

EMPLOY CRAWLEY YOUNG ADULTS EMPLOYMENT SUPPORT HUB

Employ Crawley will be working in partnership with Jobcentre Plus to specifically deliver a service to support young local people.

The service will offer a youth focussed holistic support programme to challenge the economic impact on employment with the main objectives being:

- Increased employment in 18-24 year olds in the locality
- Increase in skills
- Increase in confidence
- Increased uptake of traineeships/apprenticeships/work placements (Kickstart)

Overall Mission and Purpose: To empower young unemployed Crawley residents and those facing redundancy, by providing them with access to intensive employment support and skills training, managed via a “one-stop shop” employment hub of co-located service providers, who work closely together to help young people find new jobs and alternative careers.

Background Rationale: The COVID-19 public health crisis has brought about a huge contraction in the aviation industry in the space of a few months. A host of airlines including BA, Virgin, Norwegian, easyJet and TUI have announced redundancies. Virgin is pulling out of Gatwick Airport altogether and BA is considering doing the same. This has adversely impacted the aviation supply chain and a range of sectors of the economy, notably retail, hospitality and leisure, which have remained closed throughout the period of lockdown, shedding jobs. Thousands have been made redundant in the area and 1 in 3 Crawley residents of working age have been furloughed. It is anticipated that many more employers will be shedding jobs over the coming months with studies predicting up to 57% of Crawley’s jobs base is at risk.

Impact on 18-24 year olds: The claimant count for young adults aged 18-24 in Crawley has spiked significantly. In August 2020, there were 970 (12.3%) young unemployed adults, having risen from 525 (4.4%) in March. These figures far exceed the South East average of 8% and the UK average of 9.4%. This demonstrates the need for a focused programme of employability support to be made available to these young adults. Many more young adults are facing the prospect of redundancy going into the autumn with the planned cessation of the furlough scheme. It is vital that we ensure a quality package of support is provided to keep these young adults motivated and engaged to gain new skills and routeways into apprenticeships and/or traineeships, work placements and paid employment.

Strategic Partners for the Young Adults Employment Hub:

Discussions have taken place with a number of key stakeholders to gain full support for this new provision and to agree to co-operate closely in order either to enable or provide employment support services from the Hub to young adults. It is envisaged that of those partners listed below, those with an asterisk will have

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staff co-located at the Hub.

It has been widely acknowledged that there is a real need for this Hub initiative to be implemented as early as possible to ensure Crawley's young adults are recruited, supported and developed in the workplace to give them a meaningful and successful start to their working life. It is vital that those who have been made or face unemployment are provided with a package of support to keep them engaged and motivated in their future job search activities to avoid becoming long term unemployed. Key Hub Partners include:

- Department for Work and Pensions / Jobcentre Plus *
- Crawley Borough Council through Employ Crawley *
- Crawley College
- Manor Royal Business Improvement District
- Gatwick Airport
- Coast to Capital LEP
- Coast to Capital LEP/Careers & Enterprise Company – Career Guidance Team (secondary schools)
- West Sussex County Council Youth Adviser/NEET Team

Young Adults Employment Hub – Co-ordination and Service Provision:

Employ Crawley will have two dedicated 18-24 Customer Support Officers (CSOs) who will hold, as a minimum, a Level 2 IAG qualification. Each will manage a customer caseload, provide 1:1 support and progression management. They will both directly deliver and identify interventions to help improve the employability of customers, referring them to complementary services provided from a wide selection of partners offering a range of specialist support to enhance the customer's journey.

It is proposed that Employ Crawley will case manage 400 young people aged 18-24 and work closely with Hub Partners to ensure each person obtains the support they need at the right time. It is envisaged that some will just need 'light touch' direction advice and guidance, whilst others will need intensive 1:1 support in their journey.

A number of the partners listed above will co-locate staff with Employ Crawley officers at the Hub to enable Crawley young adults to be referred seamlessly on to specialist support services, as appropriately tailored to the needs of each individual customer.

In response to the COVID-19 pandemic, Employ Crawley and partner organisations have tailored their delivery models in order to offer a 'virtual' suite of support to customers. This will continue until the Town Centre Hub is COVID secure. The Hub service offer will include:

- Individual Employment Action Plans (IEAP)
Employ Crawley CSOs will ensure that every new young adult has a meaningful IEAP which is developed jointly by the CSO and the customer. The IEAP is regularly reviewed, updated and securely stored. The young adult

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will be encouraged to jointly take responsibility for their own development and progression in line with agreed actions. Hub Partners will also feed into the IEAP and collectively help the young adult to recognise when they are going down the wrong path and how we can support them to change direction. To help implement the IEAP to benefit young adult customers, Employ Crawley CSOs and other Hub representatives will refer customers on a tailored individual needs basis to a range of services to help customers tackle barriers to employment and improve their employability. These include the below:

Information, Advice and Guidance

- *Mentoring and Coaching*
- *Careers Advice and Career Pathway Development*
- *Advice on benefits entitlements / finance management*

Employability Development – working with local service providers

- *Access to services which help overcome barriers to employment*
- *Soft Skills / Personal Development*
- *Job Seeking Skills*
- *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*

Pre-employment and access to jobs – working with employers

- *Pre-employment Training Services*
- *Sector Based Work Academies*
- *Work Placements, Traineeships and Apprenticeships*
- *Job brokerage services*

Employ Crawley: was established in October 2017 by Crawley Borough Council to provide more intensive employability support and guidance to local residents who were looking to either change careers or overcome multiple barriers to employment. The service provides a personalised level of support, helping residents to gain the specialist support they need in order to progress towards further training or into employment. Since inception, Employ Crawley has worked with a wide range of local delivery and partner organisations, drawing on their expertise in order 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 in order to help customers access services to tackle employment barriers and help customers get into jobs.

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We will continue to grow our partnership database and have shared this opportunity with Crawley Community Action who will broadcast the service to all their members which will help generate referrals and invite participation into the Hub. We will actively seek to help capacity build local third sector organisations to support the delivery of this contract. The above is a snapshot of the partners we are already working with and who will be involved in delivering the programme. Additional partners will be drawn upon as and when additional, bespoke support is required, based on individual needs and demand.

Employ Crawley and Hub Partners will deliver the service from a newly created main Hub in Crawley Town Centre. In order to support customers who are unable to travel into the town centre, we will offer a flexible outreach service at Community Centres and faith based venues across the 14 neighbourhood wards. Co-locating at these locations and other partner premises such as the Foyer, enables greater engagement and quicker join-up of support provided to customers. The service will also be made 'virtual' and available via email and telephone for those who wish to maintain regular contact and continued support with their jobsearch activities.

Delivery Proposal

The Hub partnership brings together multiple organisations and businesses in order to support local young adults to progress towards and into employment. Bringing together a range of local expertise under one roof and with unique access to extensive wrap-around council services, Employ Crawley is very well placed to be the LAB for this contract.

The Young Adults Employment Support Hub – Physical and Virtual Composition

It is proposed that a physical COVID secure Young Adults Employment Support Hub based on the ground floor of the Crawley Town Hall will be the main delivery location where young unemployed adults can visit to access the employment support, information, advice and guidance they need. The Hub will create a positive space for both the customers and delivery partners to work in. The Hub will offer co-location facilities to Jobcentre Plus, partner organisations and employers to ensure a fully integrated support service is available to young adults. A suite of support will be on offer from financial, health, employment, training and wellbeing services. Operating a multi-agency 'one stop shop' enables innovation both in the way that customers and staff interact as well as the ease of accessing the services that customers need. Timely and effective sequencing of support will enable our young adults to benefit from the right provision at the right time in their journey. Seamless transition between provision is known to aid retention and engagement on programmes and improve outcomes for customers.

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A combination of an Integrated Support Model (customer engaging with multiple interventions and activities at the same time which supports participation and engagement levels) together with a Sequenced Support Model (suitable for customers with more complex needs and learning difficulties) will be overseen by two Employ Crawley CSOs. They will case manage each young person's journey, referring to specialist Hub Partners and other local delivery partner organisations, to ensure each person gets the right support needed.

Collectively the Hub team will help young adults develop individual IEAPs to support their career progression, working jointly with partners to help implement those action plans. The Hub will act as an effective signposting service, referring young adults to the appropriate services that will help strengthen their employability, overcome barriers to employment and access new jobs and careers. The Hub will in parallel offer services virtually with the Hub team arranging information, advice and guidance provision using ICT media.

Employer Engagement

Employ Crawley and Hub Partners will engage with local employers and businesses in order to identify opportunities for job vacancies, work placements, apprenticeships, traineeships, work taster sessions, sector based routeways and seek other initiatives that local employers can offer to support school/college leavers and young unemployed adults. The Hub team will work particularly closely with local partnerships, groups and forums who represent employers and businesses, in particular the Manor Royal BID and Gatwick Airport. Construction is a key growth sector and Crawley has an ambitious build programme. The Council's Town Centre Skills Academy Status (CITB) enables site specific Employment and Skills Plans to be created for each development, identifying commitments towards employment and skills related opportunities – these will be a key contributor to achieving outcomes within this sector. The Council has long established relationships with Housing Associations who have strong CSR agendas and can generate work placement opportunities and training to support local residents. We will also leverage our procured service contracts with those organisations delivering repairs and maintenance to the Council's housing stock to help generate employment opportunities.

The Hub team will focus on known growth sectors such as Care, Driving, IT, Construction, Security and Armed Forces to identify job opportunities. The Green Investment Package will help generate jobs for the future through homeowners making energy efficient upgrades to their properties.

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Additional Information

Established in October 2017, Employ Crawley has already proved successful in supporting disadvantaged and vulnerable customers with their journeys towards employment. Working in partnership with local organisations who provide specialist interventions, together with statutory funded provision such as council initiatives and College courses, customers have been able to access the right support they need at the right time. Employ Crawley has delivered a JCP FSF contract, supporting the long term unemployed, which finished in February 2020. The team also deliver Journey to Work which is a West Sussex wide initiative funded by SIF funding and contract managed by Horsham District Council.

Employ Crawley's Partnership and Operations Co-ordinator is able to improve coordination amongst employment support services and partner organisations, ensuring a wide range of quality provision is aligned and accessible for customers. The development of a Partnership Database supports the efforts to ensure non duplication of funding is realised.

Employ Crawley is well positioned to lead the delivery of this programme, as a central delivery partner with unique access and connections to over 270 partner organisations and businesses who want to work with Employ Crawley to help local residents get the best chances in life.

Employ Crawley has an established presence, demonstrating a clear need for an enhanced service to our residents. There is very limited risk associated with this project as the model is 'tried and tested' and customer volumes exist. The Council chairs the Youth Forum which incorporates local partners and reaches out to young people to let them have a 'voice' in what services and support are needed. All partner organisations will be operating a 'virtual' programme of support and will shortly be offering COVID secure delivery settings going forward. All partner organisations deliver their own funded programmes, independent from Employ Crawley, thereby reducing risk but enabling co-location which adds value.

All activity and engagement will be tracked and monitored for reporting purposes. Employ Crawley regularly requests anonymous service feedback to ensure that our support is meeting the needs of our customers. Customers are also asked to support the production of Case Studies where appropriate.

This project aims to support young adults who are entering the world of work or are new to claiming Universal Credit due to unemployment/redundancy and are adjusting their understanding of managing their own finances. Key to this transition will be the support given to people to help them towards social inclusion and financial independence. Providing the right guidance to overcome often multiple and complex barriers to work, together with help

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navigating their way through the benefits system and partner referral processes, will enable customers to feel supported and reduce barriers such as anxiety, confusion and low self-esteem.

Young adults will benefit from the wider activities funded through Employ Crawley's Journey to Work contract. These include fortnightly WISH Clubs where local providers engage with customers to ensure they are aware of the support that is available to them. Speakers attend to provide group workshops which focus on confidence, resilience, self-esteem, writing CVs and preparing for interviews. Job Fairs are organised where typically 20 local businesses from different industry sectors engage with customers to discuss their job vacancies or work related opportunities – we will look to move these to 'virtual' models in the interim.

Employ Crawley has also worked on a number of employer led initiatives such as the One Destination programme run by Gatwick Airport and are building up a programme of tailored work related support and Open Doors events with Construction employers such as St Modwen Homes, Kier Construction and Thakeham Homes to support individuals wishing to consider a career in construction. Manor Royal BID have facilitated an Open Doors event in partnership with the Coast to Capital LEP for a number of local 6th form students to visit four local employers in one day – this is an initiative which could be developed further for 18-24 year olds and replicated across a wide range of industry sectors.

Match funding from DWP is being actively progressed to support the launch of the project and the establishment of a Young Adults Employment Support Hub located in the Council's Town Hall. This will enable the launch of employment support services for young people and to further build relationships with local employers, skills providers and specialist partner organisations as part of the emergency response to the economic crisis affecting Crawley's youth unemployment.

Employ Crawley / Crawley Borough Council has secured funding from the "Journey to Work" programme initiative, funded through West Sussex County Council, in partnership with other West Sussex Boroughs and Districts which has enabled Employ Crawley to continue supporting local residents who are predominantly long term unemployed with multiple barriers to work.

This application for additional funding will be sought in order to sustain and expand the service further by providing a comprehensive programme of blended 1:1 and group support for young adults. Two new Customer Support Officers will be recruited to provide this dedicated service, helping as many young people as possible to develop new skills, find alternative jobs and new career opportunities, working alongside partner organisations to support that holistic journey.

As part of the Economic Development and Regeneration Team within Crawley Borough Council, Employ Crawley is well placed to gain invaluable knowledge

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and expertise in the wider economic, employment and skills landscape. The team work in partnership with Crawley JCP, working collaboratively on joint workshops, events and employer engagement activities to support the best outcomes for customers. The Chancellor's newly announced 'Kickstart Scheme' will be a further initiative that Employ Crawley and Hub Partners will look to support JCP with, to help identify and leverage quality work placements, six months in duration, for young adults. Crawley JCP has directly referred 37% of Employ Crawley customers to date, acknowledging the valuable work that the team do and the value the service delivers. The Town Hall Hub will enable both JCP and other partner organisations to regularly co-locate and work collaboratively, enabling a faster and joined up level of support for our young adults.

Contract Implementation & COVID19: Existing staff will be in a position to mobilise the implementation of this contract and begin delivery whilst recruitment for two new Customer Support Officers takes place. Due to COVID19 restrictions, all current contact with customers is being undertaken by Zoom, phone, email, text and generic information shared on Twitter. The Hub will be made COVID19 secure and operational as soon as possible.

Profile Information

COVID19 Impact on 18-24 year olds: The claimant count for young people aged 18-24 in Crawley has spiked in June to 935 (11.6%) in the space of a few months, rising from 525 (4.4%) in March. This shows Crawley's youth unemployment to be much higher than the South East average of 7.6% and the GB national average of 9%. This position demonstrates the urgent need for a focused programme of support to be made available to support these young adults and the many more who will be facing the prospect of redundancy going into the autumn with the planned cessation of the furlough scheme. It is vital that we ensure support is provided during this unprecedented period of uncertainty.

We have based our assumptions on a combination of statistical information, predicted caseload management, delivery model variances together with stakeholder and partner support to ensure this programme is a success.

As such Employ Crawley in collaboration with Hub Partners, proposes to work with approximately 400 customers aged 18–24, across a 12 month period. Referrals to the programme will be via a combination of avenues: Jobcentre Plus, Hub Partners, other local referral organisations and secondary schools. Proactive marketing, parents' newsletters and social media will also help to generate young adults to access the service. Outreach activity across a variety of locations will also help identify 'hidden' self-referrals.

Many young people will need light interventions, signposting and job search guidance whilst others will need much more individual support in identifying

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new career pathways and re-skilling, together with a wide range of employability interventions and health and wellbeing support.

The service will be provided both 'virtually' and in person once the Town Hall and Hub Partners move to delivering safely within COVID19 secure environments. Employ Crawley and Hub Partners have been operating 'virtually' since March of this year and are still able to engage and support customers with continued guidance as needed. During these unprecedented times we will endeavour to achieve a number of progressions routes for these young adults. The Treasury's commitment to a package of emergency support will help to achieve some of the outlined outcomes ie financial support to employers to hire Apprentices and to take on Traineeships. Incentives such as these and the promotion of jobs growth in emerging sectors such as the Green Economy is a timely welcome to support this agenda.

Proposed Progression Outcomes:

YP supported to secure Employment or an Apprenticeship

YP supported to secure either a Traineeship, Certificated Short Course or Work Placement