adults). This was largely due to lower numbers of children (who were entitled to Free

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School Meals - FSM) accessing schools rated 'Good' or 'Outstanding' by Ofsted (324<sup>th</sup> for primary schools and 263<sup>rd</sup> for secondary schools); and also higher numbers of young people not in education, employment or training (NEET) compared to other Authorities (301<sup>st</sup>). Crawley was ranked 165<sup>th</sup> for adulthood, showing better performance for median weekly salaries (ranked 94<sup>th</sup>) and low numbers of jobs paid less than the living wage (ranked 9<sup>th</sup> out of 324). However, house prices compared to salary performed less well for adults at 216<sup>th</sup> and families who own their own home was low at 276<sup>th</sup>.

- 4.3 The scrutiny review focused on housing, education, careers and employment (as identified by the Social Mobility Commission). The various pathway options open to young people leaving education; including employment, apprenticeships and higher education, were discussed and there was an acknowledgement that choice, suitability and availability were key, as one size does not fit all. There was also a view that some careers advice was inconsistent and this should ideally commence at an early stage, in primary schools, and be further consolidated at secondary school. It was a concern that both social media and time pressures could be limiting factors to learning and succession planning. The agreed review scope is outlined in Appendix A.

## Does the Social Mobility Index Data reflect Crawley's reality?

- 4.4 It was identified that perhaps the social mobility index data did not fully or accurately represent Crawley's position, and further analysis was required, as whilst Crawley appeared low on the "Overall Rankings South East" tab on the Overall Score, this was not necessarily the case for all factors. Further data was uncovered that either contradicted this or highlighted recent improvement.
- 4.5 An example of recent improvement was the WSCC data for KS2 disadvantaged pupils, which shows a positive trend over the past three years (2016-2018); a distinct narrowing in the gap between the national and Crawley figures (29.5, 25.3, 17.9).
- 4.6 It would be paramount to ascertain the main challenges and identify practical steps to improve life chances.

| <b>Social Mobility Index Data</b>  | <b>Other Data</b>   |
|--|---|
| % of young people eligible for Free School Meals (FSM) at age 15 achieving 2 or more A-levels or equivalent qualifications by age of 19 (ranked 148) | Jan – Dec 2017 data shows that 58.8% of the Crawley population achieved NVQ3 and above (A levels) compared to 61.1% South East and 57.2% of the rest of Great Britain (NOMIS)<br><br>78.9% of Crawley population achieved NVQ2 and above (GCSE) compared to 78.6% South East and 74.7% of the rest of Great Britain (NOMIS) |
| % of children eligible for FSM attending a secondary school rated 'outstanding' or 'good' by Ofsted (ranked 263)                                     | Crawley is just one school away from achieving 100% target of 'good' or 'outstanding' schools. At 74.8% for Crawley by the end of 2017/18. (WSCC)   |
| % of children eligible for FSM achieving at least the expected level in reading, writing, and mathematics at KS2 (ranked 270)                        | Now measured as 'the proportion of disadvantaged children at or above national expectations in reading, writing, and mathematics'. Gap between Crawley  |

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|  |   |
|--|---|
|  | disadvantaged pupils and National figures has significantly closed: 2016 (29.5), 2017 (25.3), 2018 (17.9), therefore showing an improvement by Crawley children. (WSCC) |
|--|---|

- 4.7 It was also noted that the social mobility index data did not take account of the success of Crawley people who have left the town e.g. to attend college or University, and then settled elsewhere.
- 4.8 Whilst the figures were not a straight comparison, it is clear that the social mobility index data should not be taken as the sole indicator in terms of measuring social attainment.

#### How is “success” measured?

- 4.9 One critical aspect highlighted throughout the scrutiny review was that “success” was individually determined, and not necessarily linked to monetary value, educational attainment, occupation, living conditions or being socially mobile. In some cases, it was suggested that ‘success’ could simply be linked to “being content”.

#### **Recommendation:**

**Put forward suggestions to the Social Mobility Commission on how the social mobility index can be further improved e.g. including information about residents who have relocated out of the local authority area following periods of further education.**

## **5. Methods of Investigation and Evidence Gathering**

#### **Witnesses:**

- 5.1 The following were involved in the Review, as being the most appropriate stakeholder representatives, as identified through the Scoping Framework:
- Councillor R D Burrett, Cabinet Member for Education and Skills – WSCC
  - Karen Dodds (Head of Crawley Homes)
  - Diana Maughan (Head of Strategic Housing)
  - Karen Hayes (Head of Corporate Finance)
  - Stass Kolakovic (Employment and Skills Coordinator)
  - Mark Jenner, Head of School Effectiveness – WSCC
  - Ana Maria Maddock (Employ Crawley Partnership Officer)
  - Clem Smith (Head of Economy & Planning)
  - Individuals from Open House
  - Head of Langley Green Primary School.
  - Head of Three Bridges Infants and Junior School
- 5.2 A site meeting took place at Crawley Open House on 18 July 2018. Individuals were invited to discuss their experiences relevant to social mobility. A frequently made point was that different factors ‘interplay’ to cause increasing difficulty. A summary of Crawley Open House staff and clients’ views is shown in Appendix B.

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## 6. Findings, Actions & Supporting Recommendations

- 6.1 The Panel dedicated three of its meetings to the key areas for Social Mobility; Housing (June 2018), Employment (July 2018) and Education (September 2018) and acknowledged that there were overlaps between them. These affected “life chances” and it was paramount that effort was made to fulfil potential and ensure everyone was given a chance to fulfil their aspirations and ambitions, in the widest possible sense.

### Housing:

- 6.2 The Head of Crawley Homes, Head of Strategic Housing and Head of Corporate Finance provided information for this meeting. The importance of having a fixed location to find employment was highlighted. A change in the Housing Allocations Scheme in 2017 is likely to achieve a greater turnover of temporary accommodation stock and fewer out of borough placements. Placing households out of the borough can be disruptive for those who attend work, school or college in Crawley, and also reduce access to their local support networks.
- 6.3 The Homelessness Reduction Act came into force in April 2018. This included providing a personalised housing plan tailored to include specific, personalised housing advice, practical information and support in following up on options to secure accommodation and prevent homelessness. Promoting home ownership for first time buyers remained a Government priority. However, a significant proportion of the take-up of schemes such as ‘Help to Buy’ was from those who would have bought anyway but have used the scheme to access either a better property or one in a better location. The Council seeks to ensure that the take up of low cost home ownership opportunities within the borough is restricted to those with a local connection.
- 6.4 It should be acknowledged that there were limitations as to what the Council could do to ease the situation as it was recognised that the borough is one of the most expensive places to live in the UK (income related to housing costs), however the Council was committed to building affordable housing and there are various schemes both underway and planned in the future. Concerns were expressed regarding the possibility that social housing grouping and tenure mix may have a negative effect as there would be a lack of mix within neighbourhoods. It was acknowledged that, at times, there were difficulties engaging with relevant agencies, particularly mental health services.

### Recommendations:

**Continue to support the Council’s commitment to building social housing.**

**That consideration be given to a ‘tenure blind’ approach to housing design wherever possible.**

### Employment:

- 6.5 The Head of Economy and Planning, the Employment and Skills Coordinator and the Employ Crawley Partnership Officer provided information for this meeting. It was felt by some panel members that zero-hour contracts, together with self-employment, can create insecurity for some individuals and therefore impacted upon people’s lives. This view was backed-up by interviews at Crawley Open House (Appendix B).

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- 6.6 It would be beneficial to attract further employers to the town. The Council had launched the Crawley Developer and Partner Charter to help maximise local opportunities, increasing development and investment in Crawley for the benefit of the town's people, companies and communities. The charter was based on six core principles:
- Aim to source labour from within the local community;
  - Contribute to raising aspirations, educational attainment and skills levels;
  - Improve the competitiveness and sustainability of smaller and locally based firms;
  - Inspire residents, visitors and potential investors in Crawley with the intentions, plans, progress and outcomes of development and investment;
  - Promote good and sustainable development and construction practices;
  - Encourage sub-contractors and suppliers to commit to the principles of the charter.
- 6.7 Panel Members welcomed the fact that the charter represented a willingness of those who sign up to use reasonable endeavours to meet and publicise progress against these. Developers and partners signing up to the charter were issued with a charter certificate by the council. This enabled both the council and signatories to publicly demonstrate and illustrate their commitment and support for the charter.
- 6.8 There was strong support expressed for the work of Employ Crawley which ensured customers could access one-to-one support from a single point of contact, providing advice about finding work and how to secure job, direct from employers. It also provided access to unique workshops and courses delivered by specialists. Additionally, further resources would benefit the support offered, as there is an upward trend in footfall and access to jobs.
- 6.9 However, there was concern that ongoing work with partners and businesses was still required to continually strengthen the aims of Employ Crawley, whilst highlighting the value of individuals. It was felt that there was a gap in provision for adult learning and re-training was challenging. There was an opportunity for bringing training providers together to embark upon a solution. Consequently, future investment from businesses may assist in the volatility of the job market, resulting in sustainable living and working in the same place.
- 6.10 There was an acknowledgement that inspiring primary school children was important, and it would be beneficial to deliver intervention and careers advice at junior levels.
- 6.11 There was disparity in average wage levels between Crawley residents and Crawley employees (as documented in report [PES/194](#)). However, the long term aims of the Employment & Skills Plan was for local residents to access better jobs and for businesses to grow by being able to recruit locally to fill skills gaps. The key aims of the plan were:
- Development & Infrastructure – strengthen collaboration between CBC, developers, education providers and construction industry to boost opportunities;
  - Employability & Social Inclusion – increase employability of disadvantaged and hard to reach groups by helping them overcome barriers to work;
  - Business & Employers – enable discussions between training providers and businesses to develop new training courses to address business skills gaps;
  - Education & Schools – increase number of local employers taking on apprentices and expand local career advice and access to higher education.

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- 6.12 The work of the Social Mobility Foundation (SMF) was highlighted as the programme has been covered by a selection of secondary schools in Crawley. The SMF is a charity which aims to make a practical improvement in social mobility for young people from low-income backgrounds. It provides opportunities and networks of support for 16-17 year olds who are unable to get them from their schools or families.
- 6.13 The SMF publishes the Social Mobility Employer Index which is an important benchmarking initiative that ranks UK's employers on the actions they are taking to ensure they are open to accessing and progressing talent from all backgrounds and it showcases progress towards improving social mobility.
- 6.14 It was queried whether further information could be obtained regarding the Social Mobility Foundation in relation to the council potentially becoming a "Social Mobility Employer".

## **Recommendations:**

**Recognise and continue to support the good work that is taking place with the Council's Employment and Skills Plan.**

**That, as part of the Employment and Skills Plan, consideration be given for bringing training providers together to embark upon a solution for adult learning and re-training (adult education).**

**That, as part of the Employment and Skills Plan, further work be undertaken with the 'Information and Advice Group' (IAG) to engage with junior children and careers advice, particularly on how to access pathways.**

**That, as part of the Employment and Skills Plan, support additional funding opportunities to expand Employ Crawley.**

**That the Head of Legal, Democracy and HR, on behalf of the Council, give consideration to the Council becoming a Social Mobility Employer through the Social Mobility Foundation.**

## **Education:**

- 6.15 Councillor R D Burrett (Cabinet Member for Education and Skills, WSCC), Mark Jenner (Head of School Effectiveness, WSCC) and the Head of Langley Green Primary School provided information for this meeting. Panel Members identified that it was paramount that everyone was given a chance to fulfil their aspirations and ambitions. It was felt that some careers advice was inconsistent and this should ideally commence at an early stage in primary schools. There was support from the Head of Langley Green Primary School regarding this approach.
- 6.16 The BBC highlighted a survey in January 2018, conducted by the charity Education and Employers, which highlighted that young people in developing countries often have more aspirational career ambitions than in the UK. The study asked primary school children, aged seven to 11, in 20 countries to draw pictures of the jobs they wanted to have when they grew up. The careers charity said the results showed how gender stereotypes were established from an early age.
- 6.17 "In the UK, girls were much less likely to want to become engineers or scientists. Girls' top choices were more focused on academic success - with jobs such as teacher, vet and doctor among the most popular. By contrast, boys seemed to be much more influenced by popular culture, with jobs such as becoming a sportsman,

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working in social media or the police”. In terms of social mobility, the survey results indicated that it was imperative that young people needed to be introduced to different types of career earlier in life. “Girls in more deprived schools were more likely to want to be shop workers and beauty therapists, while better-off boys wanted to be managers and lawyers”.

- 6.18 The charity said “this misalignment remained a problem for older pupils, with a lack of advice available about what skills were really going to be in demand”. “It is clear from the drawings that children arrive in school with strong assumptions based on their own day-to-day experiences,” said the Organisation for Economic Co-operation and Development’s Education Director, “Careers counselling in secondary schools comes far too late”. Nick Chambers, Chief Executive of Education and Employers, said it showed the need for children in primary school to hear about the “vast range of career options open to them and are not ruling things out at an early age”.  
(‘Education & Employers’ survey - BBC, 2018)

The results from the survey showed:

| Top 10 most popular jobs for girls, UK | Top 10 most popular jobs for boys, UK |
|--|---------------------------------------|
| 1. Teacher                             | 1. Sports player                      |
| 2. Vet                                 | 2. Social media                       |
| 3. Sports player                       | 3. Police                             |
| 4. Doctor                              | 4. Armed forces                       |
| 5. Artist                              | 5. Scientist                          |
| 6. Musician                            | 6. Engineer                           |
| 7. Hairdresser                         | 7. Doctor                             |
| 8. Scientist                           | 8. Teacher                            |
| 9. Dancer                              | 9. Vet                                |
| 10. Nurse                              | 10. Mechanic                          |

- 6.19 Panel Members felt that input into the Junior Citizen scheme could prove beneficial in addressing this. The scheme, run by the Council, was open to all 10 and 11 year olds. It teaches children how to recognise and deal with all kinds of potentially dangerous situations, whilst also helping them to learn valuable life skills to encourage responsible citizenship. Consideration of incorporating careers advice into the Junior Citizen scheme would be advantageous.
- 6.20 There was also support for continuing work through the ‘Be the Change’ initiative, which the Council and local businesses have taken part in for several years, by providing ‘business mentors’ for teenagers. ‘Be the Change’ is a programme aimed at 14 year old schoolchildren who, for one reason or another, have become disengaged with school, or lack confidence in their own abilities; who may struggle academically, but have real potential once engaged in an activity that captures their imagination. The programme focuses on their happiness, confidence, hope, relationships and employability, and encourages students to identify their personal barriers to success, before helping them find ways of overcoming them. Feedback questionnaires show that 95% of students who take part if the project feel positive about their future following the programme.
- 6.21 In terms of West Sussex schools, a new curriculum was introduced in 2014 and initially not all schools were prepared for the changes. However, there have since been amendments in teaching styles and skills, principally in reading, writing and maths, leading to a noticeable difference in performance, particularly in reading. There was an ambition to achieve more for Crawley schools. The aspiration was that by 2022, West Sussex will be one of the top 25% of local authorities nationally for the quality and provision of learning across all age groups and abilities. In terms of the proportion of children eligible for Free School Meals (FSM) attending a good or

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outstanding school (state funded secondary), Crawley was just one school away from its 100% target. The data for Crawley KS2 disadvantaged pupils shows improvement over 3 years (2016-2018), a distinct narrowing in the national gap figures over the years (29.5, 25.3, 17.9).

- 6.22 There was recognition that schools are improving, but noted that they needed confidence to achieve a “good” rating, then maintain this rating and improve further to outstanding. All schools have an aspiration to be good or better. There was recognition that schools try hard to publicise FSM as this benefits both pupils and schools. Schools receive additional funding from the government for each child registered for FSM. Additionally, further promotion was required with regards to FSM as this benefits both pupils and schools.
- 6.23 In terms of exclusion data, it was confirmed that the West Sussex data was proportionate with the national data. Maintaining children in education was key and it was questioned if resources could be involved at an earlier stage. It was acknowledged that it was a myth that high level exclusion rates resulted in low Ofsted ratings. It was commented that the Alternative Provision Service worked well, but there was disappointment that it did not continue past the age of 16.
- 6.24 It is acknowledged that county councils have little influence over Academies.
- 6.25 At the end of the review, the panel chair met with the Head of Three Bridges Infants and Junior School, who raised a further important point, one which had been expressed by panel members throughout the review. This was the negative impact that poor social mobility can have on the reputation of the town, and particularly the impact on its children. The Head also praised the Council’s Junior Citizen scheme, and said that a ‘careers fairs’ takes place within the school, where parents talk to children about their career pathways, which is to be commended.
- 6.26 Crawley College also has a hugely important role to play in providing Crawley’s young people with alternative vocational skills development pathways, to complement the more traditional academic offer provided by Crawley’s local schools. The College aims to open a new STEM skills Centre of Excellence in 2021, which means it will be able to provide a more attractive and competitive offer to young people in Crawley, via new technology oriented skills training pathways into better paid employment. To that end, there is a real opportunity for closer co-operation and partnership working between the College and employers from higher value sectors of the local economy, such as bio-medical engineering, avionics and aviation technologies.

## **Recommendations:**

**That the Leader, on behalf of the Council, request WSCC to further consider that the Alternative Provision Service continues past the age of 16.**

**That the Leader, on behalf of the Council, request WSCC to further consider that the Access and Exclusion Team resources could be involved at an earlier stage.**

**That consideration be given to incorporating careers advice into the Junior Citizen Scheme run by the Council.**

**That the Council continues to support the ‘Be the Change’ initiative.**

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That the Council continues to support Crawley College in building closer co-operation with local employers to help develop skills pathways into better paid jobs for more Crawley residents.

That further promotion should take place with regards to Free School Meals, as this benefits both pupils and schools. Schools receive additional funding from the government for each child registered for FSM.

## 7. Implications

### Resources:

Recognise and continue to support the good work that is taking place with the Employment and Skills Plan.

| <b>Recommendations:</b>   | <b>Resource implications:</b>  |
|---|--|
| <u>General</u> ; put forward suggestions to the Social Mobility Commission on how the social mobility index can be further improved e.g. including information about residents who have relocated out of the local authority area following periods of further education. | No additional CBC resources.   |
| <u>Housing</u> ; continue to support the Council's commitment to building social housing.   | The current delivery programme is resourced although any escalation in delivery would have resource implications.  |
| <u>Housing</u> ; that consideration be given to a 'tenure blind' approach to housing design wherever possible.  | No additional CBC resources.   |
| <u>Employment</u> ; recognise and continue to support the good work that is taking place with the Council's Employment and Skills Plan  | No additional CBC resources.   |
| <u>Employment</u> ; that, as part of the Employment and Skills Plan, consideration be given for bringing training providers together to embark upon a solution for adult learning and re-training (adult education).  | The principal challenge is the availability of the required resources to pump prime the development of new adult learning programmes. According to the Institute of Fiscal Studies, total funding for Adult Education and Apprenticeships has fallen by 45% over the last decade. However, the government's new Local Industrial Strategy programme places greater emphasis on workforce skills development and it is likely that there will be funding opportunities via the Coast to Capital LEP from 2021 for Crawley stakeholders to develop new adult skills training, which is directly linked to up-skilling and re-training the local workforce. |
| <u>Employment</u> ; that, as part of the Employment and Skills Plan, further work be undertaken with the  | The Council has already led the creation of a multi-agency partnership of employment and training providers to   |

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|  |   |
|--|---|
| <p>'Information and Advice Group' (IAG) to engage with junior children and careers advice, particularly on how to access pathways.</p>   | <p>underpin the employment support services the Council offers local residents via Employ Crawley. For the next stage of the Employment and Skills Plan, the Council is therefore in an excellent position to use this partnership to drive the development of targeted careers advice services, benefiting young people in particular.</p>   |
| <p><u>Employment</u>; that, as part of the Employment and Skills Plan, further additional funding opportunities are identified to expand Employ Crawley.</p>   | <p>The Council has been working closely with the Department for Work and Pensions over the past year on how Employ Crawley's services can most effectively add value to the services offered to local residents by the Crawley Job Centre. As a consequence, the Council has successfully secured from the DWP over £60,000 of additional funding in order to expand Employ Crawley by funding an additional employment support advisor. For the next stages of the Employment and Skills Plan the Council will seek further resources from the DWP, the West Sussex Business Rates retention pool and the Coast to Capital Local Enterprise Partnership.</p> |
| <p><u>Employment</u>: that the Head of Legal, Democracy and HR, on behalf of the Council, give consideration to the Council becoming a Social Mobility Employer through the Social Mobility Foundation.</p>            | <p>No additional CBC resources. An application form would need to be completed to demonstrate that the Council excelled in criteria such as working with young people, recruitment, selection or progression of people from lower socio-economic groups.</p>  |
| <p><u>Education</u>; that the Leader, on behalf of the Council, request WSCC to further consider that the Alternative Provision Service continues past the age of 16.</p>  | <p>No additional CBC resources.</p>   |
| <p><u>Education</u>; that the Leader, on behalf of the Council, request WSCC to further consider that the Access and Exclusion Team resources could be involved at an earlier stage.</p>                               | <p>No additional CBC resources.</p>   |
| <p><u>Education</u>; that consideration be given to incorporating careers advice into the Junior Citizen Scheme, run by the Council.</p>   | <p>No additional CBC resources – reallocate staff time.</p>   |
| <p><u>Education</u>; that the Council continues to support the 'Be the Change' initiative.</p>   | <p>No additional CBC resources.</p>   |
| <p><u>Education</u>; that the Council continues to support Crawley College in building closer co-operation with local employers, to help develop skills pathways into better paid jobs for more Crawley residents.</p> | <p>No additional CBC resources.</p>   |

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|  |                              |
|--|------------------------------|
| Education; that that the Leader, on behalf of the Council, request that WSCC further promotes Free School Meals, as this benefits both pupils and schools. Schools receive additional funding from the government for each child registered for FSM. | No additional CBC resources. |
|--|------------------------------|

- 7.1 The Panel has been mindful throughout the review to focus on where the Council can add value and influence. There is a need to take practical steps which can improve the life chances of those growing up in Crawley, whilst having a minimal impact on services and the voluntary sector. The successful delivery of many of the recommendations will require co-operation, effort and effective communication between CBC, WSCC and the business and voluntary sector.

## 8. Background Papers

[Social Mobility Scrutiny Panel Notes 17.4.18](#)

[Social Mobility Scrutiny Panel Notes 13.6.18](#)

[Social Mobility Scrutiny Panel Notes 23.7.18](#)

[Social Mobility Scrutiny Panel Notes 11.9.18](#)

[Social Mobility Scrutiny Panel Notes 3.10.18](#)

[Education and Employers \(Children in poorer countries have higher career aspirations than UK\) survey – BBC January 2018](#)

[Social Mobility Commission's State of the Nation 2017: Social Mobility in Great Britain report](#)

[Draft Crawley Employment & Skills Plan 2016- 2021 PES/194 - Cabinet 2.12.15](#)

## 9. Panel Membership and Thanks

- 9.1 The Panel would like to thank everyone involved for their valued comments, advice and contributions into the Panel's work.

Contact Officer:

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01293 438420, [Christian.harris@crawley.gov.uk](mailto:Christian.harris@crawley.gov.uk)

# Scoping Framework

**Title of Review:**  
**Social Mobility Scrutiny Panel**

## **PART1: THE REVIEW**

### **Section 1 - Terms of Reference**

To investigate the state of social mobility within the borough and practical steps which can be taken to ensure that a child's outcomes are no longer capped "*by those of their parents*".

### **Section 2 – Reasons for the Review**

There has been concern around the low level of social mobility within the town for some time and the Government's Social Mobility Commission has now highlighted the borough as one of the poorest local authority areas in the country for social mobility and the worst in the South East.

### **Section 3 - Key Objectives of Review**

- 1) A local perspective on the extent of the problem - What the main challenges are in delivering greater social mobility and practical steps which can be taken by Crawley Borough Council and other organisations to improve the life chances of those growing up in Crawley.
- 2) The social mobility index assessed the education, employability and housing prospects of people within the area, therefore it may be possible for the review to be broken down into several subject areas to provide focus. The national curriculum is organised into blocks of years called 'key stages' (KS). At the end of each key stage, the teacher will formally assess the child's performance – these are identified at the end of scoping document.
- 3) Analyse data (within the social mobility index – coldspots/hotspots), and other sources. Filter various sections to identify areas to provide focus.

### **Section 4 - What will not be included in the scope (and why)**

- 1) TBC

## **PART 2: EVIDENCE GATHERING AND PLANNING**

### **Section 5 - Key Documents and Background Information**

- 1) Social Mobility Index Data – It will be important to ascertain the value of the data. Whilst Crawley on the "Overall Rankings South East" tab may be last on the Overall Score, this may not necessarily be the case in all areas. On other scores for example '% of young people eligible for Free School Meals at age 15 entering higher education at selective university by age 19', Crawley scores 88. Similarly, 'Median weekly salary of employees who live in the local area' is 94.

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- 2) WSCC Review of Education and Skills Annual Report Summary 2016/17 - Report from the Task and Finish Group, which was considered on 14 March 2018
- 3) Information and evidence from key CBC Officers – Housing, Community Development and Economic Development.
- 4) information and evidence from key CBC Officers – Update on the Crawley Employment & Skills Plan 2016- 2021
- 5) Potential witness sessions or request for update from WSCC Councillors/officers from WSCC.
- 6) Potential witness sessions with community partners.
- If will be important to take into consideration the current officer(s) resources in terms of gathering data and evidence.

| <b>Section 6 - Witnesses to be invited</b><br><i>(some initial suggestions listed below – but probably will need to be more focused and selective)</i> |  |  |
|--|--|--|
| <b><u>Organisation</u></b>   | <b><u>Name/Position</u></b>                                  | <b><u>Reason for Inviting</u></b>  |
| CBC – Economic Development   | Head of Economic and Environment Services                    | <ul style="list-style-type: none"> <li>Update on Crawley Employment &amp; Skills Plan 2016- 2021 and Employ Crawley</li> </ul>   |
| Community Development  | Community Development Manager                                | <ul style="list-style-type: none"> <li>Update on work with the voluntary sector generally and findings/links with Community Needs Partnership.</li> </ul>  |
| Housing  | Head of Strategic Housing & Planning Services                | <ul style="list-style-type: none"> <li>Whilst the Social Mobility Index Data focuses on house ownership, it will be important to obtain an update on affordable housing, shared ownership and private sector housing.</li> </ul> |
| External - Potentially WSCC Councillors/Officers (either witness session or update)  | Councillor Burrett - Cabinet Member for Education and Skills | <ul style="list-style-type: none"> <li>Update on work with county, particularly following publication of State of the Nation 2017 - Social Mobility in Great Britain Report</li> </ul>   |
| Potentially WSCC Councillors/Officers (either witness session or update)   | Deborah Myers - Director of Education & Skills               | <ul style="list-style-type: none"> <li>Update on work with county, particularly following publication of State of the Nation 2017 - Social Mobility in Great Britain Report</li> </ul>   |
| Potentially witness sessions with community partners   | TBC  | <ul style="list-style-type: none"> <li>What is their assessment of the current situation</li> </ul>  |

| <b>Section 7 - Site Visits and Attendance at Events</b> |                    |   |
|---|--------------------|---|
| <b><u>Location/Event</u></b>                            | <b><u>Date</u></b> | <b><u>Purpose of Visit</u></b>  |
| Education establishments (schools)                      | June/July 2018     | Liaise with Head teachers regarding thoughts/views. Would be interesting to |

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|  |  |   |
|--|--|---|
|  |  | obtain views of cross-section of school children on their career aspirations. |
|--|--|---|

## Section 8 - Community Engagement Proposals

Potentially this could become a huge review but it is proposed to keep this review more proportionate, by focusing on where it can add most value.

The social mobility index assessed the education, employability and housing prospects of people within the area, therefore it may be possible for the review to be broken down into several subject areas to provide focus.

## PART 3: ADMINISTRATIVE CHECKLIST

| Section 9 – Planning the Panel’s Work Programme |             |   |
|---|-------------|---|
|   | Date (prov) | Details: (e.g. witnesses, objectives etc.)  |
| Projected start date                            | March       |   |
| 1 <sup>st</sup> panel meeting                   | 17 April    | Background report and scoping framework   |
|   |             | In between Meeting 1 and Meeting 2 the following may be actioned: <ul style="list-style-type: none"> <li>• Chair to write letter to Head teachers requesting attendance to discuss thoughts / views and also if possible to obtain views of cross-section of school children of their careers aspirations</li> <li>• Chair to draft standard questions for discussion with Head teachers and email to Panel Members and Lead Officers.</li> <li>• Lead Officers to invite witnesses to attend the relevant meeting.</li> <li>• Panel Members to identify clear set of questions to ask representatives from CBC Housing.</li> </ul> |
| 2 <sup>nd</sup> panel meeting                   | 13 June     | Housing focus   |
|   |             | In between Meeting 2 and Meeting 3 the following may be actioned: <ul style="list-style-type: none"> <li>• Dependent on response from educational establishments, panel members to meet with a selection of Head teachers and if possible obtain views of cross-section of school children of their careers aspirations and thoughts.</li> <li>• Panel Members to identify clear set of questions to ask representatives regarding Employment and Skills.</li> </ul>  |
| 3 <sup>rd</sup> panel meeting                   | 23 July     | Employment focus  |
|   |             | In between Meeting 3 and Meeting 4 the following may be actioned:   |

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|                               |         |   |
|-------------------------------|---------|---|
|                               |         | <ul style="list-style-type: none"> <li>Analyse evident required for 4<sup>th</sup> Panel meeting.</li> <li>Identify clear set of questions to ask representatives from WSCC.</li> </ul> |
| 4 <sup>th</sup> panel meeting | 11 Sept | Education focus   |
| 5 <sup>th</sup> panel meeting | 3 Oct   | Finalise recommendations  |
| 6 <sup>th</sup> panel meeting | 6 Nov   | If required – draft report.   |

| <b>Section 10 - Resources and Responsibilities</b> |  |
|--|--|
| Chair of Scrutiny Panel                            | Cllr K Sudan   |
| Other Members of Scrutiny Panel                    | Cllrs<br>M L Ayling, T G Belben, R A Fiveash, I T Irvine,<br>K L Jaggard, K Sudan and L Vitler |
| Lead Officer(s)                                    | Head of Community Services - Chris Harris  |
| Scrutiny Support                                   | Democratic Services Officer - Heather Girling  |
| Portfolio Holder                                   | Cllr P K Lamb  |
| Head of Service                                    | Head of Community Services   |

| <b>Section 11 - Reporting Arrangements</b>                             |                     |
|--|---------------------|
| <b>Committee/Body</b>  | <b>Date (prov.)</b> |
| Final report of Panel to Overview and Scrutiny Commission              | Jan or Feb 2019     |
| Final report to Cabinet (as appropriate)                               | Feb 2019            |
| Final report to other Committee, full Council or Body (as appropriate) | TBC                 |

| <b>Section 12 - Monitoring/Feedback Arrangements</b> |                |             |
|--|----------------|-------------|
| <b>Body/Committee</b>                                | <b>Details</b> | <b>Date</b> |
| OSC  |                | TBC         |

| <b>Section 13 - Approvals</b>    |                     |             |
|----------------------------------|---------------------|-------------|
| <b>Details</b>                   | <b>By whom</b>      | <b>Date</b> |
| Terms of reference/Panel agreed  | OSC                 | 19.3.18     |
| Scoping Framework - drafted      | Democratic Services | 26.3.18     |
| Scoping Framework - first agreed | Panel               | 17.4.18     |

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## Key stages

The national curriculum is organised into blocks of years called 'key stages' (KS). At the end of each key stage, the teacher will formally assess the child's performance.

| Age      | Year      | Key stage                   | Assessment  |
|----------|-----------|-----------------------------|---|
| 3 to 4   |           | <a href="#">Early years</a> |   |
| 4 to 5   | Reception | <a href="#">Early years</a> | Teacher assessments (there's also an optional assessment at the start of the year)              |
| 5 to 6   | Year 1    | KS1                         | Phonics screening check   |
| 6 to 7   | Year 2    | KS1                         | National tests and teacher assessments in English, maths and science                            |
| 7 to 8   | Year 3    | KS2                         |   |
| 8 to 9   | Year 4    | KS2                         |   |
| 9 to 10  | Year 5    | KS2                         |   |
| 10 to 11 | Year 6    | KS2                         | National tests and teacher assessments in English and maths, and teacher assessments in science |
| 11 to 12 | Year 7    | KS3                         |   |
| 12 to 13 | Year 8    | KS3                         |   |
| 13 to 14 | Year 9    | KS3                         |   |
| 14 to 15 | Year 10   | KS4                         | Some children take GCSEs  |
| 15 to 16 | Year 11   | KS4                         | Most children take GCSEs or other national qualifications                                       |

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## Appendix B

### **Crawley Open House meeting with Panel Chair, 18 July 2018.**

Summary of staff and clients' views:

*Housing: Shortage of homes in Crawley has led to high housing costs, making some people at greater risk of becoming homeless. Cheaper social housing may still be too expensive for those most in need.*

*Drug abuse and mental health: Individual journeys into homelessness often include drug and/or alcohol addiction and/or mental health, and/or learning difficulties. Increasing costs make it harder for people to manage, and people with these difficulties are often the first to become homeless and the least able to cope.*

*Inability to establish a local connection: To qualify for social housing it is necessary to establish a local connection. When people become homeless and jobless, they often travel long distances, losing the local connection to friends and family.*

*Shorthold tenancy and becoming intentionally homeless: Some clients had been in shorthold tenancy and were evicted e.g. for rent arrears or anti-social behaviour. If they leave as a result of a Section 8 eviction notice being served, and do not wait for bailiffs to evict them, they say they are deemed as intentionally homeless and therefore ineligible for social housing, finding it difficult to get back into a home.*

*Barriers to getting back into a home: Even when a job is secured that could pay rent on a home, many find it difficult to pay the deposit or rent-in-advance. Clients also have difficulty finding a guarantor, as they have no proven record. Open House residents who secure employment are ineligible for housing benefit and are required to meet the full cost of their accommodation, which many cannot afford. If they leave Open House, they feel they will lose the personal support provided by Open House. If they stay they cannot save up for a deposit. This becomes a vicious circle.*

*Is employment the answer? Many clients felt that getting a job was not the biggest barrier. Some, even well qualified and skilled clients, felt they could only secure low-paid and insecure or zero hour contracts. Many found it impossible to budget for themselves with fluctuating wages and this had led them to rent arrears and becoming homeless. When living on the street it is almost impossible to secure employment.*

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## Cabinet Member Responsibilities

### **Cabinet Member for Planning and Economic Development**

#### Lead Cabinet Member for Education, Skills and Transport

#### Town and Country Planning

Local Plan

Building regulation and building control

Issues relating to access to the countryside

Closure/diversion of footpaths, bridleways and highways

Provision of resources for enforcement of decisions taken by the Planning Committee

#### Transport Planning

including public transport and liaison with public transport operators

Transportation policies, including liaison with the highway authority on their development, traffic management and car parking

Responding to consultations on proposed traffic regulation orders

#### Concessionary Travel and liaison with local bus companies

#### Economic Development

Town Centre Management and Regeneration

Christmas illuminations

Issues of business and employment development within the Borough including training

Marketing and promotion of the Borough and tourism

#### Gatwick Strategy

#### Liaison with County Council and Neighbouring District Councils on Planning and Highways

Formulation of Green Space Strategy (The implementation of the Green Space Strategy remains with the Cabinet Member for Wellbeing)

Heritage Strategy (the Strategy will fall within the responsibilities of several Cabinet Members, however the Cabinet Member for Planning and Economic Development will provide a co-ordinating role)

#### Property and Construction

Asset Management Strategy

All non-operational assets included in the Assets Register

Corporate Strategy for the maintenance, management and development of the Council's corporate estate

Terms for the acquisition, disposal and appropriation of land (excluding right to buy / rent to mortgage and shared ownership schemes for Housing Revenue Account dwellings)

#### Property Strategy

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## **Cabinet Member for Planning and Economic Development**

### Specific Delegations:

- (1) The adoption of new Conservation Area Statements and amendments to existing Conservation Area Statements
- (2) The adoption of new Heritage Statements and amendments to existing Heritage Statements
- (3) Approval of the annual programme of building maintenance works for operational properties (excluding housing assets) including variations during the year to meet changing needs. Delegation to cover all types of maintenance work and small-scale improvements above £100,000 per job

### Membership to Outside Bodies:

- Local Economy Action Group (voting member)
- Gatwick Airport Joint Authorities Meeting
- Gatwick Diamond Local Authorities Members' Group
- Manor Royal Business Group
- Manor Royal Management Group
- Manor Royal Board
- Sussex Building Control
- Town Centre Partnership
- West Sussex Joint Planning Board
- Bus Company Meetings

NB. All Cabinet Members may be substitute for another Cabinet Member on any of the Cabinet appointed outside bodies