

EMPLOYMENT AND SKILLS PROVISION GUIDANCE FOR APPLICANTS

IN MEETING THE REQUIREMENTS OF LOCAL PLAN POLICY EC5

MARCH 2025

Crawley
Local Plan



Contents

Contents

1. Introduction	1
2. Background	1
3. Crawley Employment and Skills Programme	1
4. Meeting the Requirements of Local Plan Policy EC5	2
4.1 <i>Requirements of Part (i): Employment and Skills Plan</i>	2
4.2 <i>Requirements of Part (ii): Developer Contribution to Employment and Skills</i> ..	7
4.3 <i>Measures in lieu of a financial contribution</i>	8
5. How the Employment and Skills Contribution will be used	8
6. Further Information	9

1. Introduction

- 1.1 This Guidance Note has been prepared to assist applicants and developers in meeting the requirements of Local Plan Policy EC5: Employment and Skills Provision. It provides advice on meeting the requirements set out under part (i) preparation of an Employment and Skills Plan, and part (ii) the making of a proportionate financial contribution towards employment and skills initiatives in Crawley. This note should be read in conjunction with Local Plan Policy EC5 and corresponding guidance relating to the financial contribution as set out in the Local Plan Planning Obligations Annex and the Employment and Skills Calculator.

2. Background

- 2.1 Crawley is well established as the leading economic destination in the Gatwick Diamond sub-region. Despite its historically strong economic performance, there remains a disparity between what is an on average lower level of qualifications and income achieved by people that live in Crawley, compared with those of the in-commuting workforce. This disparity is reflected by Crawley's position close to the bottom of social mobility rankings published in the State of Nation report, where the borough ranks 304th out of 324 local authorities¹.
- 2.2 Addressing the skills gap is vital to enabling local people to access higher skilled employment, creating the right conditions for career opportunities within the borough. It is important that Crawley offers the right skills profile to cater for the needs of current and future employers. Through the council's own research, it is estimated that £49 million GVA per annum is lost through skills shortages, and working to address the skills gap will help ensure that Crawley continues to attract inward investment as a preferred location for business.
- 2.3 A key challenge facing Crawley is the need to improve education, skills, employment and social mobility outcomes. Crawley's people, location and assets make it an attractive investment and regeneration area, and it is important that the opportunities and proceeds of growth, regeneration and housing can be used to raise aspirations and reduce inequality. The Local Plan has an important role to play in ensuring that development appropriately contributes to improving social mobility in the borough, supporting access to training and learning for those residents who require assistance, and enabling access to the job market where residents require support.

3. Crawley Employment and Skills Programme

- 3.1 The Crawley Employment and Skills Plan launched in 2016 and has made a significant impact. Its flagship projects, which include the borough having achieved Construction Industry Training Board (CITB) Skills Academy status, introduction of the Social Value Charter and the creation of Employ Crawley, are helping to address skills gaps in the local workforce to benefit local people and businesses. In supporting different routes to education and higher value jobs, it has helped to empower some of Crawley's most disadvantaged residents and

¹ Social Mobility Index 2017 Data, <https://www.gov.uk/government/publications/social-mobility-index-2017-data>

has promoted and enhanced the council's commitment to making Crawley a Living Wage zone.

- 3.2 Through subsequent revisions of the Crawley Employment and Skills Programme, and working with stakeholders and partners, the council continues to support Crawley residents in accessing education and job opportunities within the borough. The long-term aim remains to enable local residents to access better paid jobs and for businesses to grow by being able to recruit local people to fill skills gaps. This can be achieved by creating the right conditions for local residents to access higher quality career opportunities, supporting sustainable economic growth within the borough.

4. Meeting the Requirements of Local Plan Policy EC5

- 4.1 This section explains how delivery of Crawley's Employment and Skills Programme will be supported through the planning process under Policy EC5. This requires all major development, including residential and employment uses, to contribute towards addressing the skills gap in Crawley. This is to be achieved through requirements placed on all major development by the two policy limbs, both of which apply, these being:
- i) Committing the applicant and/or developer at the Planning Application stage to prepare and submit a site-specific Employment and Skills Plan, the content of which must be agreed by the council, prior to the commencement of development; and
 - ii) The making of a proportionate financial contribution towards employment and skills initiatives in Crawley.

4.1 *Requirements of Part (i): Employment and Skills Plan*

- 4.1.1 The council is committed to supporting residents with opportunities that arise through ESPs, which include the long term unemployed, young people who are not in education, training or employment, adults with a physical disability or mental health condition and all other under-represented groups.
- 4.1.2 At the planning application stage, the applicant will be asked to submit a site-specific Employment and Skills Plan (ESP) relating to the development. This commitment will form part of the obligations on any planning permission, secured by way of a Section 106 Agreement.
- 4.1.3 The ESP should be prepared and submitted by the applicant at the planning application stage and must be agreed in writing by the council prior to the commencement of development. If development is split into distinct phases, each phase of development must be covered by an ESP. The key milestones and requirements for preparation of the ESP at each stage of the planning process are set out below.

Process for Agreeing the Employment and Skills Plan

- 4.1.4 The designated case officer in the Development Management team will be the initial contact for negotiation on major schemes, both at pre-application and at the planning application stage. At the planning application stage, the Economic Development and Regeneration team will be notified of the proposed development, and consulted upon the ESP. They will review the submitted ESP and will either approve the ESP as submitted or may request amendments or additional inputs as necessary to ensure the ESP is effective and deliverable.

- 4.1.5 The applicant, developer and (where known) the proposed occupier will be aware of the requirements for the ESP and will be expected to work pro-actively with the council to shape its content and agree outcomes. Discussion with the Economic Development and Regeneration team at an early stage will help secure the best outcomes, allowing sufficient time to identify potential delivery partners and to make any amendments that may be required in order for the council to agree the ESP.
- 4.1.6 ESP obligations will ensure contributions towards the borough wide coordination of training and employment schemes. It enables collaborative planning to support current and future recruitment needs within the construction industry. To support the achievement of obligations, Employ Crawley can provide a brokerage service to contractors to help support, facilitate and progress employment and skills initiatives during construction and operational phases. The team have an established stakeholder network of employment, education and community partners which will support the promotion and development of a locally skilled workforce.
- 4.1.7 This may include assistance in identifying and accessing local employment, apprenticeships, traineeships, work experience and placement opportunities through partnership with the council, local colleges and other local employment pathways. Educational activity will be delivered in partnership with local schools and colleges. Where appropriate, the Economic Development and Regeneration team will facilitate collaborative partnership working through round table meetings between the developer, contractors, partners and the council.
- 4.1.8 The content of the final ESP will be agreed in writing by the Economic Development and Regeneration team in discussion with the developer and main contractor. The Economic Development and Regeneration team will then inform the Development Management case officer that the ESP has been agreed. Development will not be allowed to take place until the ESP has been agreed by both the applicant and council.
- 4.1.9 Agreement of the ESP and delivery of its outcomes will be secured through a Section 106 Agreement. Sample S106 wording is set out in Box 1 below.

Box 1: Sample Wording for a S106 Agreement attached to Planning Permission

The Owner covenants with the Council as follows:

Part 1 – Construction Period

1. Prior to Commencement of Development to submit the Employment and Skills Plan(s) for the Construction Period to the Council for approval.

2. Not to cause or permit Commencement of Development until the Employment and Skills Plan(s) for the Construction Period has been approved by the Council in writing.

Part 2 – End User Period

3. Prior to Occupation to submit the Employment and Skills Plan(s) for the End User Period to the Council for approval.

4. Not to cause or permit Occupation until the Employment and Skills Plan(s) for the End User Phase has been approved by the Council in writing.

Part 3

5. The Employment and Skills Plan(s) submitted pursuant to Parts 1 and 2 of this Schedule shall include obligations to, but not be limited to:

5.1 details of the proposed work schedule and recruitment plan setting out forecasted vacancies

5.2 details of how the Owner and its contractors will work directly with Local Companies and Suppliers and training providers including but not limited to:

5.2.1 the Council's 'Employ Crawley' service;

5.2.2 schools and colleges of further education within the borough of Crawley;

5.2.3 other local employment pathways to ensure that job vacancies are filled by Local People where possible.

6. To use reasonable endeavours to secure that persons employed are paid at least the Living Wage.

7. To encourage and support upskilling of employees to gain qualifications.

8. To implement and where necessary procure the implementation of and promote the objectives of the approved Employment and Skills Plan(s) and ensure that so far as reasonable the objectives of the approved Employment and Skills Plan(s) are met for the lifetime of the development.

9. To provide to the Council monitoring returns in respect of compliance with the approved Employment and Skills Plan(s) on a quarterly basis during the construction of the Development.

10. In the event that the targets and programme set out in the approved Employment and Skills Plan(s) are missed for two consecutive quarters to discuss with the Council strategies to achieve the required targets, which may include financial contributions in lieu of delivering against the approved Employment and Skills Plan(s) obligations.

4.1.10 In relation to Employment and Skills, Section 106 Agreements may use the following definitions as shown in Box 2 below.

Box 2: Sample Definitions for use in Section 106 Agreements

"Act" means the Town and Country Planning Act 1990 as amended.

"Commencement of Development" means the carrying out of a material operation as defined in section 56(4) of the Act exclusively referable to and comprised in the

Development and "Commence Development" and "Commencement" cognate expressions shall be interpreted in accordance with this definition.

"Construction Period" means the period between Commencement of the relevant Phase of the Development and Practical Completion of that Phase.

"Employment and Skills Plan(s)" means employment and skills plan(s) produced by the Owner and/or the Leaseholder setting out how the Development will promote employment opportunities for the residents of the Borough of Crawley

"End User Period" means the use of the relevant Phase of the Development pursuant to the Planning Permission following Practical Completion of that Phase.

"Living Wage" means the hourly rate of pay calculated and published from time to time by the Government as the national living wage.

"Local Companies and Suppliers" means companies, organisations or individuals primarily based and operating in the Borough of Crawley.

"Local People" means residents of the Borough of Crawley.

"Occupation" means occupation of any part of the Development for any purpose permitted by the Planning Permission, but not including occupation by personnel engaged in the construction, fitting out or occupation for marketing or security, and the words "Occupy", "Occupier" and "Occupied" shall be construed accordingly.

"Phase" means a phase of the Development as shown on the phasing plan approved by the Council attached to the Planning Permission or as otherwise agreed between the Council, and the Owner and/or the Leaseholder.

Content of the Employment and Skills Plan

ESP Template

- 4.1.11 The ESP should be prepared using the council's ESP template, which can be viewed on the Employment and Skills page on the council's website. This uses the recognised Client-Based Approach, developed by The National Skills Academy for Construction (NSAfc) in partnership with the Construction Industry Training Board (CITB). The template also covers skills initiatives related to the end user phase of development, applicable where there is a known occupier. Use of the council's ESP template enables a consistent approach to be applied for all major developments across the borough.

Construction

- 4.1.12 Through ESPs, the council is embedding employment and skills targets in construction projects that are relevant and proportionate to each of its local developments - creating local jobs, apprenticeships, work placements, upskilling our existing workforce and inspiring the future workforce through career-related activities.
- 4.1.13 The CITB framework², which outlines employer-led benchmarks, ensures that all tiers of the construction and built environment supply chain can grow their

² [CITB: Construction Industry Training Board - CITB](#)

business by supporting employment and skills related initiatives through local development obligations. Benchmark targets will be discussed with the Economic Development Officer and negotiated for each development to correlate with local need. The council is committed to ensuring that the local community's needs are met in a fair, measurable and sustainable way and that procurement activities benefit the local economy.

End User

4.1.14 Where there is a known occupier, the ESP should also cover the end user phase of the development. Initiatives may include:

- Engagement with Employ Crawley to promote local workforce opportunities by sharing information on likely employment opportunities and skills profiles; understanding the employment and training initiatives available locally within the area to support the Occupier(s) in their recruitment needs; and arranging and/or supporting meet the employer events.
- Where the development is located within Manor Royal, join and engage with the Manor Royal Business Improvement District (BID) throughout the lifetime of the Development, supporting skills and employment initiatives, knowledge sharing and networking.
- engaging with Employ Crawley and other local job brokerages to advertise any job vacancies at the Development.
- supporting and attending fairs and networking opportunities associated with local employment and skills initiatives, for example Apprenticeship Fair, STEM in the Park, and careers fairs where appropriate.
- ensuring that persons employed in the End User Phase are paid at least the Living Wage.
- Engaging with Crawley College (and any other local providers) to provide work placement and apprenticeship opportunities (minimum 5 consecutive days each); and encourage and support the upskilling of existing employees to gain qualifications.
- providing to the council's Economic Development team company plans detailing the organisation's structural approach to training and developing its workforce.

Monitoring Key Performance Indicators

4.1.15 The applicant/developer will be required to provide a quarterly report showing the achievements made against each of the agreed Key Performance Indicators (KPI) within the ESP. This will include details of the various employment and skills activities delivered in that quarter. The report will be reviewed at agreed intervals and form part of the contract review process. Performance against the ESP will form part of a Crawley Borough Council wide review and evaluation process. The evaluation will include:

- a) A review of the contractor's and/or end user's achievements against each KPI;
- b) Their commitment to achieving the goals;
- c) Their commitment to working with Employ Crawley;
- d) Any additional value-added contribution delivered as an enhancement to the ESP.

4.1.16 The applicant/developer must provide the council with a Works Schedule and Recruitment Plan which outlines forecasted vacancies over the period of

construction, at least three months ahead of demolition works, commencing with a breakdown by trade/occupation.

- 4.1.17 The Economic Development and Regeneration team will have responsibility for liaising with the applicant through the lifetime of the contract to ensure that commitments set out within the ESP are being delivered.

4.2 *Requirements of Part (ii): Developer Contribution to Employment and Skills*

- 4.2.1 A financial contribution will be sought in relation to all major developments. The financial contribution will be used by Crawley Borough Council to support the Employ Crawley service, funding workplace coordination, training and tailored support that enables local residents to access better employment opportunities.
- 4.2.2 The Employment and Skills contribution will apply where the development would result in a net increase in residential units, or for commercial development, the gross internal floor area. The Planning Obligations Annex provides details of the formula for calculating this contribution on a proportionate basis, taking account of the presence of existing units/floorspace, which is 'netted off' from the overall contribution, reducing the costs involved.
- 4.2.3 Where major development incorporates a mix of different uses, the contribution will be calculated based on the individual uses that make up that development. For example, for a mixed-use office and residential development, the contribution will be calculated based on both commercial and residential elements.
- 4.2.4 To simplify the process of calculating the Employment and Skills contribution, the Employment and Skills Contribution Calculator should be used. This can be viewed on the Employment and Skills page on the council's website.
- 4.2.5 To use the calculator, enter the 'existing' and 'proposed' unit/floorspace figures within each relevant development category within the '**Residential**' and/or '**Commercial**' worksheets. The two worksheets work separately, so are able to automatically calculate the required contribution for development where the existing and proposed use falls entirely within the residential or entirely within the commercial typologies. This takes account of the presence of existing floorspace, which is 'netted off' from the overall contribution, reducing the costs involved.
- 4.2.6 Where major development incorporates a mix of different uses, the contribution will be calculated on the basis of the individual uses that make up that development. For example, for a mixed-use office and residential development, the contribution will be calculated on the basis of both the commercial and residential elements. The '**Comm & resi combined net charge**' worksheet calculates a combined charge, taking into account existing and proposed floorspace within both the 'Residential' and 'Commercial' categories, and enabling a net loss of floorspace within one category to be used to offset a net gain in the other.
- 4.2.7 As set out within the Planning Obligations Annex, Sui Generis development does not have a standard occupancy, and the financial contribution required for Sui Generis development will be subject to negotiation with the council on a case-by-case basis. In such cases, the council will typically seek to establish a

suitable occupancy ratio for the relevant uses, and may refer to the National Calculation Method (NCM) Database for this purpose. The 'Commercial' worksheet includes a use category marked 'Other (floorspace)', together with a field for entering an associated occupancy ratio (marked 'Other - occupancy ratio (square metres per adult)'). Both must be populated in order to incorporate the use into the calculations.

4.3 *Measures in lieu of a financial contribution*

- 4.3.1 As set out in the Local Plan Planning Obligations Annex, where it can be clearly demonstrated that measures in lieu of the financial contribution would achieve greater benefits in delivering employment and skills initiatives to help Crawley residents access employment opportunities, this will in principle be supported, subject to negotiation and agreement with the council. Such measures would be expected to go beyond those identified in the Employment & Skills Plan. This may include for example on-site training provision or other interventions. Any such measures would be secured by way of a legal agreement.

5. How the Employment and Skills Contribution will be used

- 5.1 Monies secured through the Employment and Skills contribution will be used by Crawley Borough Council to support Employ Crawley, a collaboration between Crawley Borough Council, West Sussex County Council and Jobcentre Plus that provides employability support and guidance to local residents who are either seeking their first job, need help to change careers or overcome multiple barriers to employment.
- 5.2 The service provides a personalised level of support, helping residents of working age, who may face complex or challenging circumstances, to gain the specialist support they need in order to progress towards further training or into employment. Its free information, advice and guidance hub offers advice on a range of local employability and training services. Working in partnership with public, private and voluntary sector organisations, Employ Crawley helps local residents secure access to local jobs and assists local employers to gain improved access to the local workforce.
- 5.3 Since it launched in 2017, Employ Crawley has worked with a diverse range of local delivery and partner organisations, drawing on their expertise to deliver individually tailored support for customers. To date, Employ Crawley has established effective co-operation with approximately 90 delivery partners and over 180 employers, helping its customers to access services that tackle employment barriers and helping them get into jobs. Employ Crawley directly identifies and delivers interventions to help improve the employability of customers, referring them to complementary services that are provided by partners to offer specialist support that enhances the customer's journey.
- 5.4 Developer contributions will be used to ensure that funding for existing and future posts remain in place to ensure the long-term viability of this localised offer. Its service interventions include, but are not limited to:

Information, Advice and Guidance

- Free one-to-one information and guidance
- Mentoring and Coaching
- Careers Advice and Career Pathway Development
- CV Workshops

- Identifying transferable skills
- Advice on benefits entitlements / finance and debt management
- Careers Fairs

Employability Development

- Access to services which help overcome barriers to employment, including workshops, training courses, and employment and skills events
- Health and Wellbeing support
- Substance Misuse support
- Housing Support
- Mental Health support
- Health Surgeries and Workshops
- Soft Skills / Personal Development
- Confidence Building, Resilience and Motivation
- Job Seeking Skills
- Interview Workshops
- Self-Employment Guidance

Skills Development – working with training providers

- Access to vocational skills training programmes
- Access to higher level skills programmes to access alternative careers
- Continuous, in-work support and advice on how to further develop careers
- Access to a regular work information support hub (WISH)

Pre-employment and access to jobs – working with employers

- Links to key businesses and specialist employment services in Crawley and the Gatwick Diamond area
- Pre-employment Training Services
- Sector Based Work Academies
- Work Placements, Traineeships and Apprenticeships
- Job brokerage services

6. Further Information

6.1 If you would like to discuss the Employment and Skills contribution, please contact Strategic Planning Team at strategic.planning@crawley.gov.uk.

6.2 If your questions relate specifically to the Employment and Skills Programme or the work of Employ Crawley, please contact the Economic Development and Regeneration team at Economic.Development@crawley.gov.uk