

THE LONDON RESORT

The London Resort Development Consent Order

BC080001

Environmental Statement Volume 2: Appendices

Appendix 7.7 – Outline Employment and Skills Strategy

Document reference: 6.2.7.7

Revision: 00

December 2020

Planning Act 2008

The Infrastructure Planning (Applications: Prescribed Forms and Procedure) Regulations 2009

Regulation 5(2)(a)

The Infrastructure Planning (Environmental Impact Assessment) Regulations 2017

Regulation 12(1)

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Revisions

Revision	Description	Issued by	Date	Approved by
00	Issue for DCO Submission	EE/EB	24/11/2020	VOL/LRCH

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Foreword – PY Gerbeau, Chief Executive London Resort

We are determined to deliver not only a world class theme park resort, but also a transformative project for the UK economy. This can only be delivered – year after year – if we are good employers, good neighbours and finally, good hosts for our guests.

The London Resort will be a model of employment creating not just jobs, but careers. We are committed to helping develop skills, to take those who can demonstrate the attitude we need, to new levels and experiences. This vision is not based on theories, but on experience and good management practices over many years of operation.

Over the years I have led businesses with many thousands of staff, from my days at Disney to the Millennium Dome and on into X-Leisure, one thing is clear – culture is absolutely critical. Here at the London Resort our values will set us apart – not corporate objectives – but the way in which we work with our team.

As you will see from this strategy there are thousands of jobs, from the construction workers who will get underway in 2022 to the operators, engineers & guest relations professionals when we open in 2024. I know there is vast local talent and we will need to draw on all of it. We are proud to call Kent and Essex our home and we are committed to drawing as many as possible of our capable team from the local area.

We aim to ensure all our staff are proud to be London Resort employees; whether enjoying the flexibility of part-time – or if they are signed up full-time team members. If we get this right, our seasonal workers will want to return every year; to benefit from our training programmes and the recognition that they are valued members of the team.

Diversity and inclusion will also be at the heart of our employment strategy. My professional International Ice-Hockey career was ended by an awful injury, an injury which saw me spend many months in a wheelchair. I experienced discrimination first-hand and had an insight into the serious challenges that even temporary disability can bring. As an employer, I promise you that we will go the extra mile to ensure there are no barriers to a successful career.

We have already started engaging with schools, colleges, even Universities about the range of skills, experience and qualifications we will need at the London Resort. We have established a London Resort Employment and Skills Taskforce to ensure we truly deliver on our vision. This strategy forms a basis for these discussions and partnerships to begin, and they will evolve over the years to ensure we deliver our commitments to employing local people, creating careers for them, upskilling them, and doing so in a fully inclusive way so as to attract and foster diversity.

This is a phenomenal project and will be made even more so by the wonderful team we will be assembling over the next few years.

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Executive Summary

London Resort Company Holdings ('the Applicant') is proposing to deliver a world-class, sustainable, next generation entertainment resort known as the 'London Resort', on the River Thames. The focus of the London Resort will be a Leisure Core, comprising a range of events spaces, themed rides and attractions, entertainment venues, theatres and cinemas, developed in two phases known as Gate One and Gate Two.

The construction and operation of the **London Resort is expected to generate significant opportunities for people to gain employment, upskill, and further their professional development.** The purpose of this strategy is to ensure that local residents benefit from these opportunities, tackling key obstacles which they may currently face and providing pathways into work. For the purposes of this strategy, the 'local residents' are considered to be mainly those from the Core Study Area (CSA) - Dartford, Gravesham and Thurrock. **The aim of this strategy is to ensure that local employment and skills benefits are maximised.** The methodology is outlined in Figure 1-1.

Figure 1-1: Methodology underpinning the Employment and Skills Strategy



The local context assessment identifies the most pressing employment and skills issues, along with key policy objectives which aim to address these issues.

- The CSA has slightly higher unemployment (4.2%) than geographical comparators and, whilst earnings in the CSA are generally strong, there are pockets of income deprivation around the Swanscombe Peninsula, particularly in Gravesham and south Thurrock. Policy aims to increase employment.
- Regional policy describes low productivity in the area, and outlines aims for employment growth in key sectors such as construction, hospitality, leisure, and tourism, in order to transform the economy.
- CSA residents have low skills and qualifications; lower proportions of the population are qualified to at least NVQ1 and at least NVQ4+, and there are pockets of skills deprivation around the Swanscombe Peninsula. Policy seeks to improve educational attainment, increase apprenticeships and other skills training.

- Policies also point to a lack of workplace opportunities for children in education and lack of vocational opportunities and pathways for those not in education. Policy aims to facilitate better skills matching and employment pathways, with employers working in tandem with schools and jobcentres to increase opportunities.
- Finally, a number of vulnerable CSA resident groups were identified in terms of access to employment and skills including females, 16-24 year olds, ethnic minority residents (and female ethnic minority residents). Policy aims to establish pathways for disadvantaged residents.

The Applicant has consulted with local authorities, skills and education partners and schools, colleges and higher education. The London Resort Employment and Skills Taskforce – which includes representatives from these groups – has been formed to provide guidance on the development of this strategy. Taskforce members have brought together schools, colleges and higher education providers in a series of workshops which have already begun to inform the education proposals outlined in this strategy. **This is an outline strategy which will continue to evolve following the submission of the DCO and continued engagement.**

The London Resort will provide unique employment and skills opportunities in both phases.

The construction phase is expected to support 23,300 job years.¹ Given the specialist nature of much of the construction, some of this work will occur off-site. For example, the rides are likely to be manufactured off-site by specialist contractors but then assembled on-site. The overall on-site employment is expected to be 6,600-9,900 total job years for Gate One and 2,700-4,100 total job years for Gate Two.² It is expected that the peak on-site employment will be 3,300-5,000 workers for Gate One (in 2023) and 1,100-1,700 workers for Gate Two (in 2028).³ It is estimated that approximately 70% of these roles will be highly skilled.

¹ One job year equals one construction worker working for one year

² Where the range is derived from the proportion that will take place on-site, given uncertainties.

³ The construction period is short for both gates, hence the peak employment is closely reflective of each year of the construction period.

Table 1-1: On-site and offsite construction employment supported by the London Resort for Gates One and Two

		G1		G2	
		Low	High	Low	High
On-site	Job years	6,600	9,900	2,700	4,100
	Average jobs per year	2,600	4,000	900	1,400
	Total peak	3,300	5,000	1,100	1,700
Offsite	Job years	9,900	6,600	4,100	2,700
	Average jobs per year	4,000	2,600	1,400	900
	Total peak	5,000	3,300	1,700	1,100
Total	Job years	16,500	16,500	6,800	6,800
	Average jobs per year	6,600	6,600	2,300	2,300
	Total peak	8,300	8,300	2,800	2,800

Note: one job year is defined as full time employment for one person for one year

The operational phase is expected to provide 17,310 jobs from 2038 onwards. A high number of the jobs would be seasonal (7,080), or part-time (3,690), as well as full-time (6,535), presenting a wide range of different opportunities which will appeal to a varied demographic.

Table 1.2: London Resort: direct jobs (full time, part time seasonal, total headcount, FTEs, 2038)

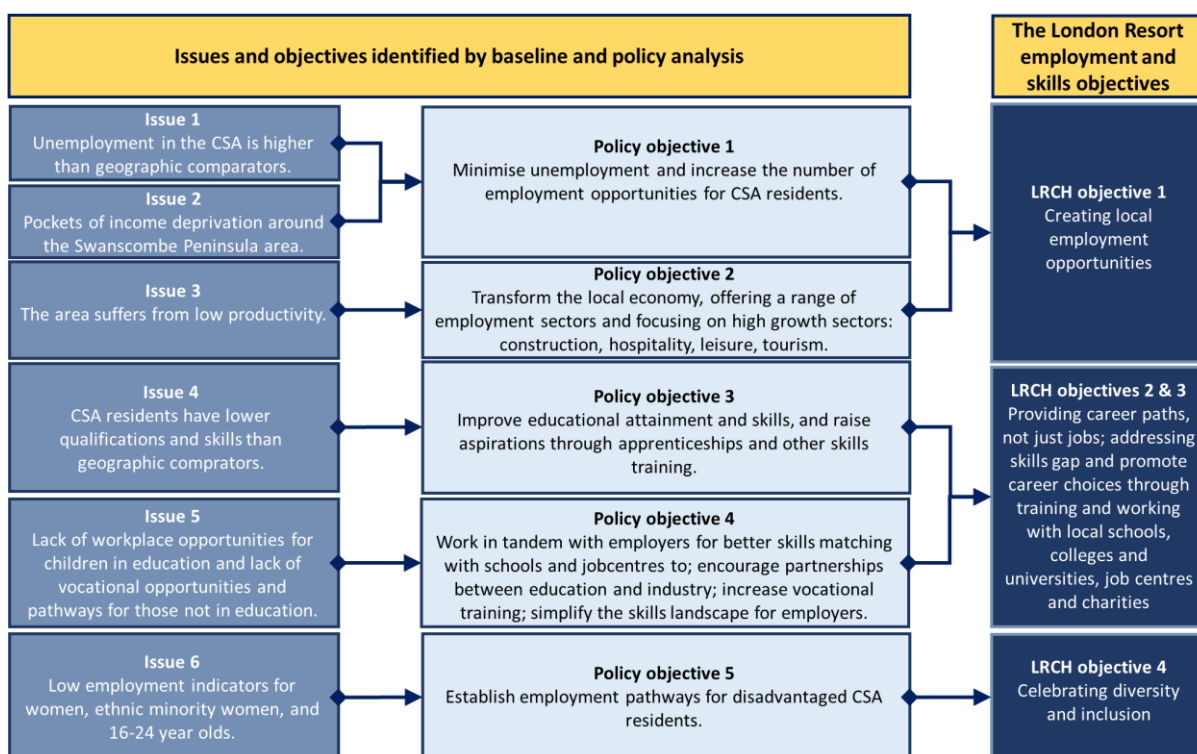
	FT	PT	Seasonal	Total headcount	Total FTE
Corporate / shared services	250	30	-	280	265
Theme parks	2,710	2,420	6,760	11,890	6,625
Hotels	2,570	430	-	3,000	2,785
The Market (RDE)	835	745	165	1,745	1,275
Other	170	65	155	395	265
Total	6,535	3,690	7,080	17,310	11,215
Gross additional				16,145	10,170

Based on a detailed skills assessment, it is expected that 27% of the jobs would require specialist skills, qualifications and/or years of experience, and 73% of the jobs would be available with low or intermediate formal qualifications, making them accessible roles for a wide variety of prospective applicants. Most roles are expected to benefit from on the job skills training.

The overall aim of the employment and skills offer is to positively impact upon local people and children. People are at the absolute heart of the project. To achieve this, this strategy focuses on

four key objectives. Figure 1-2 demonstrates how these London Resort objectives will help address key issues identified in the baseline and policy review. All objectives speak to the importance that London Resort places on its people. Routes into work will be provided, focusing on attitudinal hires. Staff will be trained and valued as an inherent part of the London Resort. A positive virtuous cycle will form, where London Resort and its employees will work in partnership, incentivised to do the best job for each other. The London Resort aims to provide a career-long opportunity for all of its employees to upskill, contribute, and thrive.

Figure 1-2: The London Resort contribution to improving employment and skills in the CSA



With these objectives in mind, the London Resort pledges that, in the construction phase, we will:

- Seek to achieve or improve upon local labour rates for on-site workers (29%);
- Facilitate 100 – 150+ construction apprenticeship opportunities, and work with skills partners to deliver other forms of vocational training; and
- Work with local authorities and businesses in order to find the most efficient way of maximising the use of local businesses in the construction supply chain.

Once operational, the London Resort pledges to:

- Seek to maximise local labour force rates;

- Work with the taskforce to identify appropriate work programmes and job centres to help target the employment opportunities;
- Seek to match or exceed the local apprenticeship rate of 15 starts per 1,000 workers;
- Adopt a culture of learning and professional development, including a training academy for workers to widen skills;
- Reach agreement with an FE and/or HE institution(s) to develop a London Resort qualification; and
- Work with local authorities and businesses in order to find the most efficient way of maximising the use of local businesses in the operational supply chain

The London Resort is committed to equal opportunities for all. We will work with the Taskforce and other relevant bodies to identify the most vulnerable and underrepresented groups, ensuring that the employment and skills opportunities are made accessible to them. We seek to combat unconscious biases and discrimination throughout a worker's entire relationship with the London Resort.

A number of different stakeholders will be required to contribute to effective implementation. **The London Resort has started, and pledges to continue, engagement with relevant stakeholders (including the CSA local authorities) to develop a successful implementation approach.** The London Resort will be responsible for providing sufficient information, in a timely manner, about employment and supply chain opportunities to local residents and businesses. The London Resort will supply a dedicated point of contact to manage this relationship, along with coordinating engagement with educational establishments.

The CSA local authorities and their respective economic development teams are likely to act as a link between residents, businesses and the London Resort, and identify the most disadvantaged groups and direct opportunities towards them. **The skills providers themselves (schools, colleges, universities), as well as various intermediaries (local authorities, SELEP, The Education People, The Carers and Enterprise Company, West Kent Partnership, Locate in Kent) already operating in the area, will also need to be closely involved – in a coordinated fashion – to ensure that skills requirements and timeframes are understood and acted upon, and opportunities for local residents efficiently maximised.** The London Resort aims to build on existing success stories and the links that the councils already hold within their local community.

This is an outline strategy, aimed to be a starting point from which a detailed implementation plan can be developed, to ensure that the pledged benefits are achieved.

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Chapter One ◆ Introduction

THE LONDON RESORT

- 1.1. The Resort will be a nationally significant visitor attraction and leisure resort, built largely on brownfield land at Swanscombe Peninsula in Kent on the south bank of the River Thames and with supporting transport and visitor reception facilities on the northern side of the river in Essex.
- 1.2. A detailed description of the Proposed Development is provided in Chapter 3: *Project Description* (document reference 6.1.3). The focus of the Resort will be a 'Leisure Core' containing a range of events spaces, themed rides and attractions, entertainment venues, theatres and cinemas, developed in landscaped settings in two phases known as Gate One and Gate Two ('the Gates'). Outside the Gates will be a range of ancillary retail, dining and entertainment facilities in an area known as the Market.
- 1.3. The Resort will also include hotels, a water park connected to one of the hotels, a conference and convention centre known as a 'conferention centre', a Coliseum (capable of hosting e-Sports events), creative spaces, a transport interchange including car parking, 'back of house' service buildings, an energy centre, a wastewater treatment works and utilities required to operate the Resort. Related housing is also proposed to accommodate some of the Resort's employees.
- 1.4. Substantial improvements are proposed to transport infrastructure. This will include a new direct road connection from the A2(T) and a dedicated transport link between Ebbsfleet International Station, the Resort and a passenger ferry terminal beyond. The ferry terminal would serve visitors arriving by ferry on the River Thames from central London and Tilbury. A coach station is also proposed. On the northern side of the Thames to the east of the Port of Tilbury, additional coach and car parking and a passenger ferry terminal are proposed to serve the Resort.
- 1.5. The Proposed Development would involve an extensive restoration of land used in the past for mineral extraction, waste disposal and industrial activities including cement and paper production, with a comprehensive landscape strategy proposed incorporating the retention and enhancement of wildlife habitats.

THE EMPLOYMENT AND SKILLS STRATEGY

- 1.6. The construction and operation of the London Resort is expected to generate unique and significant opportunities for people to gain employment, upskill, and further their professional development. The jobs will vary in terms of the industry sector, the level of skills and experience required, the number of hours required and seasonality. The Applicant is committed to ensuring that local residents benefit from these

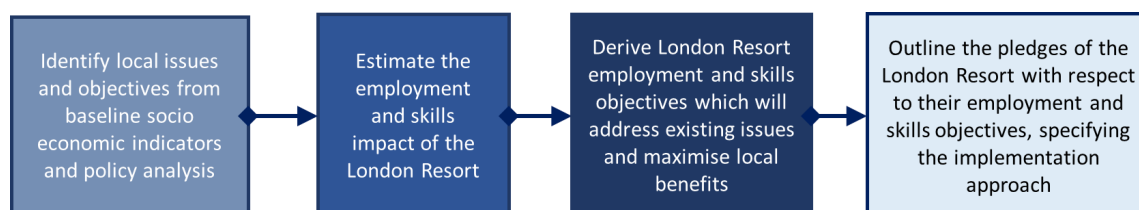
opportunities, addressing key socio-economic issues which they currently face. For the purposes of this strategy, the ‘local residents’ are considered to be those from the Core Study Area (CSA), comprised of the host local authorities of Dartford, Gravesham and Thurrock. This document should be read alongside the Environmental Statement (ES).

1.7. This is an outline strategy that will continue to evolve following submission of the DCO.

1.8. This strategy outlines the approach through which local employment and skills benefits will be maximised by the London Resort. People are at the heart of the London Resort. The spirit of the project is dependent upon a positive partnership between the London Resort and its workers. The Applicant’s key aim of the employment and skills offer is to positively impact on local people and children. To that end, the strategy:

- examines the local context through analysis of baseline indicators and employment and skills objectives identified in local authorities’ policies, drawing out the most pressing socio-economic issues in the CSA;
- presents the overall labour market impact of the London Resort to gauge the potential that the scheme has in helping to address these issues; and
- sets out objectives and commitments that the Applicant plans to make to ensure that the London Resort helps to combat these local employment and skills issues. The implementation approach is also discussed, which outlines the ways in which key stakeholders will work together to ensure that the targets are met. As with other DCOs, the implementation approach will continue to evolve throughout the DCO examination and beyond, but this document forms the basis for the commitment to this collaboration which will ensure that objectives are met.

Figure 1-1: Structure of the Employment and Skills Strategy



Chapter Two ◆ Local Context

INTRODUCTION

2.1 This section summarises the baseline economic characteristics of the CSA and areas surrounding the London Resort, as well as the relevant issues and objectives that have been identified in local and regional policy. Full analysis of the socio-economic context can be found in Appendix 7.3: *Detailed Baseline* (document reference 6.2.7.3) and a full description of the relevant issues and objectives that have been identified in policy can be found in Appendix 7.1: *Policy* (document reference 6.2.7.1).

GEOGRAPHIC AREAS

2.2 The main study area considered comprises the three host local authorities of Dartford, Gravesham and Thurrock, within which the Project Site falls. This area is called the CSA. Baseline data is presented for other areas, for comparison purposes. The study areas are described in Table 2-1.

Table 2-1: Study Areas used in the Employment and Skills Strategy where the Core Study Area (CSA) is the main area of influence and the other areas are used mainly as comparators to identify over and under performance of the CSA

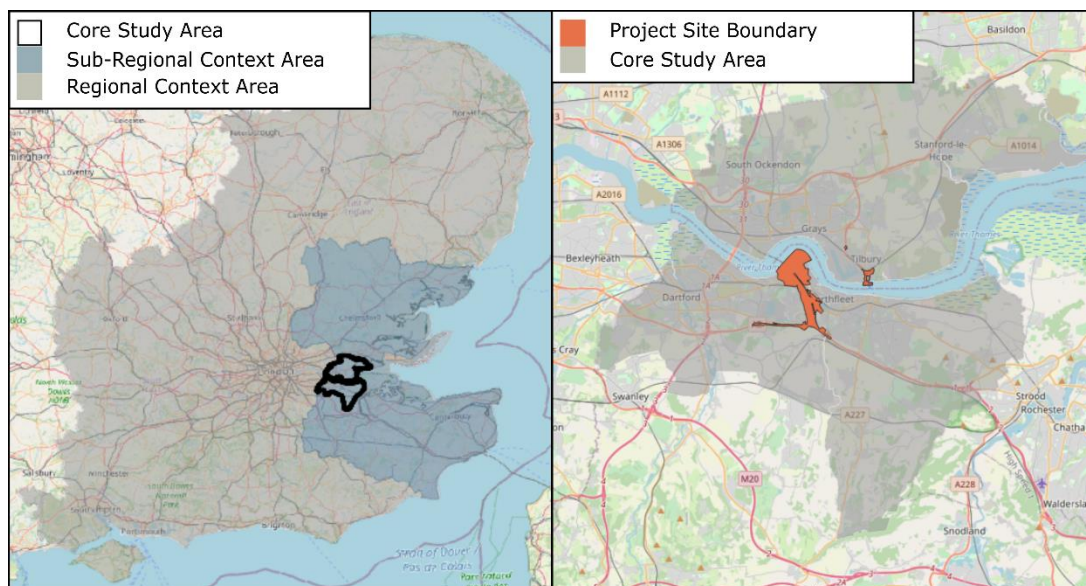
Geographical Study Area	Study Area abbreviation	Definition
Core Study Area	CSA	Dartford, Gravesham and Thurrock (local authorities)
Sub-Regional Context Area ⁴	SRCA	Kent and Medway, Essex, Thurrock (combination of districts)
Regional Context Area	RCA	South East, East and London
National Area	UK, GB or England	England, Great Britain, United Kingdom (depending on data source availability)

Figure 2-1: Core Study Area for the Employment and Skills Strategy and comparison areas

1.9. The following map (Figure 2-1) shows the Project Site, and the relevant study areas.

⁴ Defined as county / unitary authorities to be consistent with ONS statistical data releases.

Figure 2-1: Core Study Area for the Employment and Skills Strategy and comparison areas



SUMMARY OF ECONOMIC CONTEXT

- 2.3 The population of the CSA is younger, and more diverse than that of the UK as a whole. Its residents numbered 393,900 in 2019. Its population share of young people (aged <18) is 25% compared with 21% nationally; older residents (aged 65+) comprise 15% of the population in the CSA, compared to 18% nationally. Some 21% of CSA residents belong to an ethnic minority group, compared with 14% nationally.
- 2.4 Table 2-2 presents a summary of the baseline socio-economic indicators considered within this report. Indicators with the greatest need for improvement are highlighted in red, amber represents below average and/or improving performance and green reflects good performance. For each indicator a brief summary of the current performance is provided.
- 2.5 This data is largely based on trends before COVID-19. Due to lags in data collected, the impact of the pandemic is yet to be realised in many of the data metrics. This will be monitored, and the strategy will be reconsidered as appropriate on an ongoing basis. Notably, whilst clearly impactful in the short term, the effect in the longer term is expected to be reduced significantly.⁵

⁵ Short term effects may have to consider the impact of COVID-19, but the effect in the longer term is expected to be reduced significantly

Table 2-2: Summary of socio economic indicators for the CSA

Indicator	CSA performance
Employment	<p>The proportion of economically active residents in the CSA in 2019 (85%) was higher than that of the SRCA (81%), RCA (80%) and the UK (79%). Furthermore, the CSA employment rate (81%) was also above that of all other levels (78% in the SRCA, 77% in the RCA and 76% in the UK).</p> <p>The CSA has seen growth in its proportion of economically active residents of 5 percentage points, and a 7 percentage point rise in its employment rate over the last decade; faster growth than seen across other geographical comparators.</p> <p>Whilst the CSA as a whole has strong employment, there are pockets of deprivation. The employment domain of the indices of multiple deprivation (IMD) finds that 45 of the 220 LSOAs in the CSA are ranked in the 30% most deprived of all England. These are focussed around the Swanscombe Peninsula, particularly north Gravesham and south Thurrock.</p>
Unemployment	<p>The unemployment rate in the CSA in 2019 was higher (4.2%) than in the RCA (3.7%), the SRCA (3.5%) and the UK (4.0%).</p> <p>The proportion of economically active residents in the CSA who rely on unemployment benefits (the Claimant Count) was 2.6% in 2019 (as a proportion of 16-64 year old residents). This is higher than in the SRCA (2.4%) and the RCA (2.2%), but lower than the national average (2.6%).</p>
Unemployment – vulnerable groups	<p>Some vulnerable groups performed relatively well in the CSA in 2019: the unemployment rate of ethnic minorities in the CSA is 3%, lower than that of white residents (4%), although there exists variation between the rate for female and male residents: the unemployment rate of female residents from ethnic minorities is estimated at 6%, whereas that of males from ethnic minorities at 1% (white females and males: 4%).⁶</p> <p>The economic activity rate, however, is lower amongst ethnic minorities in the CSA (79%), than among white residents (86%).</p> <p>The employment rate of males in the CSA is higher (86%) than that of female residents (77%), mirroring a pattern seen across the SRCA (81%-74%), RCA (82%-73%), and the UK (80%-72%).</p> <p>Disabled people often have a more difficult time gaining and maintaining employment and are at risk of falling out of the labour force altogether. The employment rate of those with disabilities is high in the CSA (72%) compared with</p>

⁶ Note that the calculations for the gender breakdown used small sample sizes and potentially unreliable data.

Indicator	CSA performance
	<p>the SRCA (58%), the RCA (59%) and the UK (55%). However, these figures are significantly lower than for the non-disabled population.</p> <p>The unemployment rate of disabled residents in the CSA is 5%, lower than the SRCA (6%), RCA (7%), or the UK (7%).</p> <p>Additionally, employment inequalities exist with regards to age. The unemployment rate of 16-24 year olds is 14% in the CSA in 2019, higher than in the SRCA (9%), the RCA (11%) and the UK (11%).</p> <p>The unemployment rate amongst lone parent families in England is estimated to be 29%, which is significantly higher than the standard unemployment rate across the general working age population in England (4%). Furthermore, 52% of inactive parents in England are reported to be seeking full-time employment, compared to the standard national average of 21% across the working-age population.</p>
Earnings	<p>The rate at which average (mean) earnings of residents in full-time employment have grown in the CSA in the decade to 2019 was 16% (1.5% compound annual wage growth), slightly below the 17% growth recorded in the SRCA, far above the 13% growth recorded in the RCA, and in line with the earnings growth of the UK as a whole (16%).</p> <p>The earnings growth of the bottom 25% has been remarkably strong in the CSA, growing by an estimated 32% in the decade to 2019. This is far higher than the growth recorded in the SRCA (16%), RCA (14%) or the UK (18%).</p> <p>However, the average (mean) earnings growth of residents in full-time employment has been markedly slower in the past decade in the CSA (1.5% each year) than between 2002 and 2008 (3.1%). This is mirrored across the SRCA (1.6% against 4.2%), the RCA (1.2% against 4.2%), and the UK (1.3% against 3.8%).</p> <p>Whilst overall earnings in the CSA can be considered good relative to other geographies, there are pockets of deprivation. The income domain of the IMD finds that 55 of the 220 LSOAs in the CSA are ranked in the 30% most deprived. The majority of these are located around the Swanscombe Peninsula, particularly in north Gravesham and south Thurrock.</p>
Qualifications	<p>Residents in the CSA are less qualified than comparator regions. In the CSA, 83% of 16 to 64 year old residents have at least an NVQ1 level qualification or above, below the SRCA (85%), RCA (87%), and the UK (86%). Those with a degree level of higher qualification (NVQ4+) comprise 33% of the CSA, below the SRCA (35%), RCA (46%), or the UK (40%).</p> <p>Over the last decade the share of residents with at least an NVQ1 qualification has risen by 6 percentage points from 77% to 83%, on par with the growth</p>

Indicator	CSA performance
	<p>recorded in the SRCA but slower than RCA (8 percentage points) and the UK (7 percentage points). Similarly, the percentage point increase in the proportion of CSA residents with NVQ4+ qualifications between 2009 and 2019 was 9 in the CSA and SRCA but 12 in the RCA and 10 in the UK.</p> <p>On the IMD education, skills and training domain, almost half of the 220 LSOAs in the CSA are within the 30% most deprived relative to England. These are focused around the Swanscombe Peninsula, particularly south Thurrock and north Gravesham, as well as west Thurrock and south Dartford.</p>
Apprenticeships	<p>Apprenticeship starts per 1,000 workers in the CSA are 15.3, above that of the SRCA (15.1), the RCA (10.1) and England (14.0).</p> <p>Across all geographies the fewest apprenticeships are started in the leisure, travel and tourism sectors – only between 2% and 3% of all apprenticeship starts. By comparison, tourism makes up approximately 10% of employment in England.⁷ In Gravesham, the figure is 3-6% and in Dartford it is 8-13%.⁸ This suggests a shortfall in start provision in this industry.</p>
Deprivation	<p>Overall, the CSA is not deprived, as the three local authorities on average rank within the 5th decile (i.e. the least deprived 60% of the country). However, the CSA performs much worse on the education, skills and training subdomain (3rd decile) and the crime subdomain (2nd decile). Pockets of deprivation exist in the west of Dartford and Thurrock, in Tilbury, and in parts of Northfleet and Gravesend.</p>

2.6 As can be seen, the most pressing issues in the CSA relate to the low skills base of the area. Residents hold fewer and lower level qualifications than all comparator areas, and the area is fairly deprived on the education, skills and training subdomain of the index of multiple deprivation (IMD).⁹ Lower skilled jobs are more at risk of displacement,¹⁰ and thus the area is potentially vulnerable to disruption in a rapidly changing economy.

2.7 The summary of the socio-economic baseline also shows that there are local issues relating to unemployment, earnings and deprivation. There is also evidence of inequalities among vulnerable groups, with differences in employment and economic activity rates by ethnic minority, sex and age.

⁷ ONS, 2014, Tourism employment summaries: Characteristics of tourism industries

⁸ Destination Research, 2017, Economic Impact of Tourism in Kent

⁹ MHCLG, 2019, English Indices of Multiple Deprivation (IMD)

¹⁰ Seim, D., 2019. On the incidence and effects of job displacement: Evidence from Sweden, Labour Economics, Vol. 57, pp. 131-145

Future context

- 2.8 The CSA is expected to see strong population and employment growth. The Office for National Statistics (ONS) produces population projections for each local authority up to 2039.¹¹ The CSA population is expected to grow by 16%, nearly double the overall population growth of England (9%).
- 2.9 In 2019, the Construction Skills Network estimated that 168,500 UK construction jobs would be created between 2019 and 2023, reaching 2.79 million in 2023. This equates to 0.5% annual growth, in line with the whole economy average.¹² Construction sector employment is expected to be stronger in the RCA, where an annual growth rate of 0.75% is forecast.¹³
- 2.10 Projections of workplace employment growth show the CSA growing at 1.3% compound annual growth rate (CAGR), significantly faster than the expected 0.5% CAGR jobs growth across the nation.¹⁴ Employment within the CSA could reach 214,000 by 2039, 32% higher than the 162,000 jobs recorded in 2018.

SUMMARY OF POLICY

- 2.11 Local and sub-regional policy related to employment and skills have been identified through a review of the local development policies, and other policy documents of the CSA authorities, and sub-regional bodies. The documents reviewed include:
- Dartford, 2011, Dartford Core Strategy;
 - Dartford, 2016, Dartford Borough Health Inequalities Plan 2016/18;
 - Gravesham, 2009, Economy and Employment Space Study;
 - Gravesham, 2013, Local Plan Core Strategy;
 - Gravesham, 2009, Tourism Strategy 2009-2012;
 - Ebbsfleet Inclusive Growth Strategy (2019-2025);
 - Thurrock, 2016 Economic Growth Strategy 2016-2021;
 - Thurrock, 2018, Integrated Sustainability Appraisal of the Thurrock Local Plan;
 - Thurrock, 2015, Core Strategy and Policies for Management of Development (as amended) Adopted January 2015;

¹¹ ONS, Population projections - local authority based by single year of age, 2018

¹² Construction Skills Network, 2019. Construction Skills Network forecasts 2019-2023

¹³ Construction Skills Network, 2019. Construction Skills Network forecasts 2019-2023

¹⁴ Appendix 7.3: *Detailed Baseline* (document reference 6.2.7.3)

- Kent County Council, Gravesham Local Labour Market Information 2009;
- Kent County Council, 2017, Revised 14-24 Learning, Employment, and Skills Strategy 2017-2020; and
- South East Local Enterprise Partnership, 2019, Smarter Faster Together: towards a local industrial strategy.

2.12 The full details of the policies can be found in Appendix 7.1: *Policy* (document reference 6.2.7.1). The key local authority objectives identified are:

- Minimising unemployment and increasing the number of employment opportunities. The CSA local authorities seek employment growth, often in particular strategic locations: for Dartford and Gravesham this includes the Ebbsfleet Valley, and for Thurrock its Key Strategic Economic Hubs. Ebbsfleet Development Corporation (EDC) aspire to build the capacity of local people to participate and engage and enable stronger local coordination of the local workforce.
- Transforming the economy by offering a range of employment opportunities and focusing on potential growth sectors. Productivity issues are noted by regional bodies. The CSA local authorities have unique assets in tourism¹⁵ and seek to build on these advantages through the provision of additional facilities, developing local skills and helping to create employment and a range of opportunities in this sector. Construction is often cited as another growth industry in the area and could see employment gains; both Dartford and Gravesham have defined an ambition to grow their local construction sectors.
- Improving educational attainment, skills and raising aspirations through apprenticeships/other skills training; simplifying the skills landscape for employers,¹⁶ working with employers and schools are all aspirations in the CSA. Low skilled jobs are at a higher risk of displacement, whereas higher skilled jobs are generally more resilient, and sustain a more robust economy. The CSA local authorities all wish to work with partners to improve skills training within their areas, and they seek to create a skilled workforce with clear career progression routes. Developers are required to provide some of this training and apprenticeships, commensurate to their scale and the LPAs note the importance and benefit of employers and education providers working together in order to best match students to employer needs. All authorities promote apprenticeships particularly at a higher level.
- Establishing employment pathways for disadvantaged CSA residents. Kent has its own strategy for vulnerable learners. There is a particular focus on ensuring that

¹⁵ Dartford Core Strategy, 2011, Strategic Objective 4; Gravesham Local Plan Core Strategy, 2014, Policy CS09 Culture and Tourism

¹⁶ South East Local Enterprise Partnership. South East LEP Skills Strategy 2018-2023

no community is left behind in education, which can lead to worse outcomes in later life. Young people, women, and ethnic minorities should all be encouraged to enter the labour force and employment in greater numbers. EDC note that it is hugely important that the skills and training initiatives are more inclusive across all ages and have a broader approach to a multigenerational audience.

ISSUES AND OBJECTIVES

2.13 Based on the aims and policies of the CSA local authorities and sub-regional authorities and the socio-economic indicators of the area, the following local issues and objectives have been identified:

- **Issue one:** the unemployment rate in the CSA is higher than in surrounding regions and the national average. All CSA local authorities have set themselves the goal of increasing employment and seek to transform their local economies. The growth of the construction and hospitality/tourism sectors is expressly targeted in local policy.
- **Issue two:** whilst earnings are generally considered good across the CSA, there are pockets of income deprivation, including around the Swanscombe Peninsula. Such issues can be addressed by creating reliable, well paid employment opportunities for residents.
- **Issue three:** productivity issues are noted as an obstacle by Thurrock, the Kent and Medway Economic Partnership and the Thames Gateway Kent Partnership.
- **Issue four:** skill levels in the CSA are much lower than in surrounding regions and in the UK. Local councils seek to work with partners to secure skills training. The CSA local authorities wish to secure apprenticeship places from local development, to ensure a locally skilled workforce and help the young into employment.
- **Issue five:** there is an identified mismatch between local education provision and the needs of young people who want to enter the job market.¹⁷ Further Education (FE) colleges maintain increasingly strong business links and play an important collective role in skills planning.¹⁸ More efficient matching between the education offering and the needs of employers is sought by sub-regional policies, strengthening the link between industry and education. Appropriate education and workplace opportunities should be provided to enable residents to access a wider range of jobs and professions.
- **Issue six:** more needs to be done to help women, ethnic minorities and the young into the labour force and employment, and public bodies have policies for assisting vulnerable young people and adults. Improving the promotion of free and

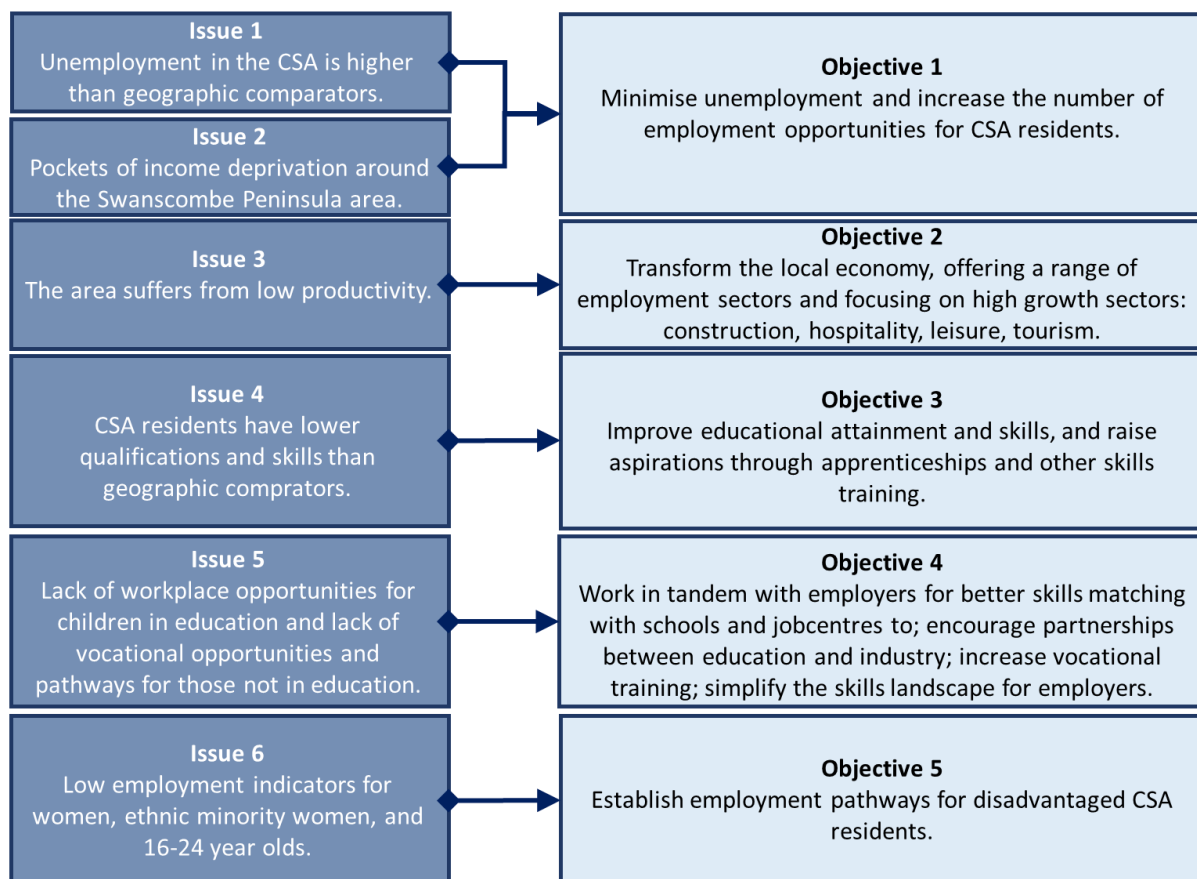
¹⁷ Kent County Council, 2017. Revised 14-24 Learning, Employment and Skills Strategy 2017-2020

¹⁸ South East LEP, 2019. Smarter Faster Together: towards a local industrial strategy

affordable childcare to support parents back into work is a key objective in Dartford.¹⁹

2.14 The links between the local issues and the local authority objectives are summarised in the figure below.

Figure 2-2: Local issues and objectives as identified by baseline data and policy analysis



¹⁹ Dartford Borough Council, 2016, Dartford Borough Health Inequalities Plan 2016/18

Chapter Three ◆ Stakeholder Engagement

SUMMARY OF STAKEHOLDER ENGAGEMENT

- 3.1 This section summarises the stakeholder engagement which has taken place since 2014/15 and has informed this strategy.
- 3.2 In 2014/15, LRCH carried out several stages of public consultation. These included public exhibitions, extensive web-based information and a series of targeted workshop events, which included events related to socio-economic effects (such as: job opportunities, employment and skills; tourism, business and regeneration impacts and supply chain).
- 3.3 After these events, Volterra engaged with various groups and individuals which had been identified during and prior to, these events. These included representatives from local charities, work programmes and educational institutions. Specific meetings were also held with The Learning Shop at Bluewater, for example, to understand its work programmes and initiatives.
- 3.4 Engagement with local authorities and the EDC also took place on a range of socio-economic considerations including employment and skills and the supply chain.
- 3.5 In relation to employment and skills, the key issues raised across various stakeholders were: the excitement for the range and scale of job opportunities which would be delivered, the need for more detail on those job opportunities, desire to build on existing work programmes and collaborative working which already takes place across the area, and the need for commitment to ongoing engagement.
- 3.6 Further engagement has since taken place, summarised in the table below.

Table 3-1: Summary of stakeholder engagement with regards to the Employment and Skills Strategy

Stakeholder engaged	Date	Meeting summary
Thurrock Council	20/07/20	Initial meeting with Thurrock Council to discuss aspects of the socio-economic chapter. Discussion considered the construction and operation workforce. Thurrock noted the desire to maximise the number of local job opportunities, particularly for young people. It was agreed that further meetings will be set up to discuss employment and skills.
	07/10/20	Follow up meeting with Thurrock Council to share the latest information on employment and skills and

Stakeholder engaged	Date	Meeting summary
		understand Thurrock priorities. Thurrock emphasised the importance of developing the implementation plans in the strategy.
	13/10/20	Follow up meeting. Confirmed on board with the objectives and emphasised the importance of implementation. Access to jobs for Tilbury residents was raised. Raised the impact that COVID-19 could have on jobs. Agreed that the long term labour market impact would be monitored and the strategy will be reconsidered as required.
	04/10/20	Meeting with Director for Education and Skills to discuss the employment and skills opportunities at the London Resort. Feedback was the need to consider the cumulative effect, particularly during construction. Opportunities to feed into existing school networks were also discussed.
Locate in Kent	12/08/20	Initial meeting with Locate in Kent to discuss the employment and skills opportunities and plan school, college and university engagement.
Arcadis / Ebbsfleet Development Corporation	14/08/20	Initial meeting with Arcadis on behalf of Ebbsfleet Development Corporation to discuss aspects of the socio-economic chapter. Discussion considered the construction and operation workforce. It was agreed that further meetings will be set up to discuss employment and skills.
	14/10/20	Follow up meeting. Queried what types of jobs would be on offer. Digital exclusion raised as an issue. The importance of monitoring was also highlighted.
Gravesham Borough Council	03/09/20	Initial meeting with Gravesham Borough Council to discuss aspects of the socio-economic chapter. Discussion considered the construction and operation workforce. Gravesham noted the desire to maximise the number of local job opportunities.
Kent County Council	10/09/20	Initial meeting with Kent County Council to discuss aspects of the socio-economic chapter. Discussion considered the construction and operation workforce. Kent noted the desire to maximise the number of local job opportunities, particularly during the construction period.
Tilbury on the Thames	16/09/20	Initial meeting with Tilbury on the Thames to discuss employment and skills opportunities north of the river.

Stakeholder engaged	Date	Meeting summary
South East Local Enterprise Partnership	17/09/20	Introductory meeting with SELEP to understand local priorities, opportunities to work with local schools, colleges and universities, and the local evidence base.
The Education People, Locate in Kent, Medway Council, Sevenoaks District Council, The Careers & Enterprise Company	18/09/20	Exploratory meeting with The Education People, Locate in Kent, Medway, Sevenoaks, and the Careers and Enterprise Company to plan the education engagement agenda, set up the Employment and Skills Taskforce and agree next steps.
Canterbury Christ Church University, University of Kent, University of Greenwich	19/10/20	Exploratory meeting with several local universities to share details on employment and skills opportunities at the London Resort. Feedback from the universities included need to consider skills gaps during construction, information required amount of jobs and job types provided by the London Resort and when they will be available to allow for the lead in times for the universities to prepare, and outreach to inspire the students is a key part of the process, particularly for young children.
North Kent College, Locate in Kent	21/10/20	Meeting with North Kent College, and attended by Locate in Kent. The Applicant presented the employment and skills opportunities at the London Resort. Opportunities for North Kent College to work with the London Resort to deliver the benefits were also discussed.
London Resort – community liaison group	04/10/20	The Applicant presented to the community liaison group on employment and skills to understand local views. Some key aspects of discussion included: continuing to discuss and share information with schools and education partners, ensuring that job opportunities on the Essex side are maximised, working with schools and partners to ensure work readiness, and working with existing community groups and job programmes.
Approximately 20 attendees from a range of local schools, colleges and training providers	22/10/20	Webinar with local schools, colleges and other education stakeholders and training providers to share details on the employment and skills strategy, including the breakdown of likely jobs, roles and occupations. There were several questions during the meeting and many attendees followed up with questions and expressed interest in working with the London Resort.

Stakeholder engaged	Date	Meeting summary
Approximately 25 attendees from a range of local schools, colleges and training providers	19/11/20	Webinar with local schools, colleges and other education stakeholders and training providers to share details on the employment and skills strategy, including the opportunity to work with local education and training providers. There were discussions following the meeting and attendees were positive about the opportunities provided at the London Resort. The discussions will continue following submission of the DCO.
South Essex College	30/11/20	The Applicant engaged with South Essex College to understand how they can work together. The college has experience of working with employers to provide specific training. They noted it was helpful to see the skill and occupation breakdown of jobs and when they are likely to come forward. The college noted that it would be helpful to work collaboratively with other colleges. Members of staff from the college are on the taskforce. It was agreed that there would be a further education workshop early in 2021 to discuss skills requirements and timing and agree on an approach for training solutions and next steps.
Dartford, Gravesham, EDC (and representatives), KCC, LRCH	10/12/20	The Applicant engaged the local planning authorities to share details of the employment and skills opportunities at the London Resort. Some attendees raised the need to engage with the supply chain and maximise the opportunities for local businesses. Local jobs and apprenticeship targets were also discussed. These strategies and targets will continue to be developed collaboratively with the Employment and Skills Taskforce.

Chapter Four ◆ Contribution of the London Resort

INTRODUCTION

- 4.1 The London Resort will create significant employment and skills opportunities during both the construction and operational phases. It is important to understand the overall proposition in order to better understand the opportunities which local residents may be able to take advantage of. This section should be read alongside Chapter 7: *Land use and socio-economics* (document reference 6.1.7) which provides more information on the methodology underpinning the employment estimates.

CONSTRUCTION PHASE

Employment

- 4.2 The London Resort will be a large construction project, taking place over two and a half years (for Gate One) and three years (for Gate Two). The demand for labour will provide a valuable opportunity for a variety of construction workers directly, as well as indirectly through the supply chain. It is estimated that the total construction will create a total of 23,300 construction job years.²⁰ The nature of construction roles is that they vary considerably both in skillsets and likely duration.
- 4.3 The London Resort is anticipated to support significant levels of both on-site and off-site construction. For example, it is expected that much of the Leisure Core, particularly the themed rides and attractions, would be constructed off-site but assembled on-site using specialist workers.
- 4.4 It is estimated that 6,600 – 9,900 job years will be supported on-site during the construction of Gate One and 2,700 – 4,100 job years on-site during the construction of Gate Two, resulting in a total of 9,300 – 14,000 construction job years on-site (40%-60% of all construction job years).²¹
- 4.5 Taking into account phasing and the construction period for both gates, it is expected that there will be a peak on-site employment in 2023 for Gate One of 3,300-5,000 workers and in 2028 for Gate Two of 1,100-1,700 workers.

²⁰ One job year equals one construction worker working for one year.

²¹ Where the range is derived from the proportion that will take place on-site, given uncertainties.

Table 4-1: On-site and offsite construction employment supported by the London Resort for Gates One and Two

		G1		G2	
		Low	High	Low	High
On-site	Job years	6,600	9,900	2,700	4,100
	Average jobs per year	2,600	4,000	900	1,400
	Total peak	3,300	5,000	1,100	1,700
Offsite	Job years	9,900	6,600	4,100	2,700
	Average jobs per year	4,000	2,600	1,400	900
	Total peak	5,000	3,300	1,700	1,100
Total	Job years	16,500	16,500	6,800	6,800
	Average jobs per year	6,600	6,600	2,300	2,300
	Total peak	8,300	8,300	2,800	2,800

Note: one job year is defined as full time employment for one person for one year

Worker origins

- 4.6 Construction workers are one of the most mobile sectors of employment – they travel to work wherever development is happening. This means that generally these benefits are not viewed as having large local employment impacts. The local jobs supported has been estimated based on commuting patterns data adjusted to account for characteristics of construction workers and likely improvements to accessibility from north of the river.
- 4.7 The table below presents an estimate of the likely breakdown of commuting trips. This has been estimated based on commuting trends within the construction industry and has been adjusted to account for improvements in accessibility from north of the river due to the shuttle service.²² Scenario 1 is based on some transport improvements to trips arriving at Tilbury and scenario 2 assumes further improvements to trips from the north of the river.
- 4.8 Overall, the table shows that the construction of the London Resort is expected to recruit 28% - 29% of their on-site workers from the CSA. This is a valuable opportunity for local residents with construction skills or an interest in construction, to gain employment and training close to their home.

²² Appendix 7.3: *Detailed Baseline* (document reference 6.2.7.3) contains more detail

Table 4-2: Construction worker trip distribution by local authority for scenario 1 and 2

Local authority	Commuting distribution (scenario 1)	Commuting distribution (scenario 2)
Gravesham	11%	10%
Dartford	9%	9%
Thurrock	8%	10%
CSA	28%	29%
Bexley, Medway, Havering, Bromley, Sevenoaks, Barking & Dagenham	3-5%	3-5%
Greenwich, Newham, Basildon, Redbridge, Waltham Forest, Croydon, Tonbridge & Malling, Lewisham, Maidstone, Southwark, Central Bedfordshire, Epping Forest, Enfield, Brentwood, Brent, Barnet, Ealing	1-2%	1-2%

Skills

- 4.9 The construction workforce requirements can be broken down by broad skill level, to give an indication of the level of access that different residents might have to jobs, depending upon their qualifications and training.
- 4.10 The skills profile of the construction workforce required for the London Resort has been calculated based upon the occupational breakdown of workplace-based construction employment in Kent and Thurrock, which is the smallest relevant geography for which reliable data is available.
- 4.11 The table below shows that, in 2019, 70% of construction workers in Kent and Thurrock were in high skilled occupations, defined as managers, directors and senior officials, professional occupations, associate professional & tech occupations and skilled trades occupations.²³ Applying these proportions to the peak on-site employment estimates for Gate One indicates that between 2,330 and 3,250 high

²³ UK Commission for Employment and Skills, 2012, Developing Occupational Skills Profiles for the UK: A Feasibility Study. Table B1 of this study allocates skill levels ranked 1 to 4 to SOC2010 classifications. Those ranked 3 and 4 have been classified as high skilled by this report.

skilled construction jobs will be available at Gate One peak (2023) and between 780 and 1,200 high skilled roles available at Gate Two peak (2028).

Table 4-3: Peak on-site construction jobs by occupation for 2023 and 2028

	Proportion	Gate One (2023 peak)		Gate Two (2028 peak)	
		Low	High	Low	High
Managers, directors and senior officials	17%	560	840	190	290
Professional occupations	8%	260	400	90	140
Associate prof & tech occupations	10%	340	510	110	170
Skilled trades occupations	35%	1,170	1,770	390	600
<i>Total high skilled</i>	<i>70%</i>	<i>2,330</i>	<i>3,520</i>	<i>780</i>	<i>1,200</i>
Administrative and secretarial occupations	8%	260	390	90	130
Caring, leisure and other service occupations	<1%	-	-	-	-
Sales and customer service occupations	<1%	-	-	-	-
Process, plant and machine operatives	10%	330	510	110	170
Elementary occupations	9%	310	470	100	160
Total	100%	3,300	5,000	1,100	1,700

Source: ONS, 2019, Annual Population Survey – Workplace Analysis

Earnings

4.12 The creation of employment during the construction phase presents a significant opportunity for local residents to increase their prospects and earnings. CSA residents employed in the construction sector earn an estimated average annual income of £38,300; this is approx. 20% higher than the average of £31,900 earned by CSA residents in all sectors.

OPERATIONAL PHASE

Employment

4.13 The year of maturity (2038) reflects the point at which the London Resort is expected to reach a stable level of activity. In this way, employment and skills opportunities in 2038 can also be seen to represent opportunities in all years after 2038. At maturity,

the London Resort will provide employment for an estimated 17,310 workers (11,215 FTEs), some 16,145 more than the current site is estimated to support (10,170 FTEs).²⁴

- 4.14 These jobs vary across full time, part time and seasonal and will be supported across the different parts of the resort with opportunities across the theme parks, hotels, the market, corporate and other elements. Table 4-4 provides a breakdown across these parts of the resort, by type of job and from the first full year of Gate 1 operating (2025) through to maturity (2038 onwards).

²⁴ The number of jobs supported by the London Resort depends upon many factors. LDP have a selection of industry leading KPIs which enable them to make estimates of the employment levels. These are derived from attendee per FTE metrics, which in turn are dependent upon the IP and the opening hours, among other factors. More detail can be found in Appendix 7.5: *Staffing Technical Note* (document reference 6.2.7.5).

Table 4-4: London Resort: direct jobs (full time, part time seasonal, total headcount, FTEs, by year)

	2025					2030					2037 onwards ²⁵				
	FT	PT	Seasonal	Total headcount	Total FTE ²⁶	FT	PT	Seasonal	Total headcount	Total FTE	FT	PT	Seasonal	Total headcount	Total FTE
Corporate / shared services	250	30	-	280	265	250	30	-	280	265	250	30	-	280	265
Theme parks	1,105	1,045	2,940	5,085	2,800	1,825	1,655	4,630	8,110	4,505	2,710	2,420	6,760	11,890	6,625
Hotels	1,365	225	-	1,590	1,475	2,335	400	-	2,740	2,540	2,570	430	-	3,000	2,785
The Market (RDE)	715	640	165	1,520	1,100	770	670	60	1,500	1,150	835	745	165	1,745	1,275
Other	155	55	125	335	235	170	65	150	380	260	170	65	155	395	265
Total	3,590	1,990	3,230	8,810	5,880	5,350	2,815	4,835	13,010	8,720	6,535	3,690	7,080	17,310	11,215
Gross additional				7,650	4,835				11,845	7,675				16,145	10,170

²⁵ Theme park attendance and associated employment assumed to have reached ‘stability’ by this year and thus the same estimates are appropriate for both years

²⁶ Based on LDP’s benchmarking exercise, 2.5 seasonal jobs are assumed to equal one FTE, and two part-time jobs are assumed to equal one FTE.

Worker origins

- 4.15 Existing worker distributions to the site can be calculated using the Census journey to work data²⁷ analysing existing trips to the site. This data implicitly accounts for a number of factors that affect the propensity to commute including competing travel times, competing employment locations and population characteristics.
- 4.16 Once the London Resort is operational, however, the characteristics of the area will fundamentally change. Employment opportunities provided at the London Resort will be more attractive than existing opportunities and there will be many additional (and a more diverse range of) jobs available, meaning that people are likely to travel from further than they do currently to take advantage of these opportunities. To take account of the relative differences between the existing and proposed land uses, trip distributions of comparable sites have been analysed. This exercise has been conducted for the MSOAs containing Thorpe Park, Westfield London, and Bluewater Shopping Centre. These sites were chosen due to the similarity of relevant factors such as land uses, accessibility, and/or locations to the London Resort. It is considered that the characteristics of London Resort are likely to be a blend of those at each of the comparator sites in terms of accessibility, similarity of location and similarity of attraction. Therefore, an average of the comparator distribution is utilised.
- 4.17 Finally, a ferry service from Tilbury is proposed as part of the London Resort scheme, which will increase the public transport access to the site from Thurrock.
- 4.18 Table 4-5 shows the existing trip distribution and the comparators for three travel scenarios: car, public transport, and public transport with the Tilbury ferry service adjustment. Given the fundamental change to characteristics of the area as a result of the London Resort, trips from the CSA local authorities as a proportion might decrease relative to the existing trip distribution. Additionally, however, the Tilbury ferry service is expected to increase the proportion of public transport trips from Thurrock, as would be expected given this improvement in accessibility.

Table 4-5 Existing and comparator adjusted trip distributions for car, public transport and public transport adjusted for Tilbury ferry service

	Car		Public Transport		Public Transport adjusted for Tilbury	
	Existing trips	Adjusted for comparator areas	Existing trips	Adjusted for comparator areas	Existing trips	Adjusted for comparator areas
Dartford	20%	14%	36%	23%	23%	21%
Gravesham	32%	23%	40%	35%	35%	31%
Thurrock	1%	1%	0%	1%	1%	11%

²⁷ Census, 2011

Skills

- 4.19 The skills profile presented in this evolving strategy is deliberately detailed. The Applicant understands that more detail at this stage will help education and training providers to plan properly for the future opportunities. It will enable local providers to ensure that there are the right courses and enough places on those courses, and that the right help and advice is available for any residents who develop an interest in the opportunities.
- 4.20 Detailed staffing estimates have been provided by MR-Profun and these are used to assess available future roles at the London Resort. It should be noted that it is not possible to provide an accurate forecast of the jobs and skills that would be required at the London Resort at this stage. The skills and occupational breakdown will depend on the exact uses, facilities and attractions within the London Resort. This analysis is therefore based on an illustrative employment model for when the London Resort is at maturity (2038). It is indicative of the type of skills and number of roles supported. It is a guide, not a final breakdown of the job types and skills required. Whilst not precisely accurate, it is believed to be appropriate for planning purposes at this stage.
- 4.21 The employment opportunities which would arise have been split according to the following two main areas of the London Resort:
- Theme parks (including head office) and the Market (retail, dining and entertainment area); and
 - The hotels, conferention centre, esports arena, and the waterpark.
- 4.22 Initial estimates of the total job types and numbers required, as well as the broad occupational categories these jobs would fall into, are presented in the table below.

Table 4-6 Roles (headcount) at the London Resort and broad occupational category (2025,2030 & 2038)

Broad occupational category	Example roles	2025				2030				2038			
		FT	PT	Seas- onal	Head- count	FT	PT	Seas- onal	Head- count	FT	PT	Seas- onal	Head- count
<i>Managers, directors and senior officials</i> A significant amount of knowledge and experience of the production processes and service requirements associated with the efficient functioning of organisations and businesses.	General management Attractions managers Retail and F&B managers Security team leaders	690 (19%)	65 (3%)	260 (8%)	1,010 (11%)	1,055 (20%)	90 (3%)	390 (8%)	1,530 (12%)	1,230 (19%)	120 (3%)	570 (8%)	1,920 (11%)
<i>Professional occupations</i> A degree or equivalent qualification, with some occupations requiring postgraduate qualifications and/or a formal period of experience-related training.	Engineering Professionals (IT, finance, marketing, HR)	235 (7%)	15 (1%)	0 (0%)	255 (3%)	265 (5%)	15 (1%)	0 (0%)	285 (2%)	275 (4%)	15 (0%)	0 (0%)	290 (2%)
<i>Associate professional and technical occupations</i> An associated high-level vocational qualification, often involving a substantial period of full-time training or further study. Some additional task-related training is usually provided through a formal period of induction.	Entertainment technicians Entertainers First aid professionals	375 (10%)	145 (7%)	590 (18%)	1,115 (13%)	575 (11%)	215 (8%)	920 (19%)	1,710 (13%)	820 (13%)	305 (8%)	1,345 (19%)	2,475 (14%)
<i>Administrative and secretarial occupations</i> A good standard of general education. Certain occupations will require further	Clerks Secretaries	245 (7%)	10 (1%)	0 (0%)	255 (3%)	400 (7%)	15 (1%)	0 (0%)	415 (3%)	440 (7%)	15 (0%)	0 (0%)	455 (3%)

Broad occupational category	Example roles	2025				2030				2038			
		FT	PT	Seas- onal	Head- count	FT	PT	Seas- onal	Head- count	FT	PT	Seas- onal	Head- count
additional vocational training to a well-defined standard (e.g. office skills).	Administrators												
Skilled trades occupations <i>A substantial period of training, often provided by means of a work based training programme.</i>	Handyworker	45 (1%)	0 (0%)	0 (0%)	45 (1%)	75 (1%)	0 (0%)	0 (0%)	75 (1%)	80 (1%)	0 (0%)	0 (0%)	80 (0%)
Caring, leisure and other service occupations <i>A good standard of general education. Certain occupations will require further additional vocational training, often provided by means of a work-based training programme.</i>	Tour guides Lifeguards	35 (1%)	40 (2%)	110 (3%)	180 (2%)	45 (1%)	50 (2%)	135 (3%)	230 (2%)	55 (1%)	55 (1%)	155 (2%)	260 (2%)
Sales and customer service occupations <i>A general education and a programme of work-based training related to Sales procedures. Some occupations require additional specific technical knowledge but are included in this major group because the primary task involves selling.</i>	Admissions, information, and crowd control Attraction, and other attendants Retail and F&B roles Dressed characters	1,860 (52%)	1,585 (80%)	2,010 (62%)	5,460 (62%)	2,760 (52%)	2,270 (80%)	3,000 (62%)	8,025 (62%)	3,390 (52%)	2,945 (80%)	4,435 (63%)	10,770 (62%)
Process, plant and machine operatives <i>The knowledge and experience necessary to operate vehicles and other mobile and stationary machinery, to operate and monitor industrial plant</i>	People mover	15 (0%)	5 (0%)	25 (1%)	40 (0%)	20 (0%)	5 (0%)	35 (1%)	65 (0%)	30 (0%)	10 (0%)	55 (1%)	95 (1%)

Broad occupational category	Example roles	2025				2030				2038			
		FT	PT	Seas- onal	Head- count	FT	PT	Seas- onal	Head- count	FT	PT	Seas- onal	Head- count
and equipment, to assemble products from component parts according to strict rules and procedures and subject assembled parts to routine tests. Most occupations in this major group will specify a minimum standard of competence for associated tasks and will have a related period of formal training.													
Elementary occupations Occupations classified at this level will usually require a minimum general level of education (that is, that which is acquired by the end of the period of compulsory education). Some occupations at this level will also have short periods of work-related training in areas such as health and safety, food hygiene, and customer service requirements.	Cleaning Security	105 (3%)	110 (6%)	235 (7%)	455 (5%)	155 (3%)	165 (6%)	360 (7%)	680 (5%)	220 (3%)	225 (6%)	520 (7%)	970 (6%)
	Total	3,590	1,990	3,230	8,810	5,350	2,815	4,835	13,010	6,535	3,690	7,080	17,310

Source: ONS, 2010, Standard Occupational Classification 2010 Vol.1

4.23 The table above highlights that:

- There would be significant demand for employees in managerial and leadership roles (11% of total opportunities at maturity);
- About 27% (at maturity) of the roles would be highly skilled, and 73% have low entry requirements;
- The largest occupational category would be sales and customer service, where often basic employability skills are more important at entry-level than experience and qualifications, and are the occupational category within which 62% of the CSA's jobseekers in 2019 sought employment;²⁸ and
- There would be a large quantum of jobs in the knowledge economy in professional, associate professional and similar roles.

4.24 The next two tables provide more detail of the likely skills needs of the Resort. The requirements of the theme parks in Gate One and Gate Two and the retail, dining and entertainment element in the Market are combined, as these are expected to give rise to fairly similar roles. The jobs associated with corporate functions and shared corporate services are also counted within this category. The jobs provided at the conferention centre, waterpark and esports arena (the 'other' category in Table 4-4) are combined with the hotel jobs.

Theme parks, the Market, and corporate headquarters

4.25 It is estimated that 28% of the jobs at the theme parks and the Market (and corporate headquarters) in 2038 would require specialist skills or experience and hence often also some degree of qualifications. The remaining 72% of the jobs requirement would likely have no or limited such entry requirements, and whatever particular skills were required could often be acquired through on-the-job learning. The table below provides a detailed breakdown of the jobs likely to be on offer at the Theme Parks and the Market (and corporate headquarters), with a short description and likely formal requirements.

²⁸ ONS, 2020, Jobseeker's Allowance by occupation

Table 4-7 : Roles (headcount) and detailed skills need of the theme parks, the Market, and corporate headquarters

Role	2025				2030				2038				Detailed skills requirement
	FT	PT	Seasonal	HC	FT	PT	Seasonal	HC	FT	PT	Seasonal	HC	
Managers, team leaders, of which:	275	60	250	585	365	85	380	830	480	115	560	1,155	Particular knowledge and skills, as well as substantial experience in the specific functional area would likely be required. Degree-level qualifications and/or several years' experience would likely be needed for entry.
<i>General management</i>	55	0	0	55	55	0	0	55	55	0	0	55	General management is the highest decision-making body of the company, responsible for strategy, and oversight of all other areas.
<i>Admissions, information, and crowd control</i>	5	0	10	20	10	5	20	30	15	5	25	45	Team leaders in this area ensure that visitors experience the best possible service on arrival.
<i>Attractions</i>	55	15	70	140	85	25	110	220	120	35	165	320	Managers of the Resort's attractions are responsible for the supervision of the various shows and rides on offer at the theme parks.
<i>Retail and F&B</i>	110	25	105	235	140	30	145	315	175	45	215	430	Managers and team leaders in the retail and F&B areas oversee and motivate staff, ensure stores are correctly stocked and supervise the management of customer complaints.
<i>Security</i>	25	10	30	60	40	10	45	95	55	15	65	135	Leaders of security teams monitor threats, devise security strategies and oversee security guards on-site.
<i>Other</i>	30	10	40	75	45	10	60	115	60	20	90	170	The other category includes the management of tour guides, cleaners, people movers, and other miscellaneous roles.
Professionals, of which:	190	15	0	210	190	15	0	210	190	15	0	210	Professionals work on creating and maintaining the Resort's IT systems, manage and audit finances, supervise HR and recruitment, and perform similar tasks requiring professional expertise. Entry would likely require degree level qualifications, although for some roles vocational qualifications could be adequate.
<i>Marketing and sales</i>	35	5	0	40	35	5	0	40	35	5	0	40	Sales and marketing professionals are responsible for popularising the London Resort and driving demand for its entertainment offer.
<i>Human resources</i>	60	5	0	65	60	5	0	65	60	5	0	65	The human resources department devises the Resort's recruitment policies.
<i>Finance</i>	50	5	0	55	50	5	0	55	50	5	0	55	The finance department is responsible for capital management and audit of the London Resort.
<i>IT</i>	45	5	0	50	45	5	0	50	45	5	0	50	The IT department creates and manages the Resort's IT systems and corrects problems with the software code.

Role	2025				2030				2038				Detailed skills requirement
	FT	PT	Seasonal	HC	FT	PT	Seasonal	HC	FT	PT	Seasonal	HC	
Entertainment technicians*	90	35	145	270	140	50	225	415	200	75	330	605	<p>Individuals in these roles would be responsible for ensuring the operability of the various attractions and technical equipment, repairs, and maintenance.</p> <p>Technical / practical skills and (vocational) qualifications would likely be needed for entry.</p>
Entertainers*	285	110	445	835	430	160	685	1,280	615	230	1,010	1,855	<p>Entertainers are the actors, dancers, musicians etc. who would deliver and often design the various shows at the Resort's attractions.</p> <p>Qualifications required for entry could vary; while often no formal qualifications are required, many actors and performers hold bachelor degrees in arts, theatre, or performance. Prior experience could also be crucial.</p>
First aid*	0	0	5	5	5	0	5	10	5	0	10	15	<p>First aid professionals would ensure that immediate help is available should the Resort's visitors experience health problems.</p> <p>Knowledge of medical matters and first aid practices could be required for this role.</p>
Secretarial and administrative occupations*	5	10	0	15	5	10	0	15	5	10	0	15	<p>Company secretaries and personal assistants in corporate headquarters aid the work of professionals, arrange meetings, circulate reports.</p> <p>Vocational qualifications for these roles could be required, although often individual skills such as typing speed and basic IT are more important.</p>
Tour guides*	5	5	15	20	5	5	20	35	10	10	30	50	<p>Tour guides deliver an entertaining and informative presentation of the Resort's facilities and stories.</p> <p>Likely no formal qualifications would be required, and on-the-job training would equip potential recruits to fulfil the job effectively. Language skills may be required.</p>
Admissions, information, and crowd control attendants*	35	50	145	230	60	75	230	365	90	115	335	535	<p>These roles would be responsible for ensuring that new arrivals to the London Resort have the best possible experience, provide information as needed, and control visitor flows.</p> <p>No formal qualifications or skills would be required for most of these jobs.</p>
Attraction attendants*	220	285	690	1,195	345	440	1,085	1,870	500	635	1,585	2,725	<p>Attendants at attractions control visitor flows and oversee the safe operation of the rides and shows.</p>

THE LONDON RESORT ◆ OUTLINE EMPLOYMENT AND SKILLS STRATEGY

Role	2025				2030				2038				Detailed skills requirement
	FT	PT	Seasonal	HC	FT	PT	Seasonal	HC	FT	PT	Seasonal	HC	
													No formal qualifications or skills would be required for most of these jobs.
Retail and F&B roles*	830	980	1,080	2,890	1,080	1,285	1,540	3,905	1,390	1,675	2,310	5,375	<p>The London Resort would generate demand for employees in retail occupations and F&B in its several stores, bars, diners and ticketing offices. Some of the available roles are responsible for the preparation of food and drinks, and these could include skilled chefs and mixers.</p> <p>No formal qualifications or skills would be required for most of these jobs. Chefs and mixers often possess vocational qualifications.</p>
Dressed characters*	30	35	85	150	45	55	135	230	60	75	195	335	<p>Dressed characters would enhance the atmosphere at the London Resort and provide a more immersive experience.</p> <p>No formal qualifications or skills would be required for these jobs.</p>
People mover*	15	5	25	40	20	5	35	65	30	10	55	95	These would drive people movers at the Resort. Driving qualifications would be required in this role.
Cleaning	70	75	150	300	105	110	230	450	150	155	340	645	<p>Cleaners are responsible for the general cleaning of the building and keeping it maintained and in good condition. They vacuum, sweep, and mop floors, empty bins and restock supplies.</p> <p>No formal qualifications or skills would be required for these jobs.</p>
Security	30	30	75	135	45	50	115	210	65	70	170	305	<p>Security guards secure premises and personnel by patrolling the property, monitoring surveillance equipment, and overseeing access points.</p> <p>No formal qualifications or skills would be required for these jobs.</p>
Total	2,070	1,715	3,105	6,885	2,845	2,355	4,690	9,890	3,795	3,195	6,925	13,915	
*a large proportion of these roles would be seasonal													

Hotels, conferention centre, esports arena, and waterpark

- 4.26 In the hotels, conferention centre, esports arena, and waterpark of the London Resort, approx. 25% of the roles in 2038 would be skilled according to Volterra’s own industry data, and the remaining 65% would likely require no or limited qualifications on entry. The table below provides a breakdown of the jobs requirements of the Resort’s hotels and conferention centre, esports arena, and waterpark as well as detailed descriptions of the roles and potential entry requirements.

Table 4-8 : Roles (headcount) and detailed skills need of the hotels, conferention centre, esports arena, and waterpark

Role	2025				2030				2038				Detailed skills requirements
	FT	PT	Seasonal	HC	FT	PT	Seasonal	HC	FT	PT	Seasonal	HC	
Managers, team leaders, of which:	410	5	5	425	685	5	10	700	750	5	10	765	Particular knowledge and skills and long experience in the specific functional area would likely be required. Degree-level qualifications and/or several years' experience would likely be needed for entry.
<i>General management</i>	100	0	0	100	165	0	0	165	180	0	0	180	General management of the hotels and waterpark would be responsible for strategy, finances, HR and other corporate functions.
<i>Hotel & Waterpark operations and guest relations</i>	315	0	5	320	525	5	5	535	570	5	5	580	Team leaders in these roles supervise diverse areas such as housekeeping, F&B, the reception teams etc.
Engineers	25	0	0	25	45	0	0	45	50	0	0	50	Hotel engineers supervise the operation, maintenance, and repair of hotel equipment, tools, and facilities. They also generally oversee the maintenance staff. Entry requirements would include vocational or degree level qualifications.
Professionals	20	0	0	20	30	0	0	30	35	0	0	35	Professionals work on creating and maintaining the hotel IT systems, manage and audit the hotel's finances, and perform similar tasks requiring professional expertise. Entry would likely require degree level qualifications, although for some roles vocational qualifications could be adequate.
Secretarial and administrative roles	240	0	0	240	395	5	0	400	430	5	0	435	Employees in these roles are responsible for a wide range of clerical and administrative tasks such as keeping records of employees, managing the payroll, etc. Vocational qualifications for these roles could be required, although often individual skills such as typing speed and basic IT are more important.
Handyworker	45	0	0	45	75	0	0	75	80	0	0	80	Handyworkers carry out maintenance and repair work at the hotel, and have specialist skills as electricians, gas specialists, or similar. They may also carry out more complex tasks together with the hotel engineers, such as the installation of major system upgrades.

THE LONDON RESORT ◆ OUTLINE EMPLOYMENT AND SKILLS STRATEGY

Role	2025				2030				2038				Detailed skills requirements
	FT	PT	Seasonal	HC	FT	PT	Seasonal	HC	FT	PT	Seasonal	HC	
													Vocational training, and/or skills acquired through several years' on the job would be required for these roles.
Lifeguards*	30	35	95	160	40	40	110	195	40	45	120	205	Lifeguards are essential for the safe operation and enjoyment of pools and water-based equipment. In the UK lifeguards need to acquire qualifications before they can work; these involve the acquisition of life-saving skills, as well as proof of physical fitness and swimming ability.
Attendants	125	40	0	165	205	70	0	275	225	75	0	300	Attendants are there to attend to the hotel and waterpark guests' needs, tend to the reception, book reservations, assist with meetings and conventions. No formal qualifications or skills would be required for most of these jobs.
F&B roles	625	195	10	830	1,025	345	10	1,380	1,120	370	10	1,500	The London Resort's hotels and waterpark would generate demand for employees in retail occupations and F&B. Preparation of food in a hotel setting is more likely to involve highly skilled cooks, but the offer at the waterpark is more likely to include food stalls. Chefs typically hold a vocational or degree-level qualification. Waiters and other support staff would mostly require no formal qualifications.
Waterpark cleaners*	5	5	10	15	5	5	10	15	5	5	10	15	Cleaners are responsible for the general cleaning of the building and keeping it maintained and in good condition. They vacuum, sweep, and mop floors, empty bins and restock supplies. No formal qualifications or skills would be required for these jobs.
Waterpark security*	0	0	5	5	0	0	5	10	0	0	5	10	Security guards secure premises and personnel by patrolling the property, monitoring surveillance equipment, and overseeing access points. No formal qualifications or skills would be required for these jobs.
Total	1,520	280	125	1,925	2,505	465	150	3,120	2,740	495	155	3,395	

*a large proportion of these roles would be seasonal

Skills needs summary

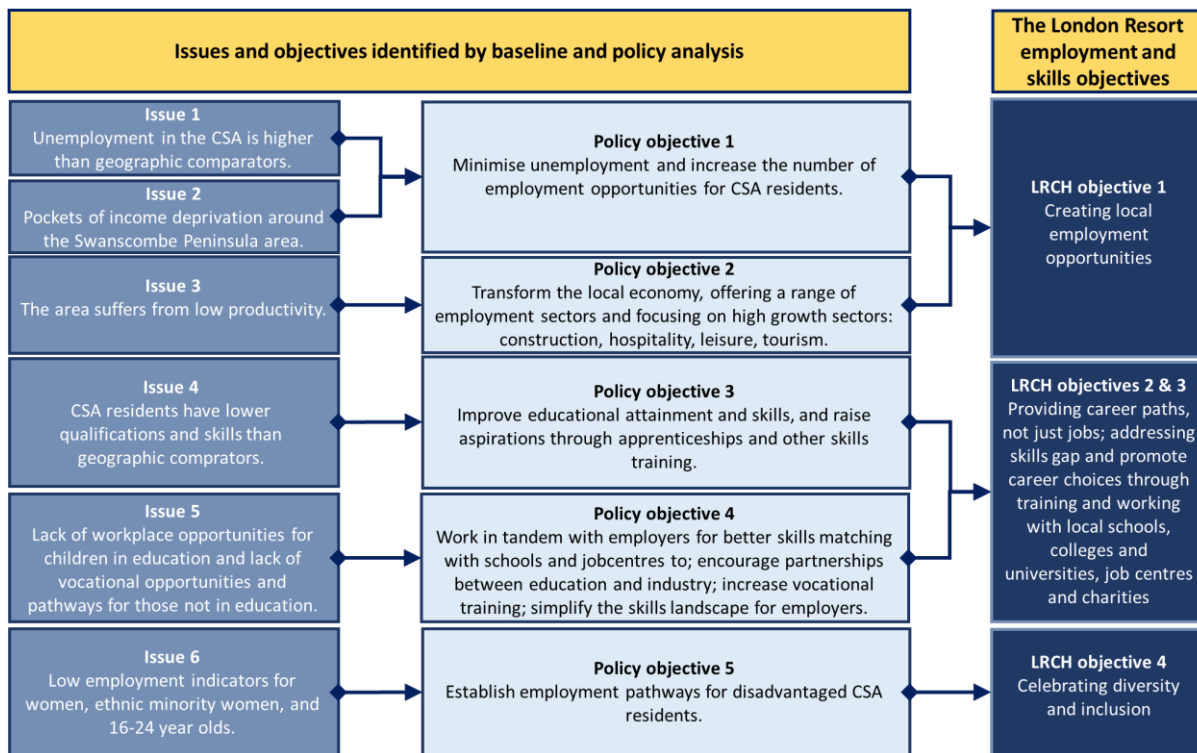
- 4.27 The key conclusions to be drawn from the above analysis are the following:
- 4.28 **A large share of the jobs on offer (73%) would have low entry requirements.** This means that those CSA residents who have low / intermediate qualifications could have access to these jobs too. Key for success will be raising awareness amongst locals of the job opportunities on offer at the London Resort, especially among priority groups such as the previously unemployed, and ethnic minorities.
- 4.29 **The diversity of jobs on offer would help transform the local economy.** As demonstrated above, opportunities would be available in distinct and diverse roles, such as lifeguarding, F&B roles, and others. Local residents would have a wider selection of jobs to choose from, and a broader range of career paths available to build their futures on.
- 4.30 **Significant progression opportunities would be available.** It is envisaged that promotion to team leader in areas as diverse as F&B, attractions supervision, and security would often be dependent on leadership skills, performance in entry-level roles, and the experience gained there. The lack of degree-level qualifications may not be a barrier due to the opportunities presented by internal progression.
- 4.31 **A large number of jobs would be in the knowledge economy.** The operation and general management of the London Resort would require the work of diverse professionals, from accountants, IT workers, legal professionals through engineers and marketing specialists. This could help increase productivity and create high-skill clusters in the CSA.

Chapter Five ◆ London Resort Employment and Skills Objectives and Targets

KEY OBJECTIVES

- 5.1 Absolutely central to the London Resort will be its team of people. These people will be the first point of contact for visitors, and will determine whether visitors have just a good visit or an exceptional one. Providing first class customer experience will ensure that visitors come again, and that London Resort is a success. The team of workers, their attitudes and commitment, is therefore fundamental to the project's commercial success.
- 5.2 In order to ensure the workforce is best in class, the London Resort will provide valuable and diverse routes into work, upskilling and training, and will be a place to build a successful and rewarding career. Workers will provide the London Resort with the heart that will be essential to its success. This is part of the reason why the London Resort is focussed on attitudinal hires over any other aspect. This approach will be beneficial to both parties – for London Resort ensuring that our people have the right attitudes and for workers meaning that the vast range of opportunities are accessible and available to anyone with the right outlook. The London Resort pledges to maximise the opportunities for local people. To achieve this, the employment and skills strategy focuses on four key objectives:
- creating local employment opportunities;
 - providing career paths, not just jobs;
 - address skills gaps and promote career choices through training and working with local schools, colleges and universities, job centres and charities; and
 - celebrating diversity and inclusion.
- 5.3 The figure below demonstrates how these objectives speak to the issues and objectives identified in baseline and policy analysis. Figure 5-1: The London Resort contribution to improving employment and skills in the CSA

Figure 5-1: The London Resort contribution to improving employment and skills in the CSA



THE LONDON RESORT TARGETS

5.4 Figure 5-2 summarises the pledges as they currently stand and reflect the London Resort’s overall ambition to achieve the four objectives outlined above.

Figure 5-2: The London Resort pledges

	Construction	Operational
Objective 1 Creating local employment opportunities	<ul style="list-style-type: none"> • Seek to achieve local labour rates for onsite workers which is estimated to be 29% • Work with local recruitment and job brokerage partners to establish a local jobs brokerage service (e.g. an online portal) through which all relevant jobs will be advertised • Encourage contractors to advertise and recruit locally • All pay to operatives will be at least in line with the Working Rule Agreement (WRA) and all operatives will be entitled to subsistence allowance as per WRA • Work with local authorities and businesses in order to find the most efficient way of maximising the use of local businesses in the supply chain 	<ul style="list-style-type: none"> • Seek to maximise local labour rates for operational staff. We will work with the taskforce to identify appropriate local labour targets • Commitment to paying at least the living wage to all part time and full time employees and encourage subcontractors and supply chain companies to do the same • Align with best practice on zero hour contracts using guidance such as CIPD (CIPD, Zero-hours contracts, April 2020) and engage with the Work Foundation on this issue • Affordable on-site accommodation for up to 2,000 staff • We will work with the Taskforce to identify appropriate work programmes and job centres. We will ensure that, where appropriate and possible, employment opportunities will be advertised to residents (via the jobs brokerage service) before being offered to a wider audience • Work with Investment Partnership programmes - including liaising with the Government - to better explore the role development can play within local and regional investment programmes • Work with local authorities and businesses in order to find the most efficient way of maximising the use of local businesses in the supply chain
Objective 2 Providing career paths, not just jobs	<ul style="list-style-type: none"> • Facilitate 100-150+ construction apprenticeship opportunities via methods such as on-site support and offsite secondments. These will be benchmarked to industry best practise examples of delivery to ensure they are of high quality • Recognise the existing offer in the area and extend support to contractors to improve take up, retention and achievement rates • Seek to work with local colleges etc., establishing an on-site training facility together with getting commitments from main constructors to integrate trainees into the site teams 	<ul style="list-style-type: none"> • Commitment to supporting apprentices and trainees. We will seek to match or exceed the local apprenticeship start rate of 15 starts per 1,000 workers, contributing to the Tourism Sector Deal industry commitment to delivering 30,000 apprenticeships per year to 2025 • The London Resort will adopt a culture of learning and opportunities for advancement. The London Resort Academy will provide training for a wide range of staff to fulfil the diverse employment offers and will encourage career development with additional training and skills development. The London Resort is committed to personal growth and seeks long term employee retention • LRCH will implement a strategy to adapt to evolving skills required due to technological change. Many of the skills that will be required for future rides and attractions do not exist today, the training programmes must constantly evolve to reflect the changing skills that will be required • We will work to identify local training and skills deficiencies which could benefit from collaboration and support

	Construction	Operational
<p>Objective 3 Addressing skills gap and promote career choices through training and working with local schools, colleges and universities, job centres and charities</p>	<ul style="list-style-type: none"> We will liaise with the Work Foundation to establish the appropriate contractual models to maximise the broadest community involvement in work LRCH will set up an Employment and Skills Taskforce prior to the construction period. The taskforce will have wide-ranging engagement with education providers, covering all ages from primary school to universities. LRCH will work with local schools, colleges and universities to develop programmes and modules, providing residents with skills for London Resort. It will engage with education providers to organise opportunities for children in full time education to access the operation of the Resort and see the potential employment opportunities that might be suitable for them. This would be via day trips for primary school children, work experience for secondary age children and internships for young adults in further education. It will engage with charities/institutions to ensure that people who are not in full time education are sufficiently engaged and have the appropriate access to information and opportunities Work to develop hospitality courses at local colleges and universities, career talks, site visitors and school tours (e.g. learning about net zero at the energy centre), mentoring programmes and work experience placements. LRCH is searching for partners for management and hospitality supervision programmes, amongst others. The courses and partnerships would deliver a STEAM boost in schools and higher/further education targeted at locals, and unlock local opportunities in the supply chain We will work with education bodies on the Taskforce to assess whether there is scope for the London Resort to offer ‘on-the-job’ experience during industry placement for T levels in relevant subjects such as construction, management and administration, and finance and accounting We aim to reach an agreement with an HE and/or FE institution to establish a London Resort qualification, with some elements taught by London Resort professionals in subjects such as business, marketing and PR, and some elements taught by academics We will be a leading centre for leisure and tourism, with appropriate associated skills and training opportunities 	
<p>Objective 4 Celebrating diversity and inclusion</p>	<ul style="list-style-type: none"> LRCH is committed to equality of opportunity for all We will work with the supply chain, wider businesses and partners to ensure that under-represented and vulnerable groups are supported in their access to employment and skills 	<ul style="list-style-type: none"> The London Resort is committed to equal opportunity for all We seek to work with the Taskforce, local authorities, charities and bodies, to build upon their existing employment and skills programmes. This work will aim to identify vulnerable and under represented groups, and make employment opportunities available to them, breaking down barriers to entry to the labour market We seek to combat unconscious biases and discrimination throughout a worker’s entire relationship with the London Resort We seek to support a community-based programme for residents from disadvantaged backgrounds, aiming to reduce inequalities in access to employment and skills opportunities We seek to work with partners to enhance the job preparedness of people who have registered at the job centre for more than six months

Chapter Six ◆ Implementation Approach

INTRODUCTION

- 6.1 In order to be successful in achieving the maximisation of employment and skills outcomes locally, a combined approach involving actions taken by a variety of stakeholders is required. These stakeholders include the London Resort, the local authorities, SELEP, The Education People, The Carers and Enterprise Company, West Kent Partnership, Locate in Kent, as well as a wide variety of education partners.
- 6.2 The London Resort recognises the existing success of these stakeholders and seeks to build on the existing models to maximise employment and skills outcomes. This approach means that, rather than an independent approach which could risk conflicting with incumbent bodies, the London Resort will be able to complement the delivery and implementation of their strategies.
- 6.3 The details of the implementation approach will be developed on an ongoing basis, as new information and advice is received from ongoing engagement with local authorities and other stakeholders. The iterative nature of the development of this strategy means that, as time goes on and more information is received, the priorities in the strategy might also evolve. Whilst the strategy will maintain key objectives and pledges, it aims to be flexible within these such that actions which will address the most significant issues at the time can be prioritised.
- 6.4 Given the developing nature of this strategy, this section provides an overview of the intended approach, whilst the London Resort seeks further consultation with all relevant stakeholders in order to develop and refine the strategy and maximise its effectiveness.

THE LONDON RESORT

- 6.5 With respect to ensuring the successful achievement of employment and skills objectives, the London Resort aims to:
- Set up and manage an **Employment and Skills Taskforce** with members representing all relevant stakeholders, such that they can be included in all ongoing discussions;
 - Supply at least one dedicated point of contact with knowledge and responsibility for the delivery of employment and skills contributions. This person will work alongside all relevant stakeholders and engage with local residents and businesses. The role of this person will include coordinating engagement with local schools and colleges, with the aim of raising the aspirations of young local residents, improving the skills levels of these residents, and engaging with local job centres;
 - Provide sufficient information about employment and supply chain opportunities to local residents, businesses and other key stakeholders through both the construction

and operational phases of the development. The dispersal of this information and appropriate methods will be discussed and agreed between London Resort and appropriate local people and programme providers;

- Pass on commitments to any supply chain contractors at the London Resort, acting as an intermediary and providing support to any that do not have the infrastructure to adopt the pledges by themselves;
- Create an inclusive culture throughout the London Resort organisation which seeks to combat unconscious biases and discrimination, including working to combat digital exclusion;
- Foster a culture of community within the London Resort organisation such that all workers able to take advantage of in work training and opportunities for career progression;
- Develop Key Performance Indicators (KPIs) which reflect the pledges and give quantitative goals for their achievement. For example, this might be the delivery of a target number of construction apprenticeship starts for each year of the construction phases;
- Annual monitoring and report progress on all pledges, to be issued to relevant stakeholders. This is likely to include quarterly reporting to key stakeholders, indicators and content to be agreed in advance.

THE CSA LOCAL AUTHORITIES

6.6 The CSA local authorities will play important roles working alongside the London Resort to ensure the successful achievement of the employment and skills aims outlined in this strategy.

6.7 The role might include at least the following:

- Act as a link between local residents and businesses and the London Resort;
- Provide information to the London Resort on the groups of local residents that are considered most disadvantaged and hence will benefit most from employment and skills opportunities;
- Identify which local schools and colleges would benefit the most from engagement with the London Resort; and
- Work with the London Resort, including regular communication, on the methods for implementation and mechanisms already existing within the local authorities that can be effectively utilised to maximise the benefits.

- 6.8 The London Resort will also seek engagement with Ebbsfleet Development Corporation (EDC). It is expected that EDC will support discussions between the CSA local authorities and the London Resort, informing decisions with local intelligence such that the benefits are maximised. This will help to contribute to the EDC employment targets and other skills priorities they have.

THE LONDON RESORT EMPLOYMENT AND SKILLS TASKFORCE

- 6.9 An Employment and Skills Taskforce has been formed and is chaired by the London Resort to provide guidance on the development of this strategy. The Taskforce has already brought together schools, colleges and higher education providers in a series of workshops which have informed, and will continue to inform, the education proposals outlined in this strategy. The Taskforce will continue to input into the strategy and its ongoing implementation. The provisional Terms of Reference for this taskforce are provided at Appendix A and a provisional list of members is found at Appendix B.

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Appendix A ◆ Provisional Terms of Reference for Taskforce

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AIMS AND OBJECTIVES

- 7.1 London Resort Company Holdings (LRCH) is proposing to develop a world-class entertainment resort, known as the 'London Resort', on the banks of the River Thames.
- 7.2 LRCH convened the Employment and Skills Taskforce (the Taskforce) to provide a strategic, cohesive, holistic view and input to skills issues and to deliver solutions where possible. To this end, the Taskforce will explore and inform funding opportunities, new projects and government priorities, such as apprenticeship reforms and T-levels. It will also explore and inform collaborative working options between employers (London Resort) and existing skills providers and education institutions.
- 7.3 The Taskforce will share best practice, discuss current policy and consider lobbying where appropriate. It will assist in identifying external partners such as government departments and sector bodies.
- 7.4 Finally, the Taskforce will oversee key London Resort skills work such as the Employment and Skills Strategy and its emerging evidence base. It will feed into the indicators and methods of monitoring of key areas.

REMIT

- 7.5 The Resort has been classified as a Nationally Significant Infrastructure Project (NSIP); as such, LRCH is required to make an application for a Development Consent Order (DCO) to obtain planning permission to construct and operate the scheme.
- 7.6 The Employment and Skills Taskforce is additional to the formal public consultation stages undertaken as part of the planning process for the Resort. It does not replace other consultation mechanisms with local communities but will provide a focal point for ongoing engagement. It will continue to operate following approval of the DCO through construction and operation of the resort.
- 7.7 The Taskforce will provide an opportunity for dialogue with LRCH in relation to the development and implementation of employment and skills proposals for the Resort, principally based on the Swanscombe Peninsula, recognising that such a development may have a number of impacts on the surrounding area (including both sides of the River Thames), and that the positive employment and skills impacts should be maximised. The Taskforce will only cover issues within the control of LRCH and not developments owned or controlled by other companies and organisations.
- 7.8 Meetings will encourage discussion and allow members to raise issues with LRCH. The Taskforce will provide a forum for LRCH to inform Taskforce members about various aspects of the Resort as proposals progress, from pre-application, through the Development Consent Order process, continuing through to construction and operation. It will also provide a forum for sharing best practice, developing implementation practices, and collaborative work.

DECISION MAKING

7.9 The Employment and Skills Taskforce operates as an advisory panel and does not hold any mandate in decision making.

7.10 Agreed recommendations will be considered and responded to by LRCH.

MEMBERSHIP

7.11 Membership is drawn from local elected representatives, organisations, and employment and skills providers with an interest in and relevance to the proposed Resort. Proposed membership is discussed in Appendix B.

7.12 The Chair will be LRCH.

7.13 It is anticipated that the members may include, but may not be limited to, the following:

- SELEP Skills Lead
- Locate in Kent Skills Lead
- One representative per Local Authority, plus EDC
- One representative per ESB if different from the above
- Essex Provider Network
- West Kent Provider Network
- Medway Provider Network
- University representative (someone from U9 SELEP to offer a coordinated view on universities)
- Further Education representatives – North Kent College, South Essex College, YY
- Voluntary and community sector representative (TBC)
- HM Prison Service representative (TBC)

SUBSTITUTES

7.14 Members representing a specific organisation who are unable to attend a meeting will be entitled to nominate a substitute to represent their organisation on their behalf. The secretariat should be informed of the substitution no fewer than two working days before the meeting in question occurs.

REPEATED NON-ATTENDANCE

- 7.15 In the event of a member failing to attend two consecutive meetings without sending a substitute or apologies, their place may be offered to another employment and skills representative as appropriate.

ORGANISATION

- 7.16 LRCH will provide a chair and secretariat for the meetings.
- 7.17 The Taskforce will confirm the Taskforce's Terms of Reference.
- 7.18 It is anticipated that the group will meet every two months (subject to change as deemed necessary or review). Meetings will be held virtually via Zoom or MS Teams (unless otherwise agreed).
- 7.19 An agenda will be circulated in advance of each meeting. Group members should submit additional items for discussion to the Secretariat as early as possible or at least two days before the meeting.
- 7.20 Members of the group will
- Attend each meeting, or if unable to attend, endeavour to send a representative.
 - Represent their organisation at meetings of the Taskforce and in its other work
 - Inform the organisation they represent of progress made by the Taskforce and consult them on key issues and recommendations.
 - Treat any information received and discussed with sensitivity and where appropriate in confidence.
 - As well as representing their part of the sector, members have a role and responsibility to share and cascade information from this group to local partners and colleagues and seek their views where appropriate.
- 7.21 Meeting minutes will be circulated to Taskforce members within 10 working days for comment and will be formally approved by members at the next meeting.

SUPPORT

- 7.22 LRCH will deploy an appropriate consultant to provide support in terms of administrative duties and agenda planning, production of minutes and will oversee a forward plan of action.

PUBLICATION

- 7.23 Minutes of the meetings that take place before the end of the DCO examination will be submitted to the Examining Authority once agreed.

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Appendix B ◆ Provisional Taskforce Membership

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- 8.1 This document discusses the Employment and Skills Taskforce, formed to provide guidance on the development of this strategy. The London Resort would like to thank the members of the Employment and Skills Taskforce for their time and help developing this strategy. The proposed members are detailed in the table below.
- 8.2 The taskforce has also already brought together schools, colleges and higher education providers in a series of workshops. The intention is that these will continue and will inform the education proposals outlined in this strategy.

Table 8-1: Proposed members of the Employment and Skills Taskforce

Position	Organisation
Head of skills	LRCH
Skills Specialist	Locate in Kent
Principal Post-16 Lead	The Education People
Enterprise Coordinator	The Education People
Skills, Employment and Adult Education Lead	Medway Council
Manager, West Kent Partnership	Sevenoaks Council
Regional Lead – South East	The Careers and Enterprise Company
Skills, Economic Development Team / Strategic Lead, Employability and skills	Thurrock BC
Skills, Education and Employment Lead	Lower Thames Crossing
Skills and Employment Manager	Kent CC
Employment and Skills Leader	Department for Work and Pensions
Director of Apprenticeships, Skills and Employer Engagement	South Essex College
Senior Economic Development Officer	Gravesham BC
Senior Economic Development Officer	Dartford BC
Business Development Manager	North Kent College
Skills Lead	SELEP
Business Development Manager	USP College / ITEC
Community Building Manager	Ebbsfleet Development
Commissioner for Skills Development	Essex CC
Head of Enterprise & Engagement	Canterbury Christ Church University
Enterprise Development Manager	University of Greenwich
Programme Director	University for the Creative Arts
TBC	Voluntary and community sector representative (TBC)
TBC	HM Prison Service representative (TBC)