

Crawley Borough Council

Cabinet

Agenda for the **Cabinet** which will be held in **Committee Room A & B - Town Hall**, on **Wednesday, 13 March 2019 at 7.30 pm**

Nightline Telephone No. 07881 500 227



Head of Legal, Democracy and HR

Membership:

Councillors

P K Lamb (Chair)

M G Jones

C J Mullins

A C Skudder

B A Smith

P C Smith

G Thomas

Leader of the Council

Cabinet Member for Housing

Cabinet Member for Wellbeing

Cabinet Member for Resources

Cabinet Member for Public Protection and
Community Engagement

Cabinet Member for Planning and Economic
Development and Deputy Leader

Cabinet Member for Environmental Services
and Sustainability

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

Part A Business (Open to the Public)

	Pages
1. Apologies for Absence	
2. Disclosures of Interest	
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.	
3. Minutes	5 - 10
To approve as a correct record the minutes of the Cabinet held on 6 February 2019.	
4. Public Question Time	
To answer any questions asked by the public which are relevant to the functions of the Cabinet.	
Public Question Time will be concluded by the Chair when all questions have been answered or on the expiry of a period of 15 minutes, whichever is the earlier.	
5. Further Notice of Intention to Conduct Business in Private and Notifications of any Representations	
The Monitoring Officer will report on any responses to representations received in relation to why item(s) 13: Watercourse and Drainage Management Services Contract should not be held in Part B Business – (Closed to the Public).	
6. Matters referred to the Cabinet and Report from the Chair of the Overview and Scrutiny Commission	
To consider any matters referred to the Cabinet (whether by a scrutiny committee or by the Council) and those for reconsideration in accordance with the provisions contained in the Scrutiny Procedure Rules, the Budget Procedure Rules and the Policy Framework Procedure Rules set out in Part 4 of the Council's Constitution.	
7. Employment & Skills Programme 2019-2024	11 - 26
<i>Planning and Economic Development Portfolio</i>	
To consider report PES/313 of the Head of Economy and Planning, which was referred to the meeting of the Overview and Scrutiny Commission on 11 March 2019.	

	Pages
<p>8. Social Mobility Scrutiny Panel Final Report</p> <p><i>The Leader's Portfolio</i></p> <p>To consider report OSC/276 of the Chair of the Social Mobility Scrutiny Panel, which was referred to the meeting of the Overview and Scrutiny Commission held on 11 March 2019.</p>	27 - 44
<p>9. Proposed Article 4 Directions for Main Employment Areas</p> <p><i>Planning and Economic Development Portfolio</i></p> <p>To consider report PES/314 of the Head of Economy and Planning.</p>	45 - 54
<p>10. Irrecoverable Debts 2018/2019</p> <p><i>The Leader's Portfolio</i></p> <p>To consider report FIN/463 of the Head of Corporate Finance.</p>	55 - 58
<p>11. Supplemental Agenda</p> <p>Any urgent item(s) complying with Section 100(B) of the Local Government Act 1972.</p>	
<p>12. Exempt Information – Exclusion of the Public (Subject to Agenda Item 5)</p> <p>The Committee is asked to consider passing the following resolution:- That under Section 100A (4) of the Local Government Act 1972 the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act by virtue of the paragraphs specified against the item.</p>	
Part B Business (Closed to the Public)	
<p>13. Watercourse and Drainage Management Services Contract</p> <p><i>Environmental Services and Sustainability Portfolio</i></p> <p>(Exempt Paragraph 3)</p> <p>To consider report HPS/17 of the Head of Major Projects & Commercial Services.</p>	59 - 62

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Crawley Borough Council

Minutes of Cabinet

Wednesday, 6 February 2019 at 7.30 pm

Councillors Present:

P K Lamb (Chair)	Leader of the Council
M G Jones	Cabinet Member for Housing
A C Skudder	Cabinet Member for Resources
B A Smith	Cabinet Member for Public Protection and Community Engagement
P C Smith	Cabinet Member for Planning and Economic Development and Deputy Leader
G Thomas	Cabinet Member for Environmental Services and Sustainability

Also in Attendance:

Councillor C A Cheshire and D Crow

Officers Present:

Natalie Brahma-Pearl	Chief Executive
Kevin Carr	Legal Services Manager
Karen Hayes	Head of Corporate Finance
Chris Pedlow	Democratic Services Manager
Clem Smith	Head of Economy and Planning

Apologies for Absence:

Councillor C J Mullins

1. Disclosures of Interest

No disclosures of interests were made.

2. Minutes

The minutes of the meeting of the Cabinet held on 21 November 2018 were approved as a correct record and signed by the Leader.

3. Public Question Time

There were no questions from the public.

4. **Matters referred to the Cabinet and Report from the Chair of the Overview and Scrutiny Commission**

It was confirmed that no matters had been referred to the Cabinet for further consideration.

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

The Leader of the Council presented report FIN/462 of the Head of Corporate Finance, which set out the Budget and level of Council Tax for the year 2019/2020. It was noted that the report detailed each of the Revenue, Capital and Housing Revenue Accounts that combine together to formulate 'The Budget'. In proposing the level of Council Tax for the Financial Year 2019-2020, each of those accounts identified had been considered. The proposed Council Tax for 2019/20 be increased by 2.49%, which was one of the lowest in the County. The Leader emphasised that the Budget follows the agreed Budget Strategy including achieving a balanced budget over a 3 year period. However, through the combined proposals it had ensured that the Council had a balanced budget over the one year. It was noted that the budget has a focus on income generation to fund reduction in Grant funding.

The report also sought approval of the Pay Policy Statement for 2019/2020.

The Cabinet noted the Overview and Scrutiny Commission's comments on the report presented by Councillor Cheshire and its comments to the Cabinet following consideration of the matter at its meeting on 4 February 2019.

Councillor Jones also spoke on the report.

RESOLVED

That Full Council be recommended to the approval of the following items regarding the 2019/20 Budget:

- a) to approve the proposed 2019/20 General Fund Budget including savings and growth as set out in section 6 and Appendix 1 and Appendix 2 of report FIN/462,
- b) to approve the proposed 2019/20 Housing Revenue Account Budget as set out in Section 10 and Appendix 3 of report FIN/462,
- c) to approve the 2018/19 to 2021/22 Capital Programme and funding as set out in Paragraph 11.4 of report FIN/462,
- d) to agree that the Council's share of Council Tax for 2019/20 be increased by 2.49% from £198.99 to £203.94 for a band D property as set out in paragraphs 5.5.1 and 13.3 of report FIN/462,
- e) to approve the Pay Policy Statement for 2019/2020 as outlined in paragraph 16.3 and Appendix 6 of report FIN/462.

Reasons for the Recommendations

To provide adequate funding for the proposed level of services and to fulfil the statutory requirement to set a Budget and Council Tax and report on the robustness of estimates.

6. Treasury Management Strategy 2019/2020

The Leader of the Council presented report FIN/464 of the Head of Corporate Finance. The strategy covered two main areas, Capital related matters and treasury management issues. It was noted that the Council was required to produce a Treasury Management Strategy.

The Leader stated that the purpose of the report was to show how the Council intends to invest, over long and short terms, the money it holds both in its reserves and collects, to ensure that the Council was making best use of that money. The Council's investment criteria was based on three principles, security, investment and yield in that order. However part of our investment strategy states that we would not invest in unethical investments as shown in section 7.3 of report FIN/464.

It was noted that there were no material changes to the Investment Strategy in Section 7 and Appendix 3 of the report compared with the 2018/2019 Strategy. Also that the report takes into account the revenue and capital implications arising in the 2019/20 Budget and Council Tax report (FIN/462).

Councillor Cheshire presented the Overview and Scrutiny Commission's comments on the report to the Cabinet following consideration of the matter at its meeting on 4 February 2019. The Commission were pleased with the success with the rate of return that the in-house team were able to achieve on the Council's investments. It also noted that there might be a need in the future for the Council to look beyond the income from property acquisition.

Councillors Skudder and Thomas also spoke on the report and questioned that going forward, could the Council's ethical investment policy be expanded to consider company ecological position. The Leader commented that he would be happy in the future to look at adding such a category to the ethical investment policy.

RESOLVED

That Full Council be recommended to approve

- a) the Treasury Prudential Indicators and the Minimum Revenue Provision (MRP) Statement contained within Section 5 of report FIN/464;
- b) the Treasury Management Strategy contained within Section 6 of report FIN/464;
- c) the Investment Strategy contained within Section 7, and the detailed criteria included in Appendix 3 of report FIN/464;

Reasons for the Recommendations

The Council's financial regulations, in accordance with the CIPFA Code of Practice for Treasury Management, requires a Treasury Management Strategy to be approved for the forthcoming financial year. This report complies with these requirements

7. Capital Strategy 2019/2020

The Leader of the Council presented report FIN/467 of the Head of Corporate Finance. The report was a new requirement and detailed how the Council would manage their investments and financing of capital resources to contribute towards achieving its key objectives and priorities.

Councillor Cheshire presented the Overview and Scrutiny Commission's comments on the report to the Cabinet following consideration of the matter at its meeting on 4 February 2019.

Councillor Thomas also spoke as part of the discussion on the report.

RESOLVED

That Full Council be recommended to approve the Capital Strategy

Reasons for the Recommendations

The Council's financial regulations, in accordance with the CIPFA Code of Practice for Treasury Management, requires a Capital Strategy to be approved for the forthcoming financial year. This report complies with these requirements.

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

The Cabinet Member for Planning and Economic Development presented report PES/302 of the Head of Economy and Planning, which provided the findings of the first Annual review of Crawley's Community Infrastructure Levy (CIL) Programme. The report set out proposed changes to the Infrastructure Business Plan (IBP), included the removal, following advice from the CCG, of the potential investment in a Bewbush medical centre at Bewbush Pavilion, which was acknowledged by the Cabinet was desperately needed with the impact of Kilwood Vale. But instead investment to funding two new consultant rooms at both Saxonbrook Medical Centre, Northgate and at Pound Hill Medical Group respectively.

The report also detail the result of the one year pilot Crowdfund Crawley scheme. The scheme had proved to be successful with over £12k worth of funding being provided to community lead schemes/ projects across the Borough and as a result of this it was proposed that the scheme be renewed for a further year.

Councillor Cheshire presented the Overview and Scrutiny Commission's comments on the report to the Cabinet following consideration of the matter at its meeting on 4 February 2019. The Commission commented that they were pleased with the success of the crowdfunding schemes and hoped that a further thought could be made over the potential for some offline applications form for the scheme, rather than just through the Spacehive portal.

Councillors Jones and Skudder all spoke as part of the discussion on the report.

RESOLVED

That Cabinet

- a) approves the proposed revised CIL strategic infrastructure spend priorities presented in the Infrastructure Business Plan (Appendix A) set out in Section 6 to report PES/304, to the end of 2021/22.
- b) notes that the Infrastructure Business Plan, including the funding programme, will continue to be reviewed on an annual basis to take into account any changes in strategic infrastructure priorities and fluctuations in CIL receipts compared to the forecast. The next review is proposed to take place in February 2020.
- c) approves extending the Crowdfund Crawley pilot scheme until the end of March 2020 and for the scheme to be reviewed again in February 2020. 2.2.4. To approve the recommendation to broaden the requirement as to when the Council will consider making a pledge from the Neighbourhood Improvement Fund, to include projects which achieve 10 individual pledges for funding. (See Section 11.7 of report PES/302)
- d) approves the application of the CIL administrative fee, capped at 5% of total receipts per annum. (See section 5.3.1 and Section 7 of report PES/302).

Reasons for the Recommendations

1. By approving the revised CIL Infrastructure Business Plan, it will give clarity as to the projects identified as a priority for delivery using CIL finances and it will also provide a clear audit trail.
2. The extension to the Crowdfund Crawley programme will allow the Council to better evaluate the impact that the programme has had. By broadening the requirement that the Council will consider making a pledge, this should enable individual projects which have struggled to get initial 'buy in' from the general public to gain support, building further confidence in the Crowdfund programme.
3. By approving the application of the CIL administration fee, this will allow the Council to offset administrative expenses incurred by the Council due to its role in the collection, management and distribution of CIL.

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

The Cabinet Member for Environmental Services and Sustainability presented report HCS/08 of the Head of Community Services which sought approval for the Statement of Licensing Policy 2019-2024. The Cabinet were informed that under the Licensing Act 2003, the Council as the Licensing Authority was required to determine and publish a 'Statement of its Licensing Policy' at least once every five years. The only proposed changes to the previous policy related to legislation changes.

As part of the statutory process for reviewing the policy, a 12 week period consultation was held, however there was only one response, that being from WSCC's Public Health Team. Their comments over the need to highlighting the effects of alcohol on individuals' behaviour and the long term damage of drinking, had been incorporated as the part of the Alcohol and Health foreword to the policy.

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Cabinet (43)
6 February 2019

The proposed Statement of Licensing Policy for 2019-2024, was set out in Appendix B to report HCS/08, and it had regard to the Section 182 Guidance issued by the Secretary of State.

Councillor Cheshire presented the Overview and Scrutiny Commission's comments on the report to the Cabinet following consideration of the matter at its meeting on 4 February 2019. The Commission raised some concerns whether there was a need within the Town for a Cumulative Impact Policy, over the number of premises that could serve alcohol.

Councillors Skudder and B. Smith spoke as part of the discussion on the report.

RESOLVED

That the that Full Council approves and adopts the proposed revised Statement of Licensing Policy 2019-2024 made under the Licensing Act 2003 (Appendix B to report HCS/08).

Reasons for the Recommendations

To agree and develop the proposed strategy to discharge the Council's role in its capacity of Licensing Authority for the 5 year period 2019–2024

10. 2018/2019 Budget Monitoring - Quarter 3

The Leader of the Council presented report FIN/466 of the Head of Corporate Finance to the Cabinet which provided a summary of the Council's actual Revenue and Capital spending up to the 3rd Quarter ending December 2018. It identified the main variations from the approved spending levels and any potential impact on future budgets.

RESOLVED

That Cabinet

- a) notes the projected outturn for the year 2018/2019 as summarised in report FIN/466.
- b) approves additional capital budgets funded from the existing business rates pool and S106 as identified in paragraphs 8.2 and 8.3 of report FIN/466.

Reasons for the Recommendations

To report to Members on the projected outturn for the year compared to the approved budget.

Closure of Meeting

With the business of the Cabinet concluded, the Chair declared the meeting closed at 7.55 pm

P K LAMB
Chair

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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](#)

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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 304th 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 304th 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**

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 304th out of 324 English Authorities. Crawley was ranked 109th for Early Years, including 21st for nursery provision. However, Crawley fell to 318th for school age children and 298th 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 (324th for primary schools and 263rd for secondary schools); and also higher numbers of young people not in education, employment or training (NEET) compared to other Authorities (301st). Crawley was ranked 165th for adulthood, showing better performance for median weekly salaries (ranked 94th) and low numbers of jobs paid less than the living wage (ranked 9th out of 324). However, house prices compared to salary performed less well for adults at 216th and families who own their own home was low at 276th.

- 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.

Social Mobility Index Data	Other Data
% 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) 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)
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- 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.

Recommendations:	Resource implications:
<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.
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- 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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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.

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

Section 7 - Site Visits and Attendance at Events		
<u>Location/Event</u>	<u>Date</u>	<u>Purpose of Visit</u>
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.
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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 st 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"> • 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 • Chair to draft standard questions for discussion with Head teachers and email to Panel Members and Lead Officers. • Lead Officers to invite witnesses to attend the relevant meeting. • Panel Members to identify clear set of questions to ask representatives from CBC Housing.
2 nd panel meeting	13 June	Housing focus
		In between Meeting 2 and Meeting 3 the following may be actioned: <ul style="list-style-type: none"> • 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. • Panel Members to identify clear set of questions to ask representatives regarding Employment and Skills.
3 rd 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"> Analyse evident required for 4th Panel meeting. Identify clear set of questions to ask representatives from WSCC.
4 th panel meeting	11 Sept	Education focus
5 th panel meeting	3 Oct	Finalise recommendations
6 th panel meeting	6 Nov	If required – draft report.

Section 10 - Resources and Responsibilities	
Chair of Scrutiny Panel	Cllr K Sudan
Other Members of Scrutiny Panel	Cllrs M L Ayling, T G Belben, R A Fiveash, I T Irvine, 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

Section 11 - Reporting Arrangements	
Committee/Body	Date (prov.)
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

Section 12 - Monitoring/Feedback Arrangements		
Body/Committee	Details	Date
OSC		TBC

Section 13 - Approvals		
Details	By whom	Date
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		Early years	
4 to 5	Reception	Early years	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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Crawley Borough Council

Report to Cabinet
13 March 2019

Proposed Article 4 Directions for Main Employment Areas

Report of the Head of Economy and Planning, **PES314**

1. Purpose

- 1.1 To propose an introduction of new Article 4 Directions that would apply to specific main employment areas as designated by the Crawley Borough Local Plan 2015-2030. The intention of the Directions would be to remove permitted development rights that currently allow Planning use classes B1a (office), B1c (light industrial) and B8 (storage and distribution) premises to convert to residential use (Use Class C3) through prior approval.

2. Recommendations

- 2.1 The Cabinet is recommended to:

- a) Approve the making of non-immediate Article 4 Directions under the Town and Country (General Permitted Development Order) 2015, removing the permitted development right for offices (Use Class B1a), light industrial (Use Class B1c) and storage and distribution (Use Class B8) to convert to residential (Use Class C3) for the areas outlined in bold on the plans at Appendix A. The Directions will apply to the designated main employment areas at Lowfield Heath, Maidenbower Business Park, Tilgate Forest Business Centre and the majority of the Three Bridges Corridor.
- b) Delegate authority to the Head of Economy and Planning in consultation with the Cabinet Member for Planning and Economic Development to formally confirm the non-immediate Article 4 Directions set out at 2.1(a) above following the 12 month notification period, if having fully considered all representations made during the consultation period, they are of the opinion that the Article 4 Directions should be made. (*Generic Delegation 3 will be used to enact this recommendation*).
- c) Further to 2.1a above, consider at a future date, the making of Article 4 Direction(s) for the Town Centre. This would be subject to further work to scope the feasibility and expediency of Town Centre Article 4 Direction(s).

3. Reasons for the Recommendations

- 3.1 Crawley's economy has grown by 31% since 2010, and there is strong potential for further economic growth in Crawley. Many existing companies are seeking to expand their operations, and new companies are enquiring about opportunities to locate in the borough. However, a major impediment to continued growth is that Crawley has a very limited supply of available new business land, and the Local Plan identifies a land supply deficit of 35 hectares. Further, the borough of Crawley has lost 61,500 square metres of commercial space to residential development via permitted development rights.

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- 3.2 In some cases, main employment areas have been undermined to such an extent by the introduction of residential uses, that the overall employment function of the designated area has been lost. Non-immediate Article 4 Directions are therefore proposed for selected main employment areas, in order to remove these permitted development rights, and protect the important economic function of these locations.

4. Background

- 4.1 Article 4 Directions operate by removing permitted development rights that otherwise enable specified classes of alteration or changes of use to be made to an existing building without the need for planning permission. Where an Article 4 Direction is in place, an applicant will need to apply for planning permission (without a fee being charged by the council) to undertake the alteration or change of use. This enables the council to be involved in the decision making process and allows a judgement to be made on a case-by-case basis in accordance with adopted Local Plan Policies.
- 4.2 The council, supported by local business groups, has already approved the making of three non-immediate Directions under Article 4(1) of the Town and Country (General Permitted Development) (England) Order 2015. These apply to Manor Royal, and remove permitted development rights that had allowed B1a offices, B1c light industrial premises and B8 storage & distribution uses to change to residential through the prior approval process. This means planning permission is required where a change of use is proposed to residential, giving the council greater control to ensure that development in Manor Royal is properly planned.
- 4.3 The Directions regarding B1a and B8 use came into force on 29 July 2016, and the Direction relating to B1c use came into force on 16 October 2017. Both were preceded by a year-long notification period which included a three-month consultation. These, in conjunction with the Local Plan, mean that the council is able to take a strong position to safeguard the supply of business land at Manor Royal.
- 4.4 Manor Royal is the principal business destination in Crawley, though the Local Plan also designates a number of other main employment areas, which are identified by Local Plan Policies EC1 and EC2 as a focus for economic growth. It has become clear that the economic function of the other main employment areas is being undermined, in some cases fundamentally, by the incursion of residential use through Prior Approval conversions. There is concern that unless additional Article 4 Directions are introduced to protect those main employment areas that are still functional, Crawley's already limited business land supply will be further undermined.

5. Description of Issue to be resolved

National Permitted Development Rights Continue to be Expanded

- 5.1 It should be noted that the prior approval rights that necessitated introduction of the Manor Royal Article 4 Directions remain in force. The right allowing B1a (office) to convert to residential use was made permanent on 6 April 2016, and the Ministry for Housing, Communities and Local Government is consulting on proposals to make permanent the B8 (storage & distribution) to residential prior approval route, which will otherwise expire on 10 June 2019. The B1c (light industrial) to residential prior approval is in place for a temporary period until 31 September 2020. Therefore, there is significant scope for the permitted development rights to negatively impact upon Crawley's designated main employment areas, unless these are protected by Article 4 Directions.

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A Significant Loss of Business Floor Space in Crawley

- 5.2 The permitted development rights have already resulted in a significant loss of business floorspace in Crawley, particularly through B1a office to residential conversions. To date, excluding Manor Royal, Gatwick Airport and the Town Centre, there has been a loss of some 27,279 sqm floorspace in Crawley's other designated main employment areas.
- 5.3 The impact of the Prior Approval changes has been very harmful in certain areas. This is particularly the case at Broadfield Business Park, where the effects of residential introduced by prior approval has been such that the employment function of the area has effectively been lost. At Hazelwick Avenue, one office block has already been converted, whilst a further two have prior approval for residential. Given that two of Crawley's main employment areas have been undermined to the point that they are now significantly residential in nature, in the interests of properly planning for the balance of housing and employment in the borough as a whole, it is considered that the council should take steps to address this issue.

Article 4 Directions to Safeguard Crawley's Main Employment Areas

- 5.4 In order to safeguard the remaining designated main employment areas, it is proposed that Article 4 Directions would be justified and appropriate for the main employment areas listed below (as mapped at Appendix A of this report). These locations have, to date, been largely unaffected by the prior approval regime, and continue to operate as functional and viable main employment areas:

- The majority of the Three Bridges Corridor (including Denvale Trade Park, Stephenson Way, Spindle Way).
- Maidenbower Business Park
- Tilgate Forest Business Centre
- Lowfield Heath

Employment Uses Undermined

- 5.5 Of the remaining main employment areas, Broadfield Business Park and Hazelwick Avenue have been significantly undermined by residential conversions. At Broadfield Business Park, 3,593sqm office space has been lost, with only one office building still in employment use. The position is similar at Hazelwick Avenue, where 1,652 sqm office floorspace has been lost at Ocean House. Energy House (2,347 sqm) and Pacific House (1,195 sqm) are both subject to as yet unimplemented prior approvals for conversion to residential, and are being dual marketed for office or residential use. The council-owned office Atlantic House remains in employment use, as do several smaller employment functions.
- 5.6 Part of Three Bridges Corridor, around Russell Way, has been significantly affected by prior approval, with 16,890 sqm office floorspace lost at Sutherland House and the former EDF building. This area is also subject to a Local Plan Policy H2 allocation at the former TSB site for a minimum of 40 residential units. Land at the Squareabout is not included in the proposed Article 4 Direction area. This is because the land does not contain any B-class uses (being occupied by hotels and a restaurant) so is not affected by the prior approval rights covered by the proposed Direction, and it is geographically separated from Stephenson Way by residential.
- 5.7 For each of these areas, it is considered that the impact of permitted development has been so great, and the impact of residential so significant, that the remaining business floorspace is not of sufficient scale to justify protection through an Article 4 Direction.
- 5.8 Of the other main employment areas, Broadfield Stadium & K2 Crawley and The Hawth are non-business employment uses, and are not therefore affected by the current prior approval rights. It is not therefore proposed to introduce Article 4 Directions for these locations.

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Gatwick Airport

- 5.9 Gatwick Airport is a designated main employment area in the Local Plan, and a number of business uses fall within the airport boundary. The recently published draft Gatwick Airport Master Plan identifies potential future need for additional office space at the airport, in addition to a significant intensification of freight operations. This is likely to necessitate the retention of existing business floorspace at the airport. Further, there are obligations placed on the airport to reduce the number of residents that are exposed to aircraft noise, and any introduction of residential within the airport boundary would be contrary to this approach. It is therefore unlikely that Article 4 Directions will be required in this location, though this can be explored further if necessary as Gatwick progresses its master plan.

Crawley Town Centre

- 5.10 When the new permitted development right for office to residential was introduced in 2013, the council made an (unsuccessful) application to Government to exempt Manor Royal and Gatwick Airport from the office to residential prior approval right. At this time, it was considered whether exemption should also be sought for the town centre, but this was not taken forward because the Town Centre was recognised as a suitable and sustainable location for residential use. The NPPF and Local Plan continue to support the delivery of residential units in the Town Centre, which is (through prior approvals and planning permissions) contributing significantly to meeting Crawley's housing need. Over 800 town centre dwellings have been completed since 2014/15 and a further 1,200 dwellings have planning permission.
- 5.11 The number of new town centre residential units is anticipated to be more than double the number anticipated for the Town Centre in the Local Plan, in part because of Permitted Development Rights. As emphasised in the council's Town Centre Regeneration Programme, there is need to achieve balanced growth in both residential and commercial space to ensure a sustainable future for the town centre, supporting its growth as a main employment area and helping to avoid it becoming a commuter dormitory. It is also recognised that concerns have been raised in relation to some of the permitted development that has taken place within the town centre. In particular, it is placing significant pressure on infrastructure, for example school places, which is not being offset through developer contributions. Other concerns relate to matters that would normally be addressed were a planning application to be submitted, including affordable housing provision, internal space standards, and bin storage.
- 5.12 An Article 4 Direction would not prevent future residential development in the town centre, but would enable proposals for residential use to be considered through the planning process. This would allow the council to better manage the balance between residential and commercial uses in the Town Centre, and would help to plan for the infrastructure needs that are being generated by an increasing residential population.
- 5.13 Separate work will be undertaken in the coming months to explore the scope and feasibility of potential Article 4 Direction(s) for the Town Centre. The findings of this work will be analysed, and should it be considered that the making of Article 4 Direction(s) for the Town Centre is feasible and expedient, Cabinet will be invited to formally approve the making of the Direction(s).

6. Information & Analysis Supporting Recommendation

- 6.1 The National Planning Policy Framework (2018) states at paragraph 53 that the use of Article 4 directions to remove national permitted development rights should be limited to situations where this is necessary to protect local amenity or the well-being of the area.

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- 6.2 Through the Local Plan and the three Article 4 Directions currently in force, the council has worked with the business community to establish a clear planning framework which pro-actively supports economic growth in Crawley and seeks to maximise the available business land supply. The permitted development rights are undermining what is a severely constrained and finite employment land supply.
- 6.3 The introduction of new residential uses places an 'agent of change' into areas that have been specifically designated for business, creating significant uncertainty for current and future occupiers. There remains concern that future industrial and commercial activities may be compromised by restrictions placed on operations as a result of introducing a new residential population. This could be by virtue of issues relating to noise, hours of operation, vibration and industrial processes, which whilst previously acceptable, may represent a statutory nuisance should noise-sensitive residential uses be introduced to an industrial area.
- 6.4 Prior approval rights are therefore resulting in demonstrable and evidenced harm to what is an already constrained employment land supply pipeline in Crawley. This is creating considerable commercial uncertainty for businesses operating within the designated main employment areas. The introduction of Article 4 Directions is therefore considered to be an appropriate mechanism to ensure the continued economic well-being of Crawley and its designated main employment areas, as per NPPF guidance.
- 6.5 In terms of housing supply, the Council is meeting its Objectively Assessed Housing Need, and has a minimum five year housing land supply. This has been achieved through maximising the use of land within Crawley borough and working with neighbouring authorities through Duty to Cooperate to ensure that the remaining unmet housing needs are met. It is considered that new housing should only be provided in areas that are appropriate for residents to live. The Local Plan 2030 supports this through a number of key polices relating to noise, buffer zones, and general design principles. As the permitted development rights override these considerations, it is considered that, whilst the provision of housing is very important, this need should not be at the expense of ensuring a good standard of living for residents, nor should it override or compromise the importance of maintaining the supply of employment land.
- 6.6 The introduction of new Article 4 Directions at the recommended main employment areas will require applicants to formally submit a free planning application for the specified changes of use covered by the direction. This will allow the council to be involved in a formal decision making process, enabling a case-by-case judgement to be made as to whether or not a proposed change of use to residential would undermine the economic function of the main employment area. This also allows the council to take a view on internal space standards and design, considerations that prior approval places outside the control of the Local Planning Authority.
- 6.7 There are two potential types of Article 4 Directions; immediate and non-immediate. The immediate route allows an Article 4 Direction to be put in place immediately by the Local Authority, but there are significant risks attached to the approach, as it exposes the Council to significant legal and financial risk because substantial compensation rights are afforded to land owners. For this reason the immediate approach is generally not used by Local Authorities other than in emergency situations. As has been the case with previous Article 4 Directions, it is therefore recommended that the non-immediate route is pursued.
- 6.8 The legal process to implement a non-immediate Article 4 Direction requires a 12 month formal notification period that includes a 21 day minimum statutory consultation period. The council again proposes to extend this to a 3 month consultation period, during which businesses and stakeholders will be invited to comment on whether the

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proposed Article 4 Directions are supported, and to provide feedback on the boundaries proposed. In addition to statutory local advertisement and site notices, direct consultation will be undertaken with specific interested parties. These include business groups, owner/occupiers of businesses in the relevant main employment area and key local developers. Consultation details will also be published on the council's website.

7. Implications

- 7.1 The non-immediate route mitigates the council's exposure to legal and financial risk and is therefore the recommended route.
- 7.2 There would normally be an £96 planning fee for the determination of Prior Approval B1a/B1c/B8 to residential applications. When an Article 4 Direction comes into force, any planning application required solely due to the Article 4 Direction would not incur a fee, and therefore an amount of planning application income will be lost.
- 7.3 The proposed Article 4 Directions will help to retain the supply of business land, ensuring that there is a good mix and supply of premises within the main employment areas, helping to support businesses and protect jobs. It will also build upon the positive impacts of the three existing Manor Royal Article 4 Directions. If the potential loss of business floorspace in main employment areas is not managed this could have a substantial adverse economic consequence on the town and the wider sub region with regards to a competitive economy, jobs growth, and undermining investment in business space. This is not considered to be offset by the positive benefits the new rights would bring in terms of the potential delivering of any new housing, particularly given the inappropriateness of the main employment areas as locations in which to live.
- 7.4 Legal advice will be sought on the drafting and making of the Article 4 Direction(s).

8. Background Papers

Crawley Borough Local Plan 2015

<http://www.crawley.gov.uk/pw/web/PUB271853>

Employment Land Trajectory February 2015

<http://www.crawley.gov.uk/pw/web/pub242264>

Employment Land Trajectory January 2018 (in Authority Monitoring Report 2016/17

<http://www.crawley.gov.uk/pw/web/PUB337348>

Northern West Sussex Economic Growth Assessment 2015

<http://www.crawley.gov.uk/pw/web/pub242262>

Manor Royal Article 4 Directions (B1a office, B1c light industrial, and B8 storage & distribution to C3 residential)

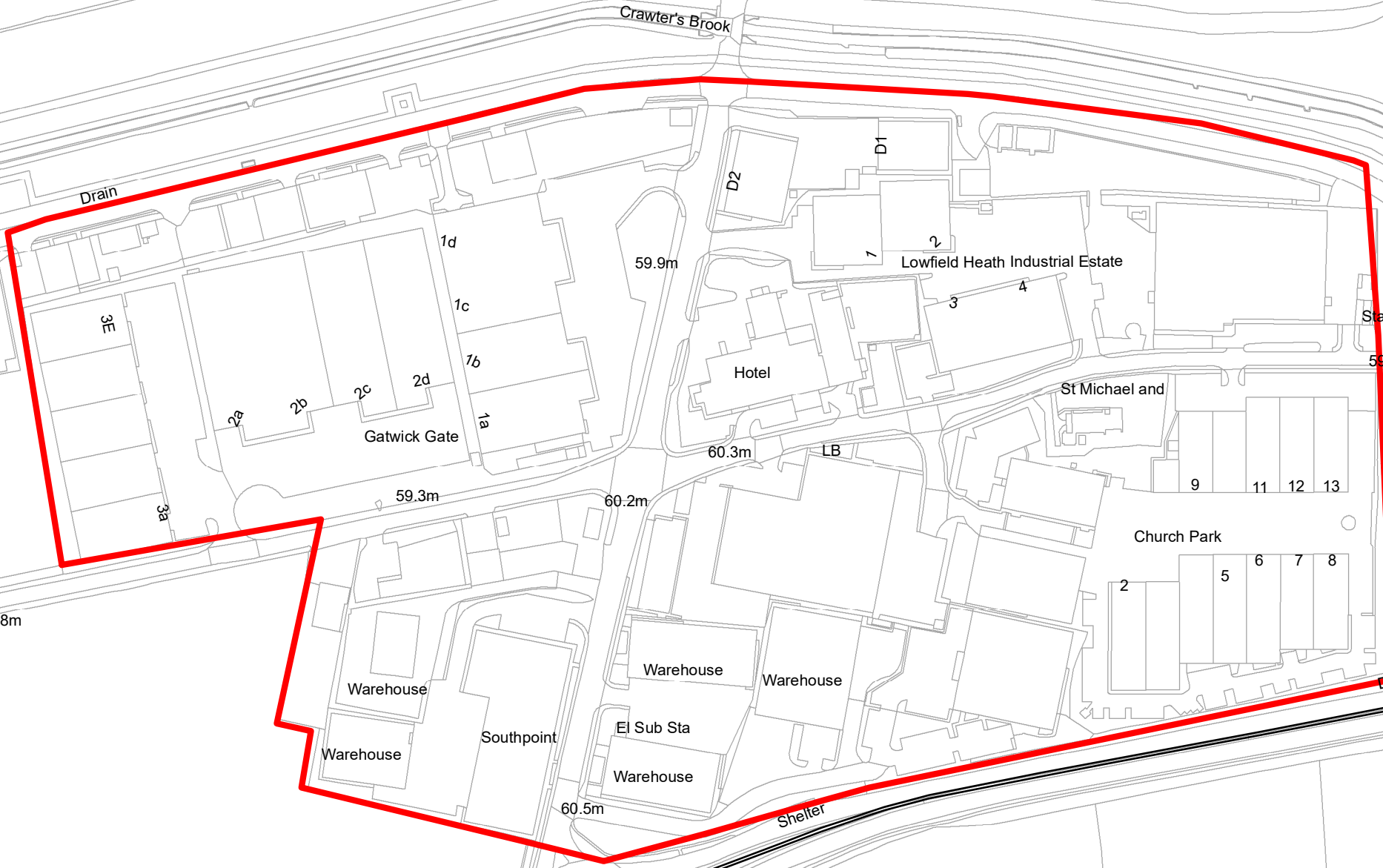
http://www.crawley.gov.uk/pw/Business/Manor_Royal_Business_District/PUB261224

General Permitted Development Order 2015 (and amendments)

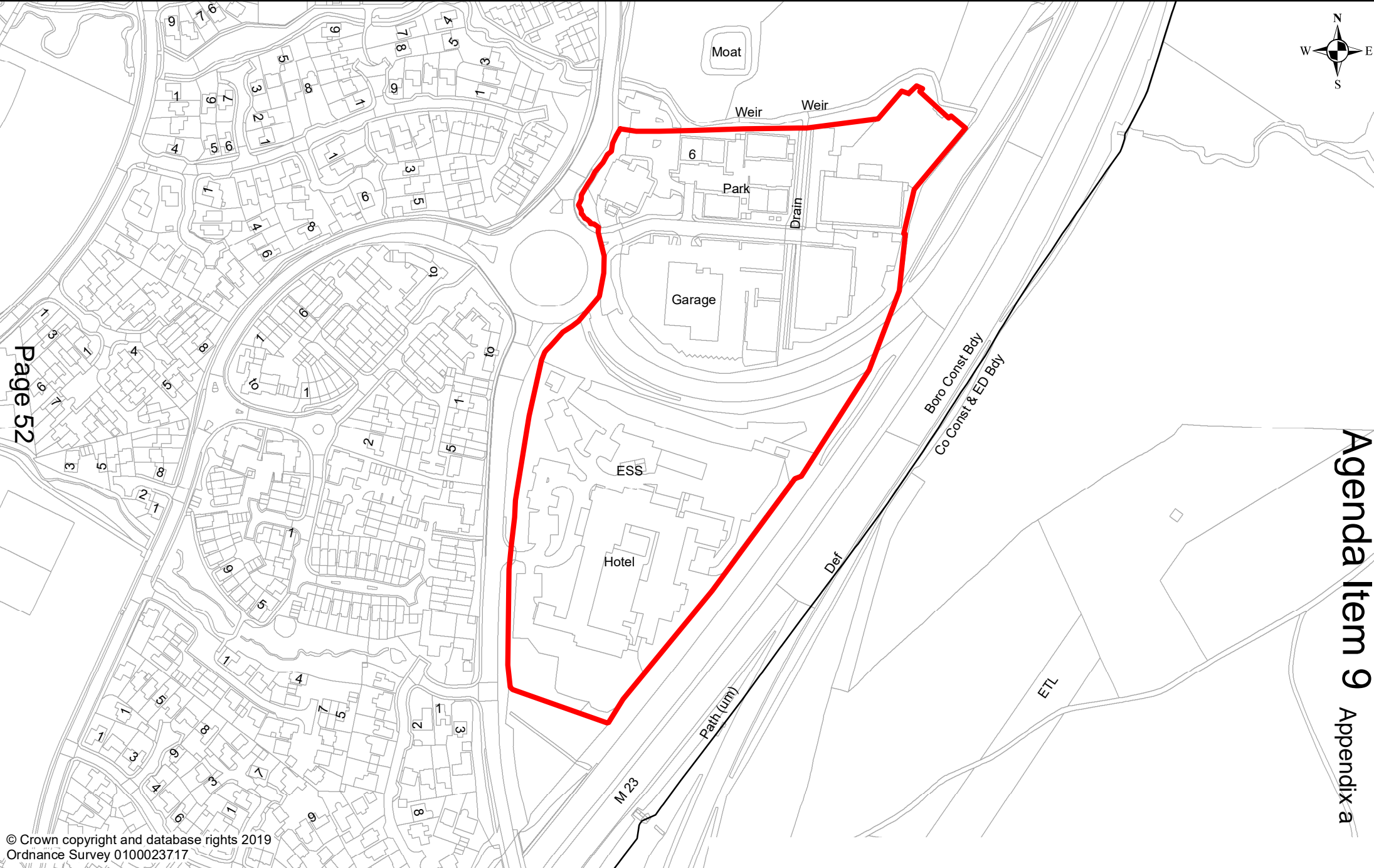
http://www.legislation.gov.uk/uksi/2015/596/pdfs/uksi_20150596_en.pdf

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APPENDIX A: PROPOSED ARTICLE 4 DIRECTION LOWFIELD HEATH



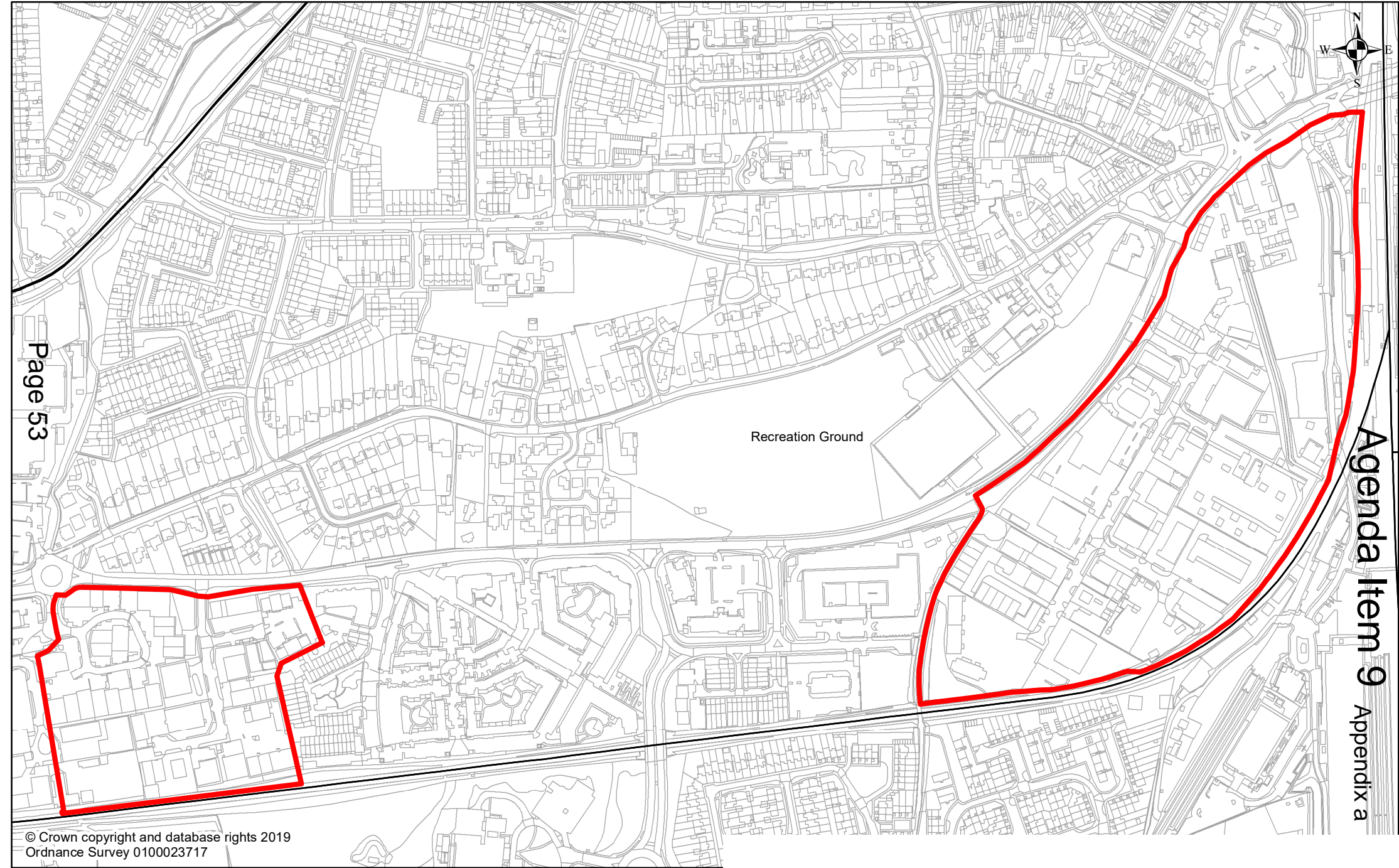
APPENDIX A: PROPOSED ARTICLE 4 DIRECTION MAIDENBOWER BUSINESS PARK



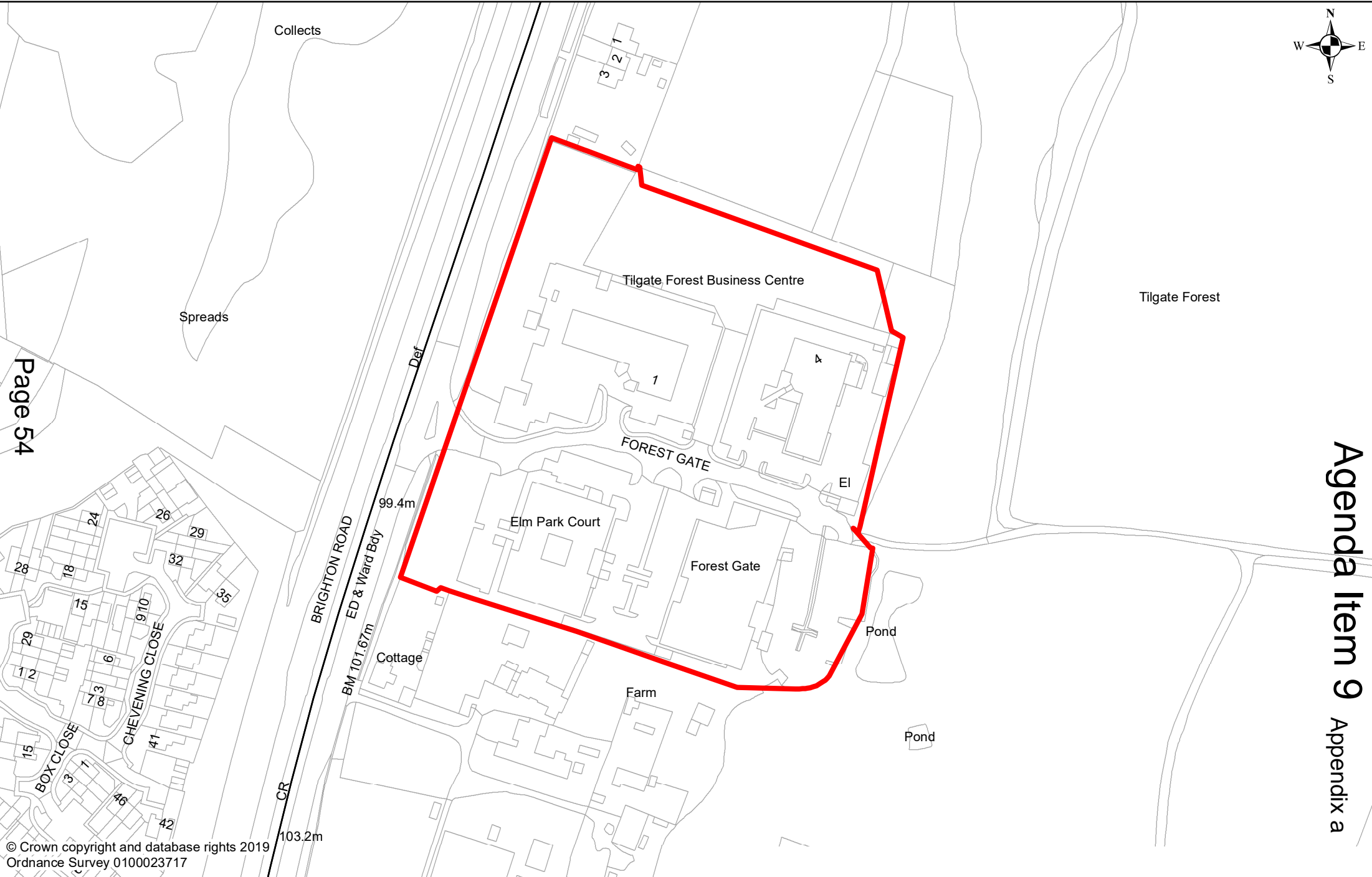
APPENDIX A: PROPOSED ARTICLE 4 DIRECTION THREE BRIDGES CORRIDOR



Recreation Ground



APPENDIX A: PROPOSED ARTICLE 4 DIRECTION TILGATE FOREST BUSINESS CENTRE



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Crawley Borough Council

**Report to Cabinet
13 March 2019**

Irrecoverable Debts 2018/2019

Report of the Head of Corporate Finance, **FIN/463**

1. Purpose

- 1.1 The purpose of this report is to obtain approval to write-off a debt that is considered to be irrecoverable and exceed the delegated limit of £50,000 per write-off. A summary of debts to be written-off under delegated powers is also set out in the report.

2. Recommendations

- 2.1 Cabinet is recommended to approve the write-off of the Business Rates debt as set out in the report (Section 5).

3. Reasons for the Recommendations

- 3.1 The Council's Constitution necessitates amounts exceeding £50,000 requiring write-off to be approved by the Cabinet.

4. Background

- 4.1 During the financial year 2018/2019, the Council is due to collect around £300 million in business rates, council tax, rents and other charges for services provided. There is a set period of time, according to the type of debt, in which the debt should be paid to the Council. If payment is not received within this period, debt recovery action is started, appropriate to the type of debt
- 4.2 At all stages of debt collection the Council seeks to enter into a dialogue with the debtor and provide advice (for example on housing benefit) and where to obtain external debt advice. Disappointingly, many debtors fail to respond to correspondence. This is true of all types of debt from both individuals and businesses.
- 4.3 Despite robust procedures being taken, some debts remain unpaid and prove to be irrecoverable. Reasons for this include bankruptcy, being unable to trace the debtor despite the use of tracing agents, death of a debtor where there is no estate, or uneconomic to collect for small balances.
- 4.4 Under the current scheme of delegation within the Council's Constitution, the Leader of the Council is delegated with the function of approving the writing-off of irrecoverable debts up to £50,000 and the Head of Corporate Finance is delegated with the function of writing off debts not exceeding £2,500. All other debts require write-off approval by the Cabinet.

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- 4.5 In accordance with the Council's Financial Procedure rules, Legal constraints and Audit Commission guidelines, Councils are required to regularly review any outstanding debts and write off irrecoverable balances. The Council has been encouraged to avoid keeping debts 'on the books' without a realistic prospect of recovery.

5. Debt requiring approval for write-off

- 5.1 The debtors with arrears in excess of £50,000 requiring write-off, totalling £465,312.38 is shown in the following table. This debt is in respect of unpaid Business Rates:-

Name & Address	Reason	Total £
Genus UK Ltd 15 County Mall	Entered into CVA	67,633.43
Hhgl Ltd Homebase, Crawley Avenue	Entered into CVA	117,148.50
New Mount Properties Ltd 8 & 9 Queens Square	Offshore Company Unenforceable	164,089.55
Smokin Joes Crawley Ltd 75 County Mall	Proposal to strike off	64,348.49
The Buyco Ltd Pegasus Place	In Liquidation	52,092.41
		<hr/> 465,312.38

- 5.2 The outstanding debts have been fully investigated and legal advice has been sought but due to the circumstances they are considered irrecoverable. Any monies received for debts that have been authorised for write-off are written back onto the debtor's accounts.
- 5.3 The business rates retention scheme was introduced in April 2013. Under the scheme local authorities receive a share of any growth in business rates, but equally have to share the burden if business rates fall. For 2018/19, the Council is showing that business rates for the year are slightly higher than the baseline set by the government. As such, the Council is due to pay a levy on the rates retained above the baseline. Any reductions in business rates from write-offs would reduce the retained rates, but also reduce the levy payable. The net impact is a cost to the General fund of 20% of all write-offs.

6. Other Debts Written-Off Under Delegated Powers

- 6.1 The Council's Constitution allows the Leader and the Head of Corporate Finance to write-off debts up to the value of £50,000 and £2,500 respectively. The following table provides the Cabinet with a summary of other debts that have been written off under delegated powers during the financial year 2018/2019:-

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	Value of Individual Debt up to £2,500	Value of Individual Debt £2,501 to £50,000	Total £
Rent Deposits	23,861.87	6,716.60	30,578.47
General Debts	12,599.45	0	12,599.45
Housing Rents	20,652.60	19,558.78	40,211.38
Bed & Breakfast	34,932.63	0	34,932.63
Overpaid Benefit	32,430.56	80,426.18	112,856.74
Council Tax	62,148.10	0	62,148.10
Business Rates	13,358.05	373,482.64	386,840.69
Lease Rents	54.15	0	54.15
Garage Rents	13,302.87	0	13,302.87
Total	213,340.28	480,184.20	693,524.48

7. Information & Analysis Supporting Recommendation

- 7.1 The action taken on each debt will depend on the nature of the debt and the debtor as set out in the Council's Corporate Debt policy. However, no debt is written off without good reason and all write-offs are subject to potential audit to ensure adherence to Council processes.
- 7.2 While every effort is made to maximise income, some irrecoverable debts will occur. The amounts to be written off are within the expected range for non recoverable debts and are within the budgeted provision.

8. Implications

- 8.1 Sufficient provision has been made within the Council's accounts to cover the cost of the write-offs detailed in the report and therefore writing off these debts will not affect the Council's financial position. There are no legal implications arising from this report.

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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