

# 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;

### **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

## 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.

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

## **7. Implications**

### **7.1 Staffing**

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

### **7.2 Financial**

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

### **7.3 Legal**

There are no direct legal implications associated with this report.

### **7.4 Equalities**

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

## **8. Background Papers**

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

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

[Crawley Growth Deal – December 2016](#)

### **Contact Officer:**

Lynn Hainge, Economic Regeneration Manager  
01293 438336, [lynn.hainge@crawley.gov.uk](mailto:lynn.hainge@crawley.gov.uk)

## **APPENDIX A**

### **Employment and Skills Programme 2019 - 2024**

#### **Foreword**

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

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

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

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

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

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

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

### New bodies and reforms

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

### Policy changes

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

### New research

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

## **Progress so far**

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

### Development and Infrastructure

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

Flagship project Town Centre Skills Academy launched spring 2019, with Kilmead 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.

## 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.



## **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

## 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

## **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

## **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

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

## 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.

## **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