



## Revisions

Revision	Description	Issued by	Date	Approved by
		EE/EB	23/07/2021	

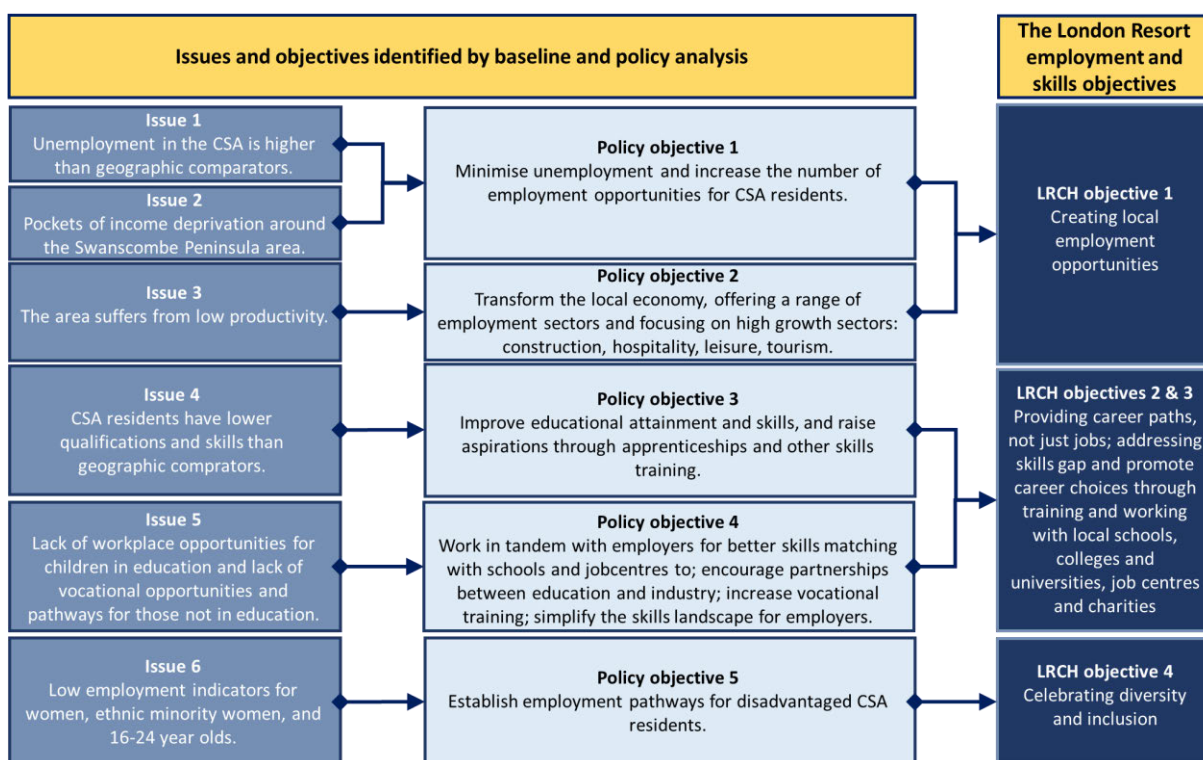
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# Executive Summary

The London Resort is a Nationally Significant Infrastructure Project (NSIP), proposing a global theme park and resort to open in 2024.

The London Resort submitted a Development Consent Order (DCO) application in December 2020, which included an Outline Employment and Skills Strategy (OESS). The OESS reviewed local socioeconomic baseline and policy to derive key issues and objectives which would drive the employment and skills initiatives of the London Resort. Key overarching aims derived were: Creating local employment opportunities; providing career paths not just jobs; addressing skills gaps and promoting career choices through training and working with local schools, colleges and universities, job centres and charities; and celebrating diversity and inclusion. The approach to arriving at these through identification of issues through evidence and policy is shown in the figure below.



The OESS was submitted as an evolving document. The London Resort has undertaken extensive consultation since the submission of the OESS. The consultation has been driven through the London Resort Employment and Skills Taskforce (the Taskforce) made up of representatives from colleges, universities, education bodies, local authorities and other key stakeholders. This consultation has been used to enhance the detail of the OESS and produce this London Resort Employment and Skills Strategy (ESS).

The ESS is contained in Chapter Two of this document. It details the approaches and commitments that the London Resort will undertake in the construction and operational phases of the scheme. The ESS is split into the four overarching objectives that were derived in the OESS. In addition to these four themes, a fifth section on Supply Chain is included. Key Performance Indicators (KPIs) are provided for a number of objectives. These are measurable targets which enable a formal monitoring system. A summary of the pledges and implementation is provided in the table below. All commitments in the table are to be secured by S106.

The ESS is accompanied by a number of appendices which contain supporting information and analysis. There are four appendices covering programmes and strategies relevant to the delivery of the ESS: a School Engagement Plan, a Retention Plan, a Diversity and Include Programme, and a Supply Chain Strategy. These appendices present outline themes for each document, and the London Resort commits to producing more formal versions of them within three months of gaining planning consent.

<b>London Resort approach / commitment</b>	<b>Implementation mechanism</b>
Support and contribute to EGC Jobs Brokerage Service	Partnership with EDC
To have 5% of the on-site construction workforce in 'earn and learn' positions	Construction Skills Plan, partner providers
For 320-480 individuals to be upskilled and/or reskilled in the construction phase	Construction Skills Plan, partner providers
To seek to achieve the local operational apprenticeship start rate of 15 starts per 1,000 employees (excluding seasonal workers)	London Resort, partner providers
To seek to exceed the local operational apprenticeship achievement rate of 58%	Retention Plan, partner providers
To have 2% of the operational workforce (excluding seasonal workers) in 'earn and learn' positions (excluding apprenticeships)	London Resort, partner providers
To compose one Conceive-Design-Implement-Operate (CDIO) (or equivalent) problem per academic year of [construction/operation] to be offered to university partners and to provide required employer input to the programme should the problem be utilised by the universities	London Resort partner providers
To deliver one employee encounter for every seven on-site employees (per year) in construction and operational phases	School Engagement Plan (including key LR person responsible for school engagement and partnership with TEP and CEC). During the construction phase, these may be delivered by contractors.
To deliver one workplace experience for every 25 on-site employees (per year) in construction and operational phases	
To provide five Enterprise Advisors at any one time to advise schools within the Careers and Enterprise	

London Resort approach / commitment	Implementation mechanism
Company Kent & Essex Careers Hubs in construction and operational phases	
To provide schools (including non-partner schools) with curriculum-based educational material linked to the [construction/operation] of the development	
To facilitate three to four work experience placements for each partner school per academic year in the operational phase	
To seek to reduce staff operational staff turnover to below threshold 75% and for 25% of higher skilled positions to be recruited internally by 2038	Retention Plan, London Resort Academy
To support the delivery and take up of existing and new targeted skills programmes	London Resort partner providers
To sign the Care Leavers Covenant	Diversity and Inclusion Programme (including D&I lead and partner organisations)
To sign the Armed Forces Covenant	
To become a Disability Confident Employer	
To meet the government target that £1 in every £3 spent will be with SMEs in both construction and operational phases	Supply Chain Strategy
Ongoing engagement and surveying of the supplier database to deliver effective business support	Supply Chain Strategy
Support Visit Kent supporting their tourism strategy	Supply Chain Strategy, partnership with Visit Kent (Statement of Common Ground)
Supporting creative sector growth	Supply Chain Strategy, creative industry partners

The monitoring and management approach is also detailed in this ESS. One key element is the commitment of the London Resort to update the ESS once every three operational years, to ensure that it is always up to date, reflecting the most current picture of skills needs in the area and reflecting the needs of the dynamic workforce over time. The London Resort will continue to seek the advice and guidance of the Taskforce for these updates.

The London Resort commits to monitoring a number of outcomes, both those that contribute towards KPIs (such as apprenticeship starts) and those that do not form official targets but are nonetheless important to track such as anonymised postcode of residence for all workers, outcomes for vulnerable groups, and job satisfaction. This will be the responsibility of the Tier 1 contractor in the construction phase and of the London Resort in the operational phase.

All outcomes will be reported in regular monitoring reports: quarterly for construction and annually for operation.

A Skills Advisory Panel, made up of representatives of relevant local authorities and councils, will meet in each reporting period to discuss the performance of the London Resort on its targets and outcomes. The Panel will add commentary to the Monitoring Reports to give macro and labour market context to the London Resort performance. The Panel will advise the London Resort on the best way to improve against targets if necessary. The Panel will have no authority to hold the London Resort accountable for any missed targets.

The London Resort is wholly passionate about advancing skills and careers of local residents and its entire workforce. This agenda is at the very heart of the project. The London Resort see the wellbeing and professional development of its workers and community as a top priority of its entire lifespan and will always focus its approach on the best and most effective way to bring about maximum employment and skills benefits for residents. The aim of this ESS is to secure those benefits for current and future workers.

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## Glossary

Applicant	London Resort Company Holdings Limited
CSA	Core Study Area
DBC	Dartford Borough Council
DCO	Development Consent Order
ECC	Essex County Council
EDC	Ebbsfleet Development Corporation
EGC	Ebbsfleet Garden City
EIA	Environmental Impact Assessment
EIF	Ebbsfleet Garden City Implementation Framework (2017)
F&B	Food and beverage
GBC	Gravesham Borough Council
IMD	Index of Multiple Deprivation
IP	Intellectual Property
KCC	Kent County Council
KPI	Key Performance Indicator
LPA	Local Planning Authority
LRCH	London Resort Company Holdings Limited
NPPF	National Planning Policy Framework
NSIP	Nationally Significant Infrastructure Project
PINS	Planning Inspectorate
Resort	The London Resort
SoS	Secretary of State
SSSI	Site of Special Scientific Interest
TC	Thurrock Council





## Chapter One ◆ Introduction

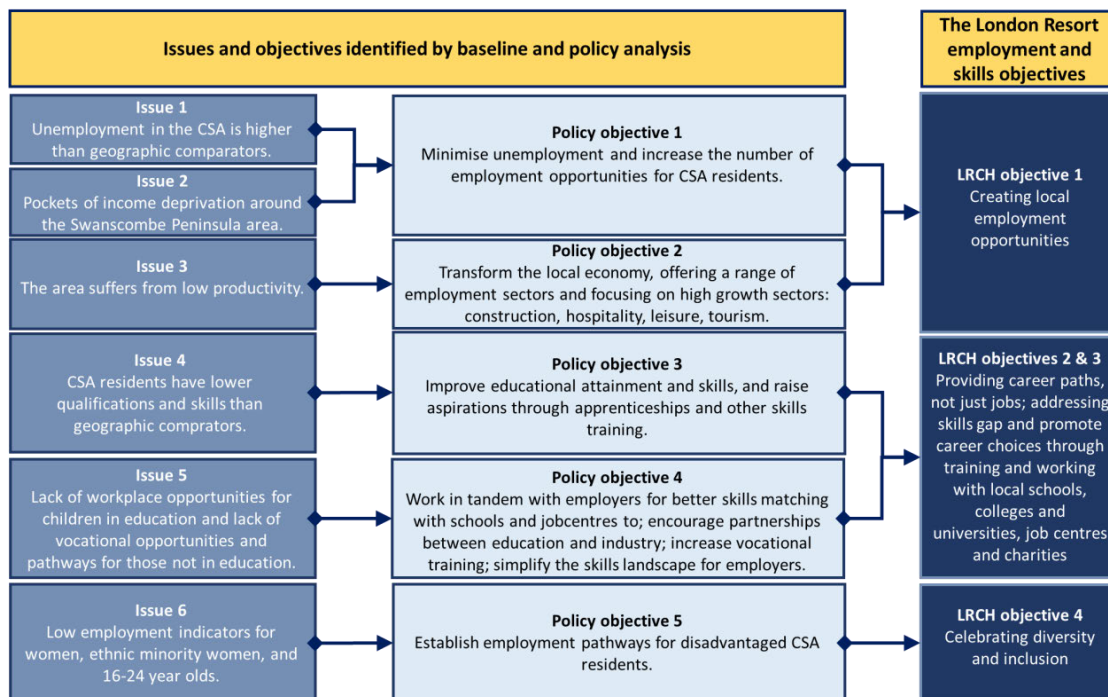
### THE LONDON RESORT

- 1.1 The London Resort is a Nationally Significant Infrastructure Project (NSIP), proposing a global theme park and resort to open in 2024. In January 2021, the Development Consent Order (DCO) application was accepted for examination by the Planning Inspectorate.
- 1.2 One of the DCO application documents submitted was an Outline Employment and Skills Strategy (OESS). The strategy was submitted as an evolving document, containing high level aims and objectives of the London Resort. The OESS established the London Resort Employment and Skills Taskforce (the Taskforce). The Taskforce is made up of representatives from colleges, universities, education bodies, local authorities and other key stakeholders. As the examination period has progressed over 2021, the London Resort has consulted extensively with a large number of stakeholders in the education and skills space in the area. The outcomes of the discussions have been used to inform greater detail in this final Employment and Skills Strategy (ESS).
- 1.3 The London Resort is the first commercial project to be granted NSIP status, with all other DCO applications generating a large construction phase but relatively minimal operational workforces. Whilst the London Resort will employ a large construction workforce (up to 5,000 on-site at peak), it is the first project of its kind to have this scale of operational workforce (projected to be up to 17,000 jobs by 2038). As such, the London Resort ESS is a leading example of how to maximise operational employment and skills benefits.

### THE OUTLINE EMPLOYMENT AND SKILLS STRATEGY

- 1.4 The OESS collected an evidence base for the core study area (CSA) – comprised of the three host authorities Dartford, Gravesham (both Kent), and Thurrock (Essex). This evidence base aimed to identify local issues and objectives. It included baseline socio economic data analysis and policy reviews. The OESS used the evidence base and best practice examples to derive overarching objectives that would address the local issues. The approach and findings are summarised in the figure below.

Figure 1: Approach of the outline employment and skills strategy



1.5 With these aims in mind, the following key pledges were presented in the OESS:

**Construction**

- Seek to achieve or improve upon local labour rates for on-site workers (29%);
- Provide a jobs brokerage service;
- Facilitate 100 – 150+ construction apprenticeship opportunities, and work with skills partners to deliver other forms of vocational training;
- Establish on-site training facility; 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.

**Operation**

- 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 – the London Resort Academy will provide training;
- 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.

## CONSULTATION AND ENGAGEMENT SUMMARY

- 1.6 The London Resort Employment and Skills Taskforce was set up in January 2021. It is made up of representatives from Dartford BC, Gravesham BC, Thurrock C, EDC, Kent CC, Medway C, Sevenoaks C, Locate in Kent, SELEP, North Kent College, South Essex College, East Kent College, University of Greenwich, Canterbury Christ Church University, the Careers and Enterprise Company (CEC), and the Education People (TEP).
- 1.7 The first meeting on 11th January was an opportunity for each member to introduce themselves and state their main aims and interest with regard to the project. Key topics for future discussion were decided upon:
- Apprenticeships;
  - Hospitality/creative industries;
  - Supply chain;
  - Work experience;
  - Training facilities; and
  - Vulnerable groups.
- 1.8 Sessions occur every two months and aim to focus on these key themes. These are relatively flexible, as the outcomes of our ongoing discussions may inform that a whole session is not needed for one topic or that another topic is more pressing. Work experience, for example, has already been covered indirectly in some of the meetings that have occurred, and so will not require a separate session.
- 1.9 In the run up to each session, Volterra has conducted a number of smaller, more focussed meetings with relevant Taskforce members or any contacts they have recommended. This enabled us to generate a more detailed picture before each session, which then informs a more productive discussion in each Taskforce session.

1.10 A full table of engagement conducted can be found in Appendix 12.0.

1.11 The apprenticeships session occurred on 1st March, the session on hospitality/creative industries occurred on 28th April, and the session on Supply Chain and Vulnerable Groups occurred on 1<sup>st</sup> July.

## STRUCTURE OF THE ESS

1.12 Chapter two of this document is the London Resort ESS. It is split into the following sections

- Approach of the London Resort to employment and skills, outlining the commitments and pledges of the London Resort for the construction and operational phases split by the overarching aims of the OESS and an additional subsection on supply chain.
- Key Performance Indicators (KPIs) summary
- Monitoring and management

1.13 The ESS is accompanied by a number of appendices which contain more detail over the development of the commitments, implementation, monitoring and management. These appendices are:

- Appendix 1.0: School Engagement – Supporting Analysis
- Appendix 2.0: School Engagement Plan
- Appendix 3.0: Addressing Operational Skills Gaps
- Appendix 4.0 The London Resort Academy
- Appendix 5.0: Retention Plan
- Appendix 6.0: Diversity and Inclusion – Supporting Analysis
- Appendix 7.0: Diversity and Inclusion Programme
- Appendix 8.0: Supply Chain – Supporting Analysis
- Appendix 9.0: Supply Chain Strategy
- Appendix 10.0: Higher Education/Further Education wish lists
- Appendix 11.0 Potential Partnerships Summary
- Appendix 12.0: 2021 Engagement Summary.

## Chapter Two ◆ The London Resort Employment and Skills Strategy

### APPROACH

2.1 This section outlines the approaches that the London Resort will undertake to achieve the overarching aims set out in the OESS. Pledges and measurable Key Performance Indicators (KPIs) relevant to the approaches are listed for each theme.<sup>1</sup>

#### Creating local employment opportunities

2.2 The London Resort OESS pledged to provide a jobs brokerage service, as one did not already exist in the local area. The London Resort and Ebbsfleet Garden City (EGC) will be two of the largest employers of construction workforce in the area. Ebbsfleet Development Corporation (EDC) are the body appointed to bring forward EGC. Following further engagement with the EDC, it is considered appropriate that a joint jobs brokerage service is provided that lists job opportunities at both projects. This will act as a ‘one stop shop’ for local job seekers, making their transition to employment more streamlined and supported.

2.3 Some construction has already taken place across the EGC and further construction is ongoing. Job opportunities will therefore be available before those at London Resort. EDC are developing a job brokerage website and are hoping to pilot a physical job brokerage centre in Castle Hill Community Centre in the next few months. This will trial the effectiveness of various in-person support programmes which may include but may not be limited to:

- Physical job postings
- Employability training (skills, interviews etc)
- Support for successful applicants in order to sustain their employment
- Referral of service users to alternative job seeking services or training programmes
- Collection of information over the training needs of local residents.

<sup>1</sup> The London Resort commits to adhering to all legal requirements, including (but not necessarily limited to): paying all construction workers at least in line with Working Rule Agreement (WRA) and ensuring that all construction workers are entitled to subsistence allowance as per WRA, paying at least the living wage to all part time and full time operational employees and encourage subcontractors and supply chain companies to do the same, being an equal opportunities player and not discriminating under the Equalities Act. Given these are legal requirements, they are not listed in this ESS as specific pledges, despite them being listed as such in the OESS.

- 2.4 EDC aim to have a more permanent physical job brokerage centre in Gravesham. Jobcentre Plus in Gravesend has expressed interest in providing support for this service. This permanent centre will operate based on the learnings of the pilot centre in Castle Hill.
- 2.5 In both the construction and operational phases, the London Resort commit to:
- Working with the EDC to provide a joint jobs brokerage service to serve the job seeking needs of local residents
  - Advertising all London Resort job opportunities that can be supplied by the local labour market (e.g., excluding technical specialists that require sourcing from further afield) through the EDC website one week before opportunities go live to a wider audience
  - Working with EDC to develop an appropriate contribution to the permanent centre once it is in operation.
- 2.6 The London Resort have been approached by Northfleet Central CIO which provides free CSCS training and cards for Northfleet residents. This may, for example, be an element of the more practical delivery which occurs within the physical provision with which the London Resort supports the local jobs initiatives for the construction phase.
- 2.7 London Resort is a member of the South East Local Enterprise Partnership (SELEP) Major Projects Group, and Skills Major Projects Group, and it is an aspiration of that group to deliver a central source within SELEP which directs users to all relevant jobs brokerage services. To this end, the Major Projects Group have all agreed to commit to:
- Posting all construction opportunities on talentview.org; a free one-stop-shop for entry level roles in construction, including T-level placements, work experience, apprenticeships etc. All apprenticeships that are posted on the National Apprenticeships Service are automatically pulled through to the platform.
  - Working with the SELEP Major Projects Group, colleges, schools and other industry bodies to promote the platform to school children and entry level workers as the place to go for their job seeking needs.

### **Providing career paths, not just jobs**

- 2.8 In the construction phase, the London Resort pledge:
- To have 5% of the on-site construction workforce in 'earn and learn' positions with reasonable endeavours made to pass this pledge on to offsite workforce. Earn and learn positions consist of a combination of apprenticeships, traineeships, positions for newly qualified graduates and potentially T-level placements. This will enable London Resort to provide the suite of skills training that has been emphasised by stakeholders. The target enables flexibility around the exact skills training provided which will vary depending upon the specific demand in the area.
  - For 320-480 individuals to be upskilled and/or reskilled

2.9 The London Resort commit to producing a detailed Construction Skills Plan for Phase 1 and Phase 2. The plan will cover two overarching elements:

- Detailed construction skills breakdown of both on-site and offsite for [relevant sub-phases/quarterly intervals] of the construction period. The skills breakdown will be shared with the SELEP<sup>2</sup> to inform the ongoing cumulative construction workforce requirements study. The breakdown will also be shared with the jobs brokerage service and supply chain group to give foresight over upcoming opportunities to local residents and businesses.
- Detailed skills delivery programme based upon the London Resort workforce skills needs and the capacity/needs of partner providers and other relevant industry bodies.
  - The London Resort will include a strategy to address construction skills gaps. This will draw upon the baseline information (Appendix 7.3: *Detailed Baseline* (document reference 6.2.7.3) and the detailed skills requirement breakdown to formulate the strategy. The strategy may include, but may not be limited to, supporting the provision and take up of training to address skills gaps. This skills gap piece will be monitored and updated each year of construction. If specific construction skills gaps are identified during the construction period, and outside of the formal annual updates, bespoke interventions may be put in place to help to address immediate and pressing issues. Examples might include supporting programmes which offer free access to Construction Skills Certification scheme (CSCS) training to local people, or developing and implementing bespoke training schemes with the Thames Skills Academy.
  - The London Resort will apply a number of different implementation models for apprenticeships to reflect the variation in the construction industry. These may include, but may not be limited to: an apprentice being employed by the same employer and working for that employer for the duration of their apprenticeship; a third party (charity) organising one apprentice being employed by the same employer but working for multiple employers (on the same project) throughout their apprenticeship; or a third party shared apprenticeship scheme (SAS) utilised for niche skills or skills dominated by Small and Medium Enterprises (SMEs), where the apprentice is employed by the SAS and completes only part of their apprenticeship with the London Resort. Given that different skills and courses are better suited to different models, the exact quantum of each model that will be required is not yet known but will be detailed based on the skills breakdown.
  - The London Resort have conducted extensive consultation with providers to discover training capacity (existing and future) and barriers to delivery. The London Resort pledge, as part of their delivery programme, to agree with providers appropriate means by which to combat their delivery barriers. For example, a key issue is that the providers cannot afford to pay apprenticeship

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<sup>2</sup> Or their advisers, Mace, if still actively commissioned to assessment cumulative construction requirements

tutors/assessors of niche construction skills as much as what they would get paid in private practice. An example solution to this might be that the London Resort part fund the tutor salary.

- The London Resort will work with university partner providers to advertise positions for newly qualified graduates. Universities will also deliver credit or non-credit bearing CPD courses to upskill the workforce.

2.10 In the operational phase, the London Resort pledge:

- To seek to achieve the local apprenticeship start rate of 15 starts per 1,000 employees (excluding seasonal workers)
- To seek to exceed the local apprenticeship achievement rate of 58%
- To have 2% of the operational workforce (excluding seasonal workers) in 'earn and learn' positions (excluding apprenticeships)

2.11 As with the construction phase, the London Resort will work with partner providers to identify key barriers to delivery and agree appropriate methods by which the London Resort can usefully combat those barriers.

2.12 The London Resort will work with partner providers to support and improve academic/professional achievement of apprentices. Concerning other reasons for non-completion of an apprenticeship such as a lack of mentorship or pastoral care, the London Resort will work with partner providers to address issues and will also make its own considerable efforts to improve attainment rates, which are outlined in the Retention Plan (Appendix 5.0).

2.13 Delivery of skills training is envisaged to be through partner providers including FE, HE, and charities. The London Resort intend that training is delivered through existing providers wherever possible and that the London Resort will take reasonable measures to enhance existing provision wherever appropriate. The London Resort Academy will deliver on-site training for soft skills and 're-orientation' of existing skills. The London Resort Academy will not seek to replace the role of existing providers in the area, nor replicate training provisions. More detail on the London Resort Academy is contained in Appendix 4.0.

### **Addressing skills gaps and promoting career choices through training and working with local schools, colleges, universities, job centres and charities**

#### ***Education***

2.14 In both the construction and operational phases, the London Resort pledge:

- To deliver one employee encounter for every seven on-site employees (per year)
- To deliver one workplace experience for every 25 on-site employees (per year)



- To provide<sup>3</sup> five Enterprise Advisors at any one time to advise schools within the Careers and Enterprise Company (CEC) Kent & Essex Careers Hubs
- To provide schools (including non-partner schools) with curriculum-based educational material linked to the [construction/operation] of the development
- To compose one Conceive-Design-Implement-Operate (CDIO) (or equivalent) problem per academic year to be offered to university partners and to provide required employer input to the programme should the problem be utilised by the universities

2.15 The London Resort pledge to work with university partners to explore the provision of appropriate placements for their university courses such as Canterbury Christ Church University (CCCU) engineering courses which require industry placements.

2.16 In the operational phase, the London Resort pledge:

- To facilitate three to four work experience placements for each partner school per academic year

2.17 The London Resort also aspire:

- To become a Cornerstone Employer for the Kent and/or Essex Careers Hubs.

2.18 Detailed information about the CEC and Schools Engagement Plan is contained in Appendices 1.0 and 2.0. In summary:

- The London Resort pledge to appoint a lead person responsible for management of school engagement.
- The London Resort sits on the North Kent Skills Group, comprised of skills leads from the London Resort, EDC, and Lower Thames Crossing (LTC) and local authority representatives. Together, the three projects have developed (and will continue to develop) a joint schools engagement strategy. This strategy ensures that the projects have a cohesive approach to school engagement, targeting those schools of highest priority and ensuring that the benefits of the projects are evenly spread across the schools. Some events may be attended by all projects and other events may be more effective with one project.
- The programmes that might count towards the encounter KPIs may include but may not be limited to: careers fairs, assemblies and online sessions. Appendix 2.0 contains more detail on programmes through which the KPIs may be delivered.
- The London Resort pledge to work with The Education People (TEP) and the CEC throughout both phases to deliver careers advice and guidance to schools such that school performance against the Gatsby benchmarks is maximised.

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<sup>3</sup> These may be provided either directly (likely approach once operational), or indirectly through contractors (likely approach during construction).

- 2.19 The London Resort will work with university partners to learn from best practice what an exemplar CDIO (or equivalent) problem looks like and ensure all required support (profession panel, answering queries etc) is provided.

### ***Addressing skills gaps***

- 2.20 Considering the operational phase only, Appendix 3.0 outlines the London Resort strategy to address operational skills gaps in hospitality and creative industries. Two key influences are high staff turnover in the hospitality industry and the lack of clear career pathways in hospitality and creative roles which are making the industries less attractive to potential entrants. To address these issues, the London Resort pledge:

- To work with industry bodies, schools, colleges, universities, and other partners to enhance the attractiveness of working in hospitality and creative industries, demonstrating clear career paths
- To ensure employees are supported throughout their professional development into leadership and management roles so that internal progression is maximised
- To produce a Retention Plan (the themes of which are outlined in Appendix 5.0) that is fully informed by the operational workforce and includes clearly defined career paths.
- To seek to reduce staff turnover to below threshold 75% and for 25% of higher skilled positions to be recruited internally by 2038

- 2.21 The London Resort also aspire:

- To become an employer of choice for under 25s
- To have the London Resort ESS endorsed by the Institute of Hospitality to confirm best practice and give new entrants confidence in their career path.

- 2.22 Appendix 3.0 also identifies a lack of take up and provision of targeted training programmes that the London Resort will need to develop in order to ensure a strong labour pipeline. To this end, the London Resort pledge in the operational phase:

- To partner with local colleges and universities to develop targeted skills and training programmes. Examples of such partnerships is contained in Appendix 11.0. In summary, the programmes will include but may not be limited to:
  - Work with North Kent College to maximise take up of chef training courses and deliver pipeline to employment at the London Resort for students
  - Work with CCCU to develop a London Resort qualification in theme park management.

## Celebrating diversity and inclusion

- 2.23 The London Resort pledge in both the construction and operational phases:
- To sign the Care Leavers Covenant
  - To sign the Armed Forces Covenant
  - To become a Disability Confident Employer
- 2.24 The London Resort commits to producing a Diversity and Inclusion (D&I) Programme. The principles of the D&I Programme are outlined in Appendix 7.0. In summary, the programme will be split into two main sections:
- Maximising access to opportunities for vulnerable groups by working with local partners (local authorities, charities, social enterprises, partner providers etc) to:
    - Identify vulnerable groups and their locations
    - Maximise London Resort’s access to those groups
    - Maximise those groups’ access to opportunities at the London Resort.
  - Internal D&I programmes implemented during employment:
    - Collecting data on the workforce D&I demographic, needs and requirements
    - The ongoing development of internal D&I programmes that meet the needs of the dynamic workforce and ensure inclusivity.
- 2.25 The London Resort pledge:
- To appoint a D&I lead who will be responsible for both elements of the D&I programme
  - To monitor outcomes for vulnerable groups so that the effectiveness of interventions can be adequately assessed
  - That if, upon monitoring outcomes for vulnerable groups, interventions are found to be not effective, the London Resort will work with the Taskforce to develop appropriate KPIs that will form a more concrete target. The target may be based on an improvement of baseline outcomes monitored thus far. This contingency seeks to better incentivise improved outcomes only if necessary, in the case of lacking effectiveness of previous interventions.
- 2.26 The London Resort have already started conversations with a number of organisations in the area that will help to achieve these D&I aims. The details of these are contained in Appendix 7.0.

## Supply chain

2.27 Appendix 9.0 details the Supply Chain Strategy, which broadly covers:

- Supply Chain Engagement Strategy
- Supporting wider growth in key operational industries (creative, hospitality) in Kent and Essex

2.28 With these aims in mind, during both the construction and operational phases, the London Resort pledge:

- To work with partners including university partners, Federation of Small Businesses, and i-Construct to engage with businesses across the area on a [quarterly] basis, informing them about tender opportunities and educating them in tender success
- To regularly survey the supply chain on key barriers to growth and ways in which the London Resort can help their business so that the London Resort can deliver appropriate and effective assistance such as supply chain events
- To meet the government target that £1 in every £3 spent will be with SMEs
- To monitor outcomes for local businesses so that the effectiveness of interventions can be adequately assessed
- That if, upon monitoring outcomes for local businesses, interventions are found to be not effective, the London Resort will work with the Taskforce to develop appropriate KPIs that will form a more concrete target. The target may be based on an improvement of baseline outcomes monitored thus far. This contingency seeks to better incentivise improved outcomes only if necessary, in the case of lacking effectiveness of previous interventions.

2.29 In the operational phase, the London Resort commit to supporting growth in local creative and hospitality industries by:

- Becoming a strategic partner of Visit Kent and supporting their tourism strategy for the area with a key focus on increasing overnight stays and business events tourism visitors
- Working with creative bodies including the Thames Estuary Growth Corridor to align creative growth ambitions, and supporting the local creative community through initiatives such as:
  - Supporting showcases of the latest creative innovations of the community
  - A cultural outreach programme to maximise community links and benefits.

- Working with partners to identify opportunities to cascade apprenticeship levy throughout the Supply Chain so that smaller businesses can deliver skills training.

## KEY PERFORMANCE INDICATOR SUMMARY

2.30 The below summaries the KPIs associated with the London Resort approach to employment and skills. The KPIs enable a formal monitoring system.

- To have 5% of the on-site construction workforce in 'earn and learn' positions
- For 320-480 individuals to be upskilled and/or reskilled in the construction phase
- To seek to achieve the local operational apprenticeship start rate of 15 starts per 1,000 employees (excluding seasonal workers)
- To seek to exceed the local operational apprenticeship achievement rate of 58%
- To have 2% of the operational workforce (excluding seasonal workers) in 'earn and learn' positions (excluding apprenticeships)
- To deliver one employee encounter for every seven on-site employees (per year) in construction and operational phases
- To deliver one workplace experience for every 25 on-site employees (per year) in construction and operational phases
- To provide five Enterprise Advisors at any one time to advise schools within the Careers and Enterprise Company Kent & Essex Careers Hubs in construction and operational phases
- To provide schools (including non-partner schools) with curriculum-based educational material linked to the [construction/operation] of the development
- To facilitate three to four work experience placements for each partner school per academic year in the operational phase
- To compose one Conceive-Design-Implement-Operate (CDIO) (or equivalent) problem per academic year of [construction/operation] to be offered to university partners and to provide required employer input to the programme should the problem be utilised by the universities
- To seek to reduce staff operational staff turnover to below threshold 75% and for 25% of higher skilled positions to be recruited internally by 2038
- To meet the government target that £1 in every £3 spent will be with SMEs in both construction and operational phases

## MONITORING AND MANAGEMENT

### Updating the ESS once every three operational years

- 2.31 Due to the length of the operational phase, it is inappropriate to assume that the same issues prevailing at the present time will still be relevant in the future years of the London Resort. The skills landscape will evolve, the needs of the London Resort will evolve, and the London Resort will be employing a large, dynamic workforce with a variety of needs and priorities which will change over time.
- 2.32 Therefore, the London Resort commit to updating the ESS once every three years. This is with a view to ensuring that the strategy is current and informed by the most recent issues and priorities of the workforce and community that it serves. The first update will be undertaken towards the end of the first construction phase so that it is up to date at the time recruitment for the operational phase will begin.
- 2.33 Specifically, the three year updates will include:
- Updating the skills gap research (Appendix 3.0). The London Resort will continue to work with relevant industry bodies and will regularly survey its supply chain to give the most accurate picture possible of current skills gaps in the area, future skills requirements, and barriers to training. This will ensure that the London Resort's targeted training programmes continue to be relevant to the current and near future skills demands of the London Resort and its supply chain.
  - Updating the Retention Plan (Appendix 5.0). The Retention Plan needs to reflect the most up to date demographics and needs of the London Resort operational workforce. The Retention Plan includes a requirement for thorough exit interviews as part of this process, so that the plan is informed directly by the workforce it serves.
  - Updating the D&I Programme (Appendix 7.0). Firstly, the identity and location of vulnerable groups changes over time and so regular research on where the groups are is required in order that the London Resort can access them effectively (Appendix 6.0). The London Resort will work in partnership with local partners to inform this work. Secondly, the D&I needs of the workforce will change over time. It will be the responsibility of the D&I lead to monitor the workforce and ensure that internal programmes are appropriate and sufficiently address the workforce's D&I requirements.
- 2.34 The KPIs in this ESS are informed by extensive consultation with industry bodies and stakeholders in the area through the London Resort Employment and Skills Taskforce. The Taskforce holds a specifically advisory role. It is expected that the advisory nature of the Taskforce will be continued throughout each ESS update. The London Resort do not expect the KPIs to change with each update. However, if the Taskforce advise that different KPIs are more appropriate for future iterations, then the London Resort reserves the right to adjust the KPIs to what will be most suitable and what will deliver the most effective benefits. The London Resort pledge that any changes to KPIs will not result in a lower

overall benefit to the community. Any changes to KPIs will be arrived at through collaborative engagement and discussion with the Taskforce and will need agreement from the LPAs. Changes will only be made to improve outcomes, reflect best practise or changes in the skills landscape, and a KPI will only be replaced by one which is agreed by the parties to be at least equally effective.

## Measurement

- 2.35 Measurement will include the measurement of outcomes specific to KPIs (such as 5% earn and learn, apprenticeships facilitated etc) as well as the measurement of other outcomes which do not form official KPIs but are nonetheless important to track. These may include but may not be limited to:
- Anonymised postcode of residence for all workers
  - Protected characteristics within the workforce
  - Previous employment circumstances of workers
  - Outcomes for vulnerable groups
  - Job satisfaction.
- 2.36 In the construction phase, the responsibility of achieving outcomes will cascade from the Tier 1 contractor throughout the subcontractors. The cascade mechanism will be based on outcomes required per on-site contract value. The details of this mechanism can only be developed once Tier 1 contractors are appointed and the on-site value and skills needs are known. Contractors and subcontractors will be required to submit a plan showing how employment policies will be implemented.
- 2.37 The responsibility of measuring construction outcomes will lie with all contractors and subcontractors. These will be required to fill in the CITB National Skills Academy Employment and Skills Plan which details the delivery of targets each month of the project. Contractors and subcontractors will be required to monitor and report on non-target related outcomes as well. Reports on all outcomes will be submitted monthly.
- 2.38 In the operational phase, the London Resort will be responsible for measuring outcomes. The London Resort will work with partners to ensure accurate measurement where relevant (for example, working with EDC on local labour outcomes). Specific details over measurement of school engagement metrics are in Appendix 2.0 and specific details over measurement of retention metrics are in Appendix 5.0.
- 2.39 EDC are currently developing their monitoring framework for contractors on site. London Resort and EDC have had regular discussions about the outcomes to be monitored and the most appropriate reporting methods. The London Resort are committed to measuring outcomes in a way that is consistent with the EDC approach (as it evolves) for the area. Currently, EDC expect that their approach will include the measurement of social value of outcomes. In this case, the London Resort will be adopting this approach in order to be

consistent. The measurement system expected to be utilised is the National Social Value Measurement Framework or National TOMs for short. The EDC approach is also expected to include Scape which aims to ensure social value is embedded throughout the procurement, commissioning and delivery of frameworks, property services, design solutions and joint ventures.



**Delivery and outcomes measurable**

2.40 The table below outlines the delivery mechanism and outcomes measurable for the London Resort approach.

**Table 1: Delivery mechanism and outcomes measurable**

<b>London Resort approach / commitment</b>	<b>Implementation mechanism</b>	<b>Securing mechanism</b>	<b>Outcomes measurable</b>
<b>Creating local employment opportunities</b>			
Support and contribute to EGC Jobs Brokerage Service	Partnership with EDC	S106	Anonymised location of residence of workers, one outcome per pre-employment support
<b>Providing career paths, not just jobs</b>			
To have 5% of the on-site construction workforce in 'earn and learn' positions	Construction Skills Plan, partner providers	S106	One outcome per earn and learn position achieved in the construction phase including but not limited to: the facilitation of at least six months of an apprenticeship, one position for newly qualified graduates, one traineeship, one T-level placement
For 320-480 individuals to be upskilled and/or reskilled in the construction phase	Construction Skills Plan, partner providers	S106	One outcome per individual upskilled or reskilled in the construction phase
To seek to achieve the local operational apprenticeship start rate of 15 starts per 1,000 employees (excluding seasonal workers)	London Resort, partner providers	S106	One outcome per apprenticeship start in the operational phase
To seek to exceed the local operational apprenticeship achievement rate of 58%	Retention Plan, partner providers	S106	One outcome per apprenticeship achievement in the operational phase

London Resort approach / commitment	Implementation mechanism	Securing mechanism	Outcomes measurable
To have 2% of the operational workforce (excluding seasonal workers) in 'earn and learn' positions (excluding apprenticeships)	London Resort, partner providers	S106	One outcome per earn and learn position achieved in the operational phase including but not limited to: one position for newly qualified graduates, one traineeship, one T-level placement
To compose one Conceive-Design-Implement-Operate (CDIO) (or equivalent) problem per academic year of [construction/operation] to be offered to university partners and to provide required employer input to the programme should the problem be utilised by the universities	London Resort partner providers	S106	One outcome per CDIO (or equivalent) problem composed in the [construction/operation] phase
<b>Addressing skills gaps and promoting career choices</b>			
To deliver one employee encounter for every seven on-site employees (per year) in construction and operational phases	School Engagement Plan (including key LR person responsible for school engagement and partnership with TEP and CEC). During the construction phase, these may be delivered by contractors.	S106	One outcome per school aged child who attends a careers education event delivered by the London Resort in the [construction/operation] phase
To deliver one workplace experience for every 25 on-site employees (per year) in construction and operational phases			One outcome per school aged child who takes part in a workplace experience day at the London Resort in the [construction/operation] phase
To provide five Enterprise Advisors at any one time to advise schools within the Careers and Enterprise Company Kent & Essex Careers Hubs in construction and operational phases			One outcome per EA provided in the [construction/operation] phase
To provide schools (including non-partner schools) with curriculum-based educational material linked to the [construction/operation] of the development			One outcome per school to which material is distributed in the [construction/operation] phase

London Resort approach / commitment	Implementation mechanism	Securing mechanism	Outcomes measurable
To facilitate three to four work experience placements for each partner school per academic year in the operational phase			One outcome per work experience placement of at least five working days in the operation phase
To seek to reduce staff operational staff turnover to below threshold 75% and for 25% of higher skilled positions to be recruited internally by 2038	Retention Plan, London Resort Academy	S106	One turnover outcome for every worker who leaves the business without returning the following year (see Appendix 5.0 Retention Plan for more detailed breakdown for each type of worker). One internal recruitment outcome for every worker who leaves a role to move into a higher skilled position
To support the delivery and take up of existing and new targeted skills programmes	London Resort partner providers	S106	To be decided with partner providers
<b>Diversity and Inclusion</b>			
To sign the Care Leavers Covenant	Diversity and Inclusion Programme (including D&I lead and partner organisations)	S106	Diverse make-up of the workforce, outcomes for vulnerable groups (employment, upskilling/training, pre-employment support), worker wellbeing
To sign the Armed Forces Covenant			
To become a Disability Confident Employer			
<b>Supply Chain</b>			
To meet the government target that £1 in every £3 spent will be with SMEs in both construction and operational phases	Supply Chain Strategy	S106	One outcome for every pound spent with SMEs
Ongoing engagement and surveying of the supplier database to deliver effective business support	Supply Chain Strategy	S106	Locality and size of tendered businesses, value of contracts awarded by locality, total number, size and sector of businesses

London Resort approach / commitment	Implementation mechanism	Securing mechanism	Outcomes measurable
			on the supplier database, supply chain event attendance.
Support Visit Kent supporting their tourism strategy	Supply Chain Strategy, partnership with Visit Kent (Statement of Common Ground)	S106	To become a strategic partner of Visit Kent
Supporting creative sector growth	Supply Chain Strategy, creative industry partners	S106	To be decided with creative industry partners

## Monitoring Reports

2.41 Construction phase outcomes will be recorded monthly and formally reported quarterly in a Quarterly Monitoring Report. Operational outcomes will be reported in the Annual Monitoring Report. The reports will track delivery and achievement of targets as well as providing an overall picture of the London Resort workforce based on other outcomes measured.

## Skills Advisory Panel

2.42 The Skills Advisory Panel will be made up of one representative from:

- Dartford Borough Council
- Gravesham Borough Council
- Thurrock Council
- Kent County Council
- South East Local Enterprise Partnership
- LRCH
- The Tier 1 contractor(s) (in the construction phase).

2.43 The Panel will meet quarterly in the construction phase and annually in the operational phase either virtually or at a convenient location. The Panel will be chaired by a member of LRCH. LRCH shall be responsible for the administration of convening and holding meetings of the Panel.

2.44 The Panel will discuss London Resort performance against targets, taking into consideration macro factors such as labour and skills supply, the capacity of local training providers, as well as the efforts of the London Resort itself. The outcomes of the discussions will be written up separately, and relevant elements will be inputted into the Monitoring Report. For example, if a target is missed but the Panel decide that the labour or supplier market conditions presented unavoidable limitations in delivering the target, this commentary will be added to the Monitoring Report. Panel decisions on effectiveness will be achieved on a majority basis.

2.45 For any targets that are missed, the Panel will assist and advise the London Resort over the ways in which they might achieve better performance. For example, more frequent or more direct involvement of LPA partners might be identified as a method for improving outcomes.

2.46 The Panel will not have the ability to hold the London Resort accountable for missed targets or the authority to execute any interventions for better performance.



# Appendices

## Appendix 1.0: School Engagement – Supporting Analysis

### INTRODUCTION

- 2.47 The North Kent Skills Group (made up of skills leads from the London Resort, Lower Thames Crossing – LTC and Ebbsfleet Development Corporation – EDC) have produced a joint schools engagement plan with a cohesive strategy for educational institutions in the area.
- 2.48 The Education People (TEP) and the Careers and Enterprise Company (CEC) will be delivery partners for the London Resort schools aims. The CEC advised the London Resort on the school engagement KPIs in the ESS. Both CEC and TEP will assist in the progression of the schools against Gatsby Benchmarks.

### THE EDUCATION PEOPLE

- 2.49 TEP are an education services provider mainly covering Kent. Their mission is to support early years and childcare settings, schools and colleges, to improve learning, wellbeing and children’s development.
- 2.50 TEP run events and conferences, deliver continuing professional development (CPD) courses for people who work with children, and host numerous educational resources on their website.

### THE CAREERS AND ENTERPRISE COMPANY

- 2.51 The CEC has a network of enterprise coordinators across the UK. Each coordinator works with up to 20 schools and colleges, working with the main career roles in those schools. CEC offers support across all of the Gatsby Benchmarks.<sup>4</sup> This includes the development of new resources, support for Careers Leaders and establishing Careers Hubs.
- 2.52 The CEC supports employers via three main routes.

<sup>4</sup> The Careers Strategy [Department for Education. October 2018. Careers guidance and access for education and training providers. Statutory guidance for governing bodies, school leaders and school staff] contains statutory guidance for schools, career leaders, and other governing bodies, which recipients must have regard to when carrying out duties relating to independent careers guidance and provider access to schools. The Strategy states that schools will be assessed against Gatsby Charitable Foundation eight benchmarks: 1. A stable careers programme; 2. Learning from career and labour market information; 3. Addressing the needs of each student; 4. Linking curriculum learning to careers; 5. Encounters with employers and employees; 6. Experiences of workplaces; 7. Encounters with further and higher education; and 8. Personal guidance.



**Ad-hoc volunteering (Give an hour campaign)<sup>5</sup>**

2.53 Individuals within the business signs up for an hour and enterprise coordinator connects them with an opportunity to provide a short term employer encounter - careers activities in schools/colleges around the country or in your workplace.

**Enterprise Advisor<sup>6</sup>**

2.54 This is a volunteer role. Someone from business is matched with a careers leader in a school for a year. There is annual churn, so CEC are always looking for advisors. The Careers Strategy states that CEC aimed to offer all schools an EA by 2020.

2.55 A careers leader might think: How am I supporting needs in my school? How do I make sure my school children have the correct skills? The EA is supporting the leader to think about it from a business perspective and supporting that leader to build sustainable links with businesses in the area, supporting them to build the programme in successful way.

**Cornerstone Employer<sup>7</sup>****Career Hubs**

2.56 CEC have set up Careers Hubs across the country. Each hub is a group of 20-40 secondary schools and colleges in a dedicated area. The Hub works together and collaborating with business partners, the public, education and voluntary sectors, they help deliver the Gatsby Benchmarks and improve careers outcomes for young people. The Hubs also support the Enterprise Coordinators in the area.

2.57 All Careers Hubs have access to support and funding to help them meet the Gatsby Benchmarks of excellent careers education. This includes:

- A 'Hub Lead' to help coordinate activity and build networks;
- Access to bursaries for individual schools and colleges to train Careers Leaders; and
- Central Hub Fund of equivalent to £1k per school or college

2.58 After the first wave. Careers Hubs are:

- outperforming the national average on every single Gatsby Benchmark;
- the majority (58%) are providing every student with regular encounters with employers; and

2.59 The majority (52%) are providing every student with workplace experiences such as work experience, shadowing or workplace visits.

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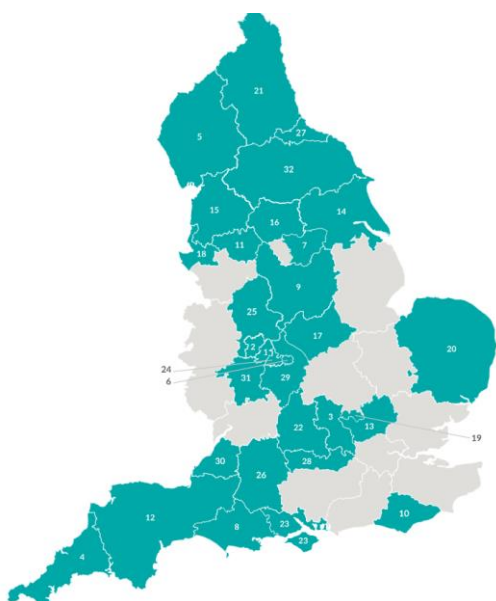
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- 2.60 CEC try and have a range of schools in each Hub, but each hub will have a lead school/college (which is close to Gatsby benchmarks) – this enables sharing of best practice to bring the other schools in the Hub up closer to the Gatsby benchmarks. Membership of the Hub is also based on school need.
- 2.61 CEC have 32 Hubs so far, covering 1,300 secondary schools and colleges (25% of all those in England). Kent & Essex will be part of the next wave so their hubs will be launched in September 2021. The London Resort would therefore work through / with those networks once these hubs are established.

Figure 2: CEC Careers Hubs to date



**Cornerstone Employers**

- 2.62 A Cornerstone Employer acts a bit like a board of governors to advise how the Hub works best with employers. They are an ambassador for the region. Cornerstone Employers are also asked to input into national projects/events e.g., virtual week for careers.
- 2.63 Cornerstone Employers share best practice with other employers. They help target growth sectors and make sure that experiences are of good quality. The Cornerstone Employers also have the opportunity to learn from other employers.
- 2.64 The Cornerstone Employer Group is a strategic group, not a delivery group. Cornerstone Employers are not there to deliver everything that the schools need themselves, but to direct their delivery to the schools that need it most. The groups meet quarterly. CEC do not prescribe outcomes for the groups but do work with the hub lead to look at gaps so that the group can decide on what they can commit to as employers.

- 2.65 CEC are aiming for sustainability. They want to build something that will not disappear. They want engagement to become part of what happens in the landscape.

## **BASELINE SCHOOLS IDENTIFIED FOR ENGAGEMENT**

- 2.66 This baseline provides spatial context on the multi-phase educational establishments that might be directly engaged with as part of the ESS.
- 2.67 Desktop research has been undertaken in order to obtain the information presented here. In some cases, the original data has been updated/amended due to the provision of first-hand information from stakeholders who have an up-to-date understating on the specific details of some establishments.

### **General methodology**

- 2.68 The underlying dataset used in this baseline has been sourced from Edubase. The dataset – curated by the DfE (Department for Education) – is a register that provides comprehensive information on all schools and colleges in England. Their data is updated daily and is therefore deemed to be a relatively accurate reflection of current education provision in England.
- 2.69 A selection of standard field types has been chosen for the purpose of this analysis, which are as follows:
- URN (Unique Reference Number)
  - School ID / Establishment ID
  - School Name / Establishment Name
  - Phase of Education
  - Type of School / Type of Establishment
  - Postcode
  - Local Authority
  - Easting (co-ordinates)
  - Northing (co-ordinates)
- 2.70 The educational establishments identified in the baseline analysis have been assigned to several study-area groups based on their proximity to the London Resort site boundary. Study areas have only been adopted for the school baseline. These study areas are as follows:

- **CIA (Community Impact Area)** – this includes establishments that are located within a 500m radius around the Site.
- **1-mile Catchment Area** – this includes establishments that are located within a 1-mile radius around the Site.
- **Rest of CSA (Core Study Area)** – this includes establishments that are located within Dartford, Gravesham and Thurrock.

2.71 Additionally, four illustrative zones have been outlined around the Site in order to provide clearer context on the detailed location of establishments that are relatively nearby.

- Zone 1 – this zone contains nearby establishments that are located on the upper-half of the Kent Project Site.
- Zone 2 – this zone contains nearby establishments that are located on the lower-half of the Kent Project Site.
- Zone 3 – this zone contains nearby establishments that are located on the eastern side of the Kent Project Site.
- Zone 4 – this zone contains nearby establishments that are located on the northern side of the Essex Project Site.

2.72 The following phases of education have been recorded in this baseline:

- Nursery
- Primary school
- Secondary school
- Independent school
- Special school
- Special 16 plus
- 16 plus
- Higher education

Table 2: Schools at various spatial levels

Key -   = Schools located within CIA or 1-mile catchment for LR, and also LTC tier 2 catchment area (none are in LTC tier 1)

Map ID	URN	School ID	School Name	Phase of Education	Type of School	Postcode	Local Authority	Easting	Northing
<b>CIA (500m)</b>									
1	118264	2116	Lawn Primary School	Primary	Foundation school	DA11 9HB	Gravesham	562102	174368
2	132764	2689	The Craylands School	Primary	Community school	DA10 0LP	Dartford	560051	174464
3	118491	2525	Painters Ash Primary School	Primary	Foundation school	DA11 8EL	Gravesham	562691	172101
4	142591	3915	Manor Community Primary School	Primary	Academy converter	DA10 0BU	Dartford	560606	173953
5	137581	4001	The Ebbsfleet Academy	Secondary	Academy sponsor led	DA10 0BZ	Dartford	560829	1739
6	147850	2129	Springhead Park Primary School	Primary	Free schools	DA11 8FG	Gravesham	562032	173001
7	146867	3522	St Mary's Catholic Primary School	Primary	Academy converter	RM18 7QH	Thurrock	563936	176252
8	142517	2076	Cherry Orchard Primary Academy	Primary	Academy sponsor led	DA10 1AD	Dartford	560297	173251

1-mile Catchment Area									
9	146376	2107	Rosherville Church of England Academy	Primary	Academy sponsor led	DA11 9JQ	Gravesham	562934	174025
10	138334	2024	The Gateway Primary Free School	Primary	Free schools	RM16 4LU	Thurrock	564218	177833
11	138048	2000	Lansdowne Primary Academy	Primary	Academy sponsor led	RM18 7QB	Thurrock	563893	176331
12	138581	2001	Thameside Primary School	Primary	Academy sponsor led	RM17 6EF	Thurrock	562392	177637
13	138408	6139	Pier View Academy	Special schools	Other independent special school	DA12 2AX	Gravesham	565049	174114
14	139254	2019	Chantry Community Academy	Primary	Academy sponsor led	DA12 2RL	Gravesham	565390	174044
15	139105	2542	Belmont Castle Academy	Primary	Academy converter	RM17 5YN	Thurrock	560521	178197
16	140832	2007	Tilbury Pioneer Academy	Primary	Academy sponsor led	RM18 8HJ	Thurrock	564891	176907
17	139685	2024	Copperfield Academy	Primary	Academy sponsor led	DA11 0RB	Gravesham	563486	173483
18	118436	2431	Shears Green Junior School	Primary	Foundation school	DA11 7JB	Gravesham	563816	172261
19	118788	4040	Northfleet School for Girls	Secondary	Foundation school	DA11 8AQ	Gravesham	562828	172592

20	118595	3020	Sedley's Church of England Voluntary Aided Primary School	Primary	Voluntary aided school	DA13 9NR	Dartford	561345	171128
21	118967	6026	Bronte School	Independent schools	Other independent school	DA11 0HN	Gravesham	564341	173911
22	118928	5456	Northfleet Technology College	Secondary	Foundation school	DA11 8BG	Gravesham	563003	173050
23	137834	5467	Mayfield Grammar School, Gravesend	Secondary	Academy converter	DA11 0JE	Gravesham	564094	173489
24	133114	6905	The Gateway Academy	Secondary	Academy sponsor led	RM16 4LU	Thurrock	564236	176845
25	118229	1001	Northfleet Nursery School	Nursery	Local authority nursery school	DA11 9JS	Gravesham	563365	174145
26	148217	5202	Holy Trinity Church of England Primary School	Primary	Academy converter	DA1 5AF	Gravesham	565155	173712
27	118266	2120	Bean Primary School	Primary	Community school	DA2 8AW	Dartford	558989	172058
28	118265	2119	Shears Green Infant School	Primary	Foundation school	DA11 7JF	Gravesham	563816	172261

29	141579	5210	St Botolph's Church of England Primary School	Primary	Academy converter	DA11 9PL	Gravesham	562966	173733
30	140861	1100	Olive AP Academy - Thurrock	Special schools	Academy alternative provision sponsor led	RM18 7AX	Thurrock	563981	176856
31	144098	3021	Stone St Mary's CofE Primary School	Primary	Academy converter	DA9 9EF	Dartford	557252	173910
32	141580	5222	St Joseph's Catholic Primary School, Northfleet	Primary	Academy converter	DA11 9QZ	Gravesham	562589	173691
33	145815	2666	Wrotham Road Primary School	Primary	Academy converter	DA11 0QF	Gravesham	564628	173560
34	145014	2092	Knockhall Primary School	Primary	Academy sponsor led	DA9 9RF	Dartford	559140	174692
35	147853	4005	Thames Park Secondary School	Secondary	Free schools	RM17 6NG	Thurrock	561391	177605
<b>Rest of CSA</b>									
36	147215	2015	Little Thurrock Primary School	Primary	Academy sponsor led	RM17 5SW	Thurrock	562608	179054
37	147847	4004	Orsett Heath Academy	Secondary	Free schools	RM16 2QH	Thurrock	563163	179942



38	147537	4003	Harris Academy Ockendon	Secondary	Academy converter	RM15 5AY	Thurrock	558142	181869
39	148172	2078	Warren Primary School	Primary	Academy converter	RM16 6NB	Thurrock	559358	179184
40	148144	1132	North West Kent Alternative Provision Service	Special schools	Academy alternative provision sponsor led	DA12 4DJ	Gravesham	566417	172683
41	139166	2985	Shaw Primary Academy	Primary	Academy converter	RM15 5QJ	Thurrock	558811	181327
42	139106	2472	Woodside Academy	Primary	Academy converter	RM16 2GJ	Thurrock	563570	179183
43	139382	2003	Benyon Primary School	Primary	Academy sponsor led	RM15 6PG	Thurrock	559287	183060
44	139380	2002	Purfleet Primary Academy	Primary	Academy sponsor led	RM19 1TA	Thurrock	555226	178615
45	139576	2005	Quarry Hill Academy	Primary	Academy sponsor led	RM17 5UT	Thurrock	561924	178466
46	139566	2004	Stanford-Le-Hope Primary School	Primary	Academy sponsor led	SS17 0DF	Thurrock	568786	182167
47	139605	3822	Abbots Hall Primary School	Primary	Academy converter	SS17 7BW	Thurrock	569458	183148
48	139578	4000	The Hathaway Academy	Secondary	Academy sponsor led	RM17 5LL	Thurrock	561722	179283

49	138065	2824	East Tilbury Primary School	Primary	Academy converter	RM18 8SB	Thurrock	568210	178393
50	137836	2684	Wentworth Primary School	Primary	Academy converter	DA1 3NG	Dartford	552144	173935
51	138735	5266	Kenningtons Primary Academy	Primary	Academy converter	RM15 4NB	Thurrock	556342	181152
52	138349	2987	Harris Primary Academy Chafford Hundred	Primary	Academy converter	RM16 6SA	Thurrock	559297	178393
53	138962	2644	Herringham Primary Academy	Primary	Academy converter	RM16 4JX	Thurrock	564833	178982
54	138736	7072	Beacon Hill Academy	Special schools	Academy special converter	RM15 5AY	Thurrock	558130	181681
55	139104	2622	Dilkes Academy	Primary	Academy converter	RM15 5JQ	Thurrock	557837	181288
56	139075	4004	Meopham School	Secondary	Academy sponsor led	DA13 0AH	Gravesham	564231	165820
57	137250	5400	Wilmington Grammar School for Girls	Secondary	Academy converter	DA2 7BB	Dartford	552565	172488
58	137227	5403	Wilmington Grammar School for Boys	Secondary	Academy converter	DA2 7DA	Dartford	552660	172195
59	137549	4394	Harris Academy	Secondary	Academy converter	RM16 6SA	Thurrock	559297	178393

			Chafford Hundred						
60	137456	5440	St Clere's School	Secondary	Academy converter	SS17 0NW	Thurrock	567991	181846
61	137660	2500	Joydens Wood Infant School	Primary	Academy converter	DA5 2JD	Dartford	551436	172012
62	137609	5404	Saint George's Church of England School	Secondary	Academy converter	DA11 7LS	Gravesham	564257	172583
63	137663	5219	Wilmington Primary School	Primary	Academy converter	DA2 7DF	Dartford	552812	172220
64	137661	2438	Joydens Wood Junior School	Primary	Academy converter	DA2 7NE	Dartford	551348	171986
65	135960	6906	Ormiston Park Academy	Secondary	Academy sponsor led	RM15 4RU	Thurrock	556573	180893
66	135630	6914	Longfield Academy	Secondary	Academy sponsor led	DA3 7PH	Dartford	560573	168906
67	136351	2656	Meopham Community Academy	Primary	Academy converter	DA13 0JW	Gravesham	564320	166643
68	136205	6920	Wilmington Academy	Secondary	Academy sponsor led	DA2 7DR	Dartford	552526	172176
69	136854	5439	Ortu Gable Hall School	Secondary	Academy converter	SS17 8JT	Thurrock	569988	184440
70	136359	5406	Dartford Grammar School	Secondary	Academy converter	DA1 2HW	Dartford	553364	174104

71	137214	5438	William Edwards School	Secondary	Academy converter	RM16 3NJ	Thurrock	562008	180873
72	137099	5465	Gravesend Grammar School	Secondary	Academy converter	DA12 2PR	Gravesham	565789	173594
73	140987	4012	The Leigh UTC	Secondary	University technical college	DA1 5TF	Dartford	554583	175781
74	140938	2008	Harris Primary Academy Mayflower	Primary	Free schools	RM16 6SA	Thurrock	559354	178366
75	130725	8007	North Kent College (Gravesend Campus)	16 plus	Further education	DA12 2JJ	Gravesham	566622	173251
76	130725	8007	North Kent College (Dartford Campus)	16 plus	Further education	DA1 2JT	Dartford	553180	172667
77	144793	8000	National College for the Creative and Cultural Industries	16 plus	Further education	RM19 1RJ	Thurrock	556637	178094
78	139991	2592	West Thurrock Academy	Primary	Academy converter	RM20 3HR	Thurrock	558354	177796

79	139613	2137	Graham James Primary Academy	Primary	Academy converter	SS17 7ES	Thurrock	569757	183372
80	140167	2029	Tymberwood Academy	Primary	Academy sponsored	DA12 4BN	Gravesham	566437	172049
81	140013	2006	Ortu Corringham Primary School	Primary	Academy sponsored	SS17 9BH	Thurrock	571184	183596
82	140593	2685	The Gateway Primary Academy	Primary	Academy converter	DA2 6DW	Dartford	555850	174010
83	140592	2679	The Brent Primary School	Primary	Academy converter	DA2 6BA	Dartford	556186	173935
84	140800	3900	Whitehill Primary School	Primary	Academy converter	DA12 5HN	Gravesham	565183	172378
85	140720	2942	Giffards Primary School	Primary	Academy converter	SS17 7TG	Thurrock	569881	183874
87	145117	2096	Riverview Junior School	Primary	Academy sponsored	DA12 4SD	Gravesham	566276	171553
88	146299	3603	St Thomas of Canterbury Catholic Primary School	Primary	Academy converter	RM17 5RW	Thurrock	561798	178963
89	146296	3605	Holy Cross Catholic Primary School	Primary	Academy converter	RM15 5RP	Thurrock	558511	181027
90	146574	2062	Greenlands Primary School	Primary	Academy converter	DA2 8DH	Dartford	557498	170938

91	146300	3512	St Joseph's Catholic Primary School	Primary	Academy converter	SS17 0PA	Thurrock	568543	182598
92	146818	2014	Aveley Primary School	Primary	Academy sponsored	RM15 4AA	Thurrock	557042	180162
93	146708	5281	Horndon-On-the-Hill CofE Primary School	Primary	Academy converter	SS17 8LR	Thurrock	566907	183564
94	144234	7032	Treetops School	Special schools	Academy special converter	RM16 2WU	Thurrock	563579	179625
95	144100	5411	Dartford Grammar School for Girls	Secondary	Academy converter	DA1 2NT	Dartford	553265	173905
96	144587	3502	Orsett Church of England Primary School	Primary	Academy converter	RM16 3JR	Thurrock	564321	181541
97	144448	2429	Somers Heath Primary School	Primary	Academy converter	RM15 5LX	Thurrock	558202	180834
98	144668	2676	West Hill Primary Academy	Primary	Academy converter	DA1 3DZ	Dartford	553136	174316
99	144603	2013	Bulphan Church of England Academy	Primary	Academy sponsored	RM14 3RL	Thurrock	563621	185982
100	144910	5204	Sutton-At-Hone Church of	Primary	Academy converter	DA4 9EX	Dartford	555501	170379

			England Primary School						
101	144750	4002	Harris Academy Riverside	Secondary	Free schools	RM19 1QY	Thurrock	555641	177957
102	142613	2077	Westgate Primary School	Primary	Academy sponsor led	DA1 2LP	Dartford	553773	173889
103	142363	2462	Riverview Infant School	Primary	Academy converter	DA12 4SD	Gravesham	566337	171561
104	143218	3914	Oakfield Primary Academy	Primary	Academy converter	DA1 2SW	Dartford	553836	172851
105	143149	2011	Chadwell St Mary Primary School	Primary	Academy sponsor led	RM16 4DH	Thurrock	564526	178558
106	143378	2439	Arthur Bugler Primary School	Primary	Academy converter	SS17 7BQ	Thurrock	569429	183356
107	143219	2657	Temple Hill Primary Academy	Primary	Academy converter	DA1 5ND	Dartford	555040	175006
108	144005	2658	Westcourt Primary School	Primary	Academy converter	DA12 4JG	Gravesham	566426	172839
109	143424	4001	Ortu Hassenbrook Academy	Secondary	Academy converter	SS17 0NS	Thurrock	569083	182667
110	141534	2069	Dartford Primary Academy	Primary	Academy converter	DA1 1SQ	Dartford	554979	173734

111	141070	2984	Tudor Court Primary School	Primary	Academy converter	RM16 6PL	Thurrock	560719	179628
112	141877	2009	Stifford Clays Primary School	Primary	Academy sponsor led	RM16 2ST	Thurrock	561676	180386
113	141578	3019	Shorne Church of England Primary School	Primary	Academy converter	DA12 3DU	Gravesham	569273	171239
114	142052	2063	Istead Rise Primary School	Primary	Academy sponsor led	DA13 9HG	Gravesham	563354	169714
115	141897	2462	Deneholm Primary School	Primary	Academy converter	RM16 2SS	Thurrock	562442	179858
116	142346	2110	Culverstone Green Primary School	Primary	Academy converter	DA13 0RF	Gravesham	563542	163114
117	142156	3708	St John's Catholic Primary School, Gravesend	Primary	Academy converter	DA12 2SY	Gravesham	565990	173541
118	118944	6007	Gad's Hill School	Independent schools	Other independent school	ME3 7PA	Gravesham	570991	170882
119	118933	5461	St John's Catholic Comprehensive	Secondary	Voluntary aided school	DA12 2JW	Gravesham	565876	173278
120	118991	6044	Cobham Hall	Independent schools	Other independent school	DA12 3BL	Gravesham	568367	168915
121	118987	6041	St Joseph's Convent	Independent schools	Other independent school	DA12 1NR	Gravesham	565346	172937



			Preparatory School						
122	119040	7039	Ifield School	Special schools	Foundation special school	DA12 5JT	Gravesham	565285	171387
123	118993	6046	Helen Allison School	Special schools	Other independent special school	DA13 0EW	Gravesham	564167	166721
124	135297	6910	The Leigh Academy	Secondary	Academy sponsored	DA1 1QE	Dartford	555487	173173
125	119045	7044	Rowhill School	Special schools	Foundation special school	DA3 7PW	Dartford	561338	168694
126	118585	2674	King's Farm Primary School	Primary	Community school	DA12 5JT	Gravesham	565269	171511
127	118487	2519	Vigo Village School	Primary	Community school	DA13 0RL	Gravesham	564387	161691
128	118765	3728	St Anselm's Catholic Primary School	Primary	Voluntary aided school	DA1 5EA	Dartford	555174	174821
129	118711	3296	Langafel Church of England Voluntary Controlled Primary School	Primary	Voluntary controlled school	DA3 7PW	Dartford	561395	168619
130	118785	4026	Dartford Science & Technology College	Secondary	Foundation school	DA1 2LY	Dartford	553232	173727

131	118768	3733	Our Lady's Catholic Primary School, Dartford	Primary	Voluntary aided school	DA1 2HX	Dartford	553550	174313
132	118879	5407	Thamesview School	Secondary	Foundation school	DA12 4LF	Gravesham	566808	172052
133	118859	5213	Holy Trinity Church of England Primary School, Dartford	Primary	Voluntary aided school	DA1 5AF	Dartford	553399	174917
134	148519	5229	Fleetdown Primary Academy	Primary	Academy converter	DA2 6JX	Dartford	556256	173026
135	148209	2722	Bonnygate Primary School	Primary	Academy converter	RM15 5BA	Thurrock	558820	181841
136	118246	2066	Maypole Primary School	Primary	Community school	DA2 7UZ	Dartford	551223	172486
137	115239	4733	Grays Convent High School	Secondary	Voluntary aided school	RM17 5UX	Thurrock	561881	178571
138	118258	2095	Cecil Road Primary and Nursery School	Primary	Foundation school	DA11 7BT	Gravesham	563896	173124
139	118257	2094	Cobham Primary School	Primary	Community school	DA12 3BN	Gravesham	567152	168444
140	118479	2509	Singlewell Primary School	Primary	Community school	DA12 5TY	Gravesham	565793	170786

141	118262	2109	Higham Primary School	Primary	Community school	ME3 7JL	Gravesham	571349	172256
142	147083	2112	River Mill Primary School	Primary	Free schools	DA1 5XR	Dartford	554517	175013
143	147059	4024	Stone Lodge School	Secondary	Free schools	DA2 6PD	Dartford	556289	174355
144	147454	2117	Dartford Bridge Community Primary School	Primary	Academy sponsor led	DA1 5GB	Dartford	554858	176047

Table 3: Selective FEs / higher education establishments

Map ID	URN	Establishment ID	Establishment Name	Phase of Education	Type of Establishment	Postcode	Local Authority	Easting	Northing
86	146040	7900	LINK19 College	Special 16 plus	Special post 16 institution	DA12 2JJ	Gravesham	566616	173203
145	147612	7914	The FAR Academy	Special 16 plus	Special post 16 institution	CT5 3QT	Canterbury	612996	166349
146	131924	7904	Livability Nash College	Special 16 plus	Special post 16 institution	BR2 7AG	Bromley	539695	165532
147	130733	8300	Hadlow College	16 plus	Further education	TN11 0AL	Tonbridge and Malling	562714	149914
148	133797	-	Ravensbourne	Higher education	Higher education institutions	SE10 0EW	Greenwich	539279	179966
149	133001	7905	Dorton College	Special 16 plus	Special post 16 institution	BR1 1EA	Bromley	540373	168773
150	133807	-	University of Kent	Higher education	Higher education institutions	CT2 7NZ	Canterbury	614178	159963
151	133806	-	Canterbury Christ Church University	Higher education	Higher education institutions	CT1 1QU	Canterbury	615554	157922
152	133876	-	University of Greenwich	Higher education	Higher education institutions	SE10 9LS	Greenwich	538695	178060

153	133810	-	Rose Bruford College	Higher education	Higher education institutions	DA15 9DF	Bexley	546526	173217
154	130430	8000	London South East Colleges (Bexley Campus)	16 plus	Further education	DA8 1RA	Bromley	551279	178119
155	130430	8000	London South East Colleges (Bromley Campus)	16 plus	Further education	BR2 8HE	Bromley	541685	167255
156	130430	8000	London South East Colleges (Orpington Campus)	16 plus	Further education	BR6 0TE	Bromley	546431	166179
157	130430	8000	London South East Colleges (Greenwich Campus)	16 plus	Further education	SE18 7DQ	Greenwich	544412	178923
158	130725	8007	North Kent College (Tonbridge Campus)	16 plus	Further education	TN9 2PW	Tonbridge and Malling	558295	145482
159	130681	8601	USP College	16 plus	Further education	SS7 1TW	Castle Point	579141	187997
160	130726	8014	MidKent College	16 plus	Further education	ME16 8AQ	Maidstone	574196	155305

			(Maidstone Campus)						
161	130726	8014	MidKent College (Medway Campus)	16 plus	Further education	ME7 1FN	Medway	577029	169187
162	130672	8000	South Essex College of Further and Higher Education	16 plus	Further education	SS1 1ND	Southend-on-Sea	588038	185792
163	133821	-	University for the Creative Arts (Rochester Campus)	Higher education	Higher education institutions	GU9 7DS	Medway	575081	167730
164	146046	7900	Routes 4 Life Limited	Special 16 plus	Special post 16 institution	RM13 7DH	Havering	552671	184008
165	133876	-	University of Greenwich (Medway Campus)	Higher education	Higher education institutions	ME4 4TB	Medway	576875	169544
167	146546	7901	Skills for Independence and Employability Ltd	Special 16 plus	Special post 16 institution	TN10 3JU	Tonbridge and Malling	558754	148423
168	147315	7903	FORWARD2 EMPLOYMENT LIMITED	Special 16 plus	Special post 16 institution	ME5 0LB	Medway	576078	164556

169	147314	7902	Grow 19 LTD	Special 16 plus	Special post 16 institution	ME6 5HS	Tonbridge and Malling	569974	161137
170	147613	7915	YMCA West Kent	Special 16 plus	Special post 16 institution	TN10 3EJ	Tonbridge and Malling	559183	147812

Figure 3: CSA (Schools)

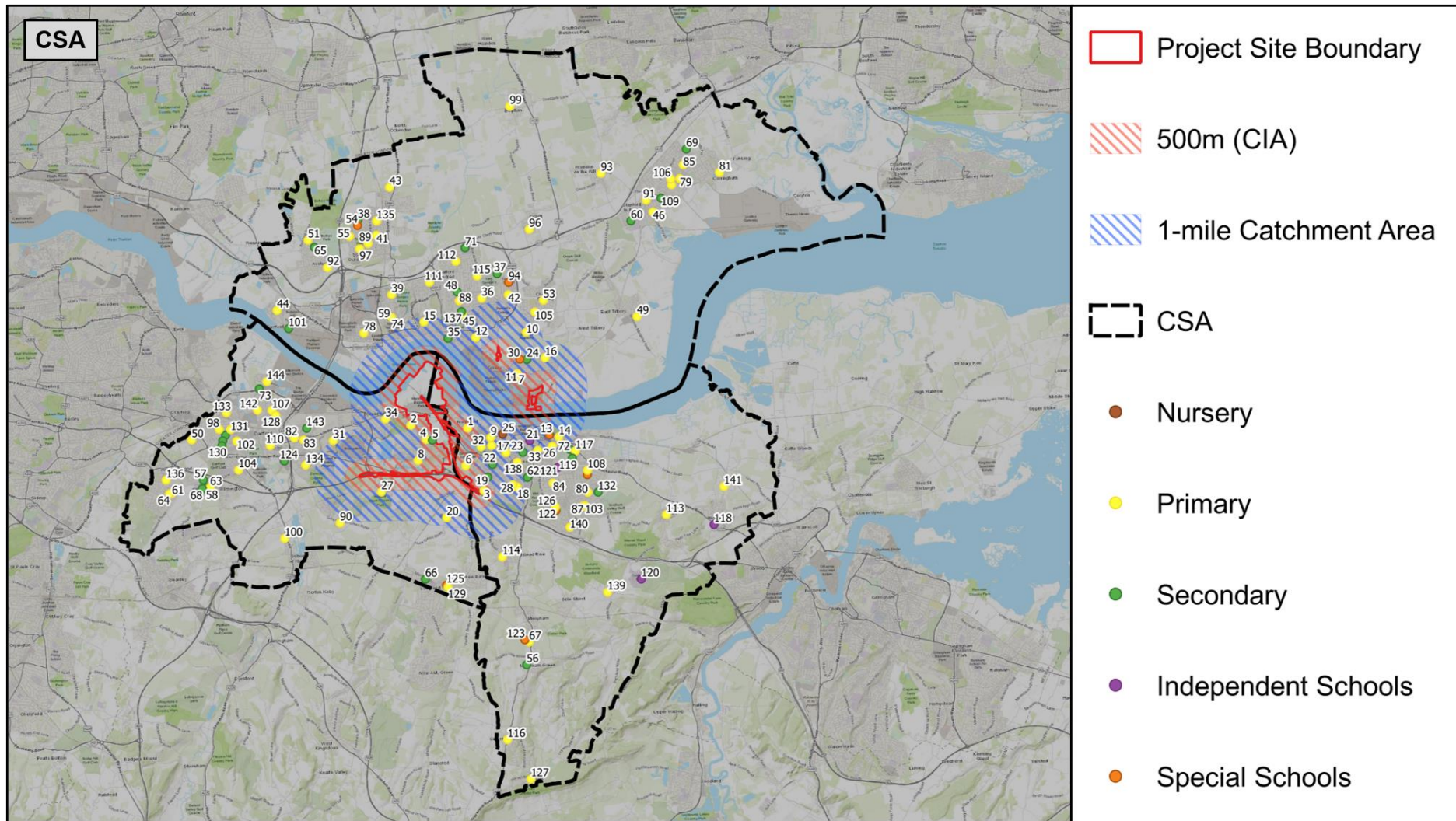




Figure 4: Main Context Map (Schools)

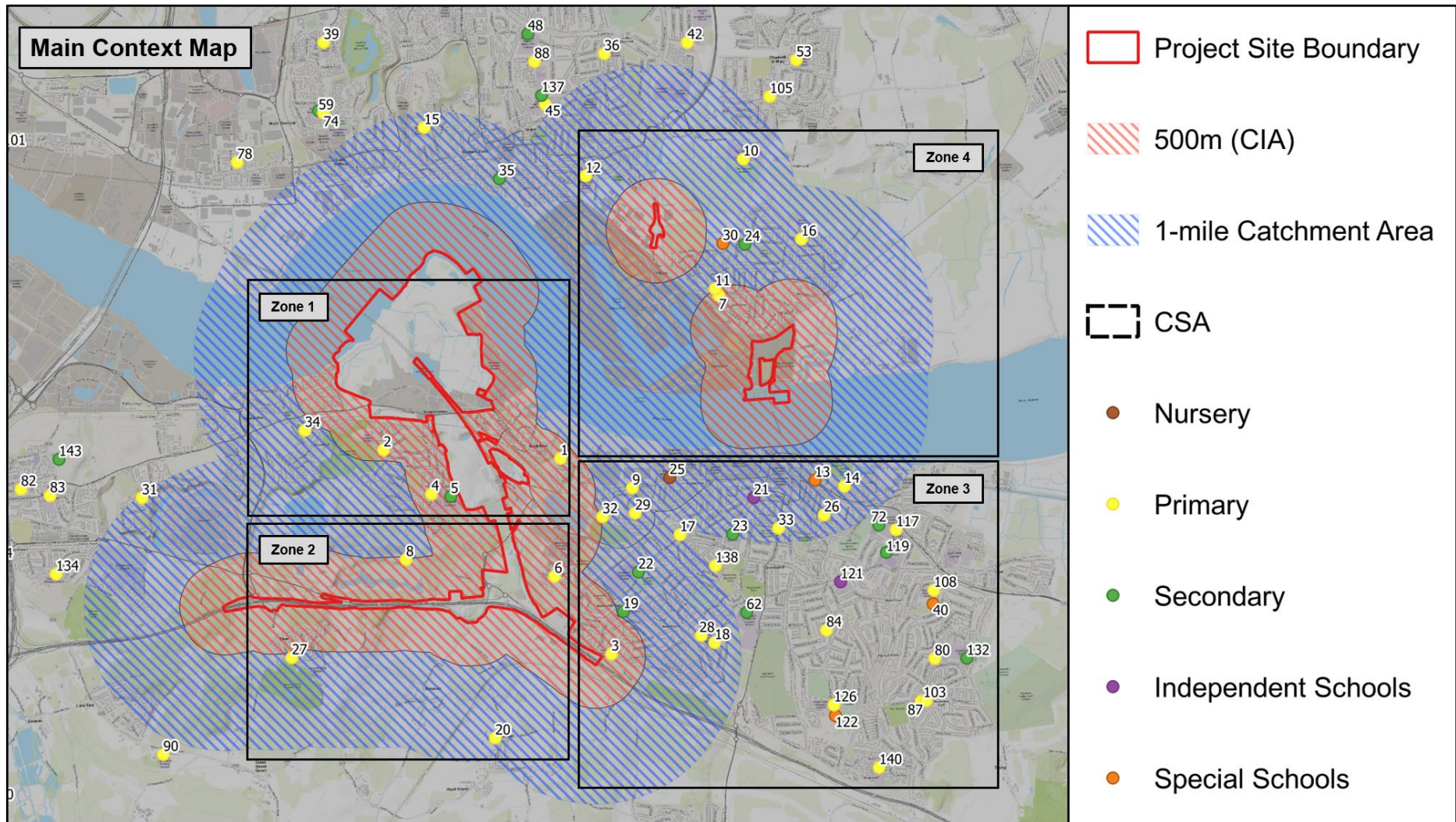


Figure 5: Secondary Schools

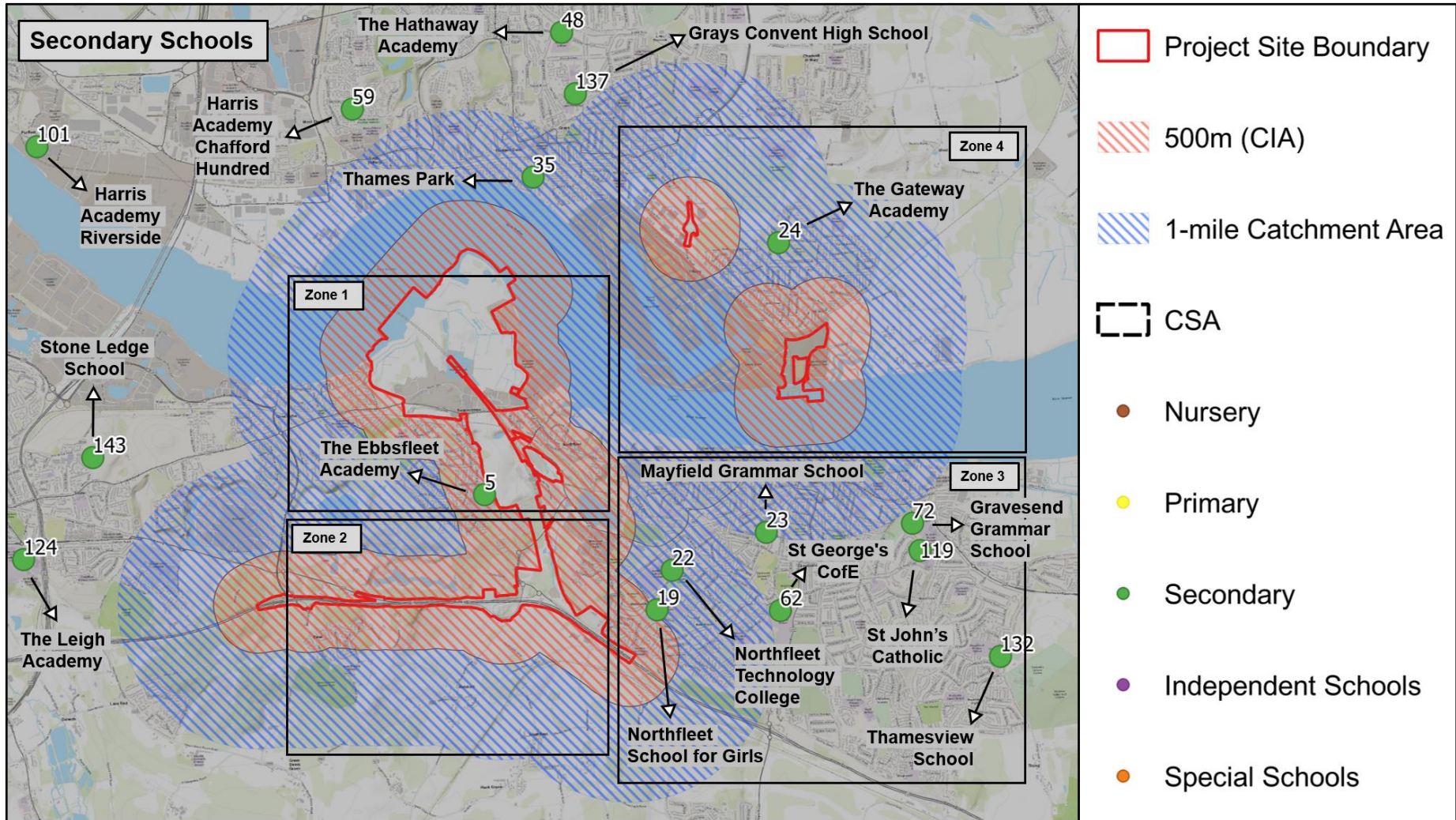


Figure 6: Zone 1 (Schools)

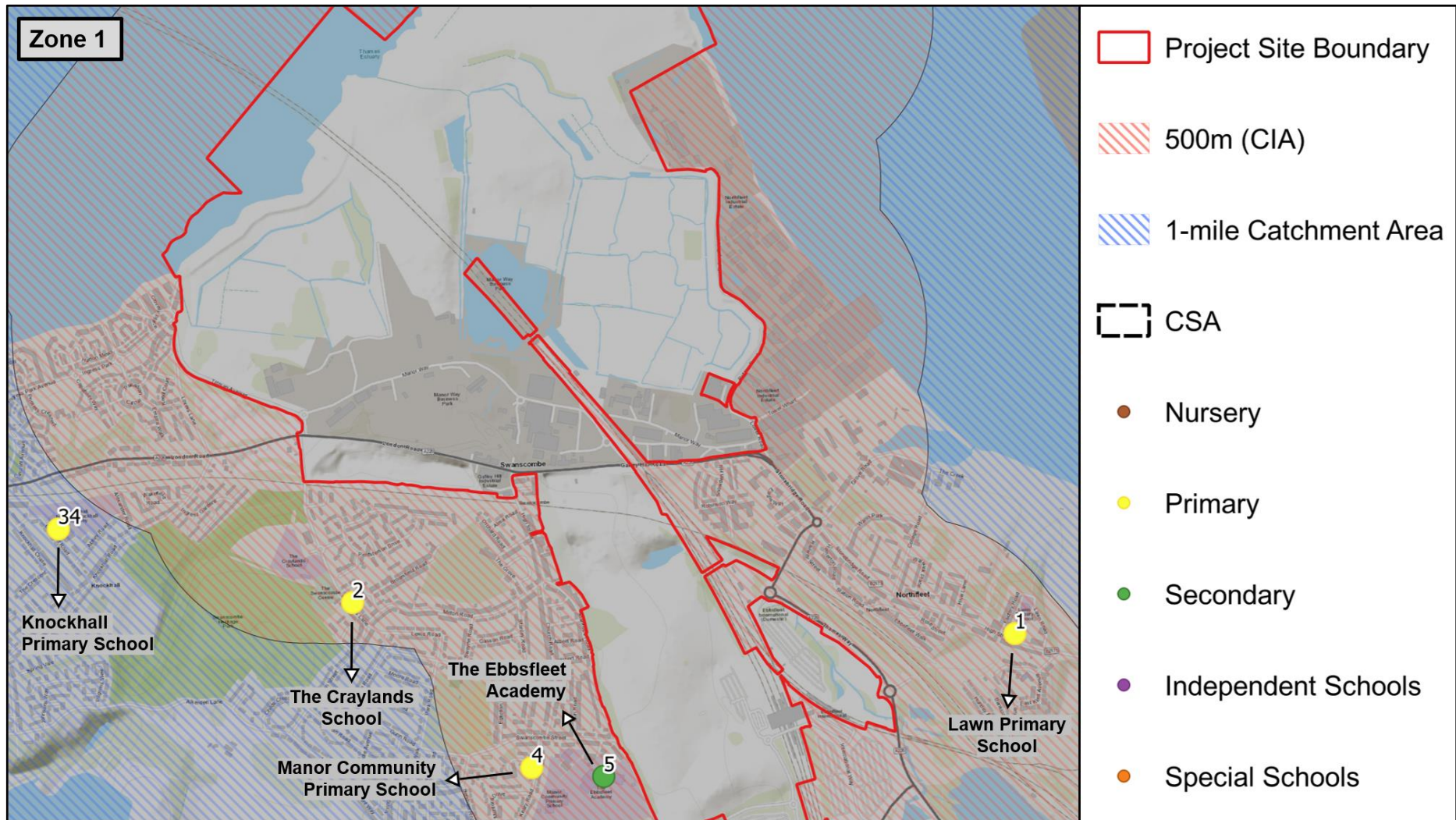


Figure 7: Zone 2 (Schools)

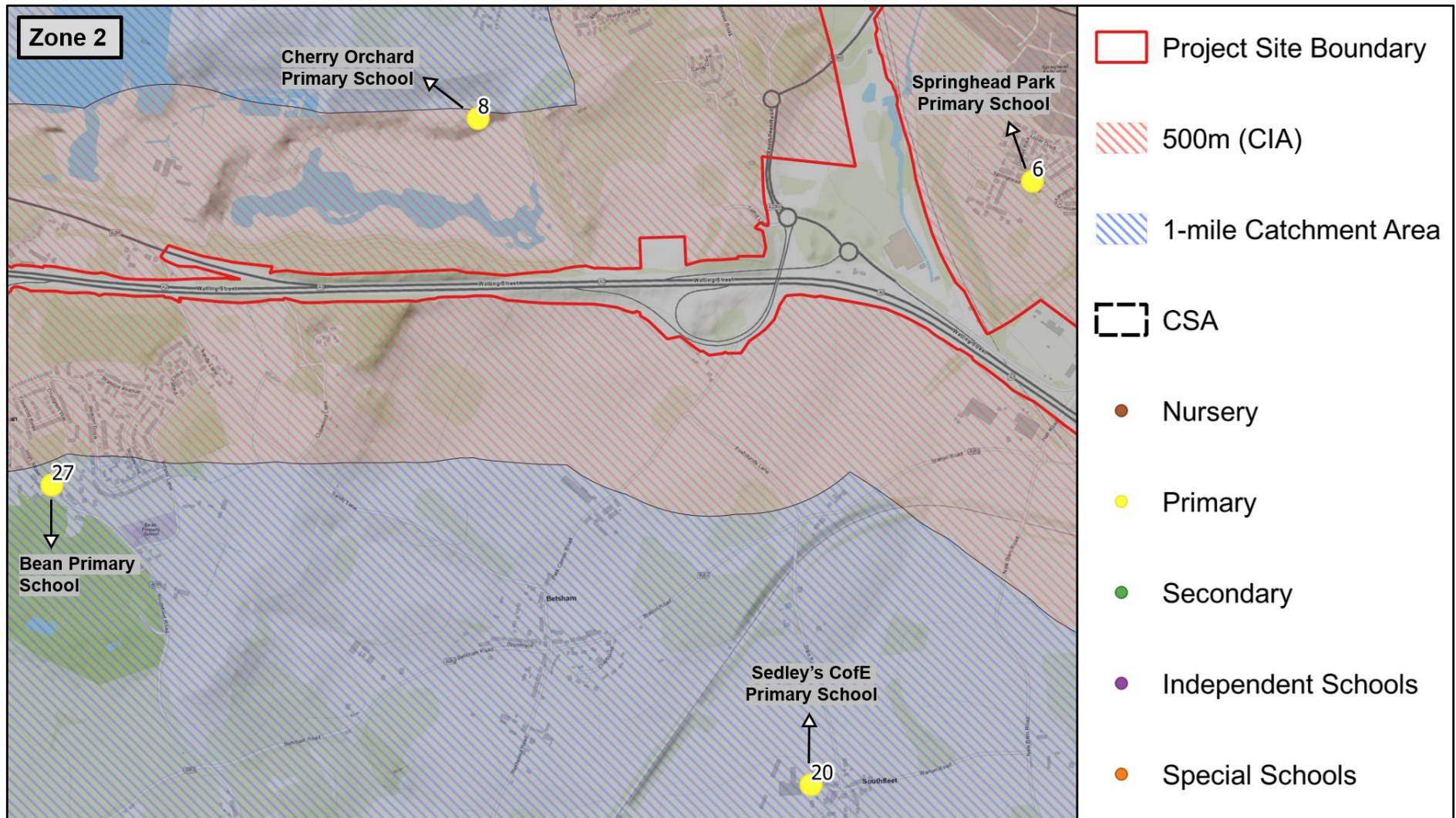


Figure 8: Zone 3 (Schools)

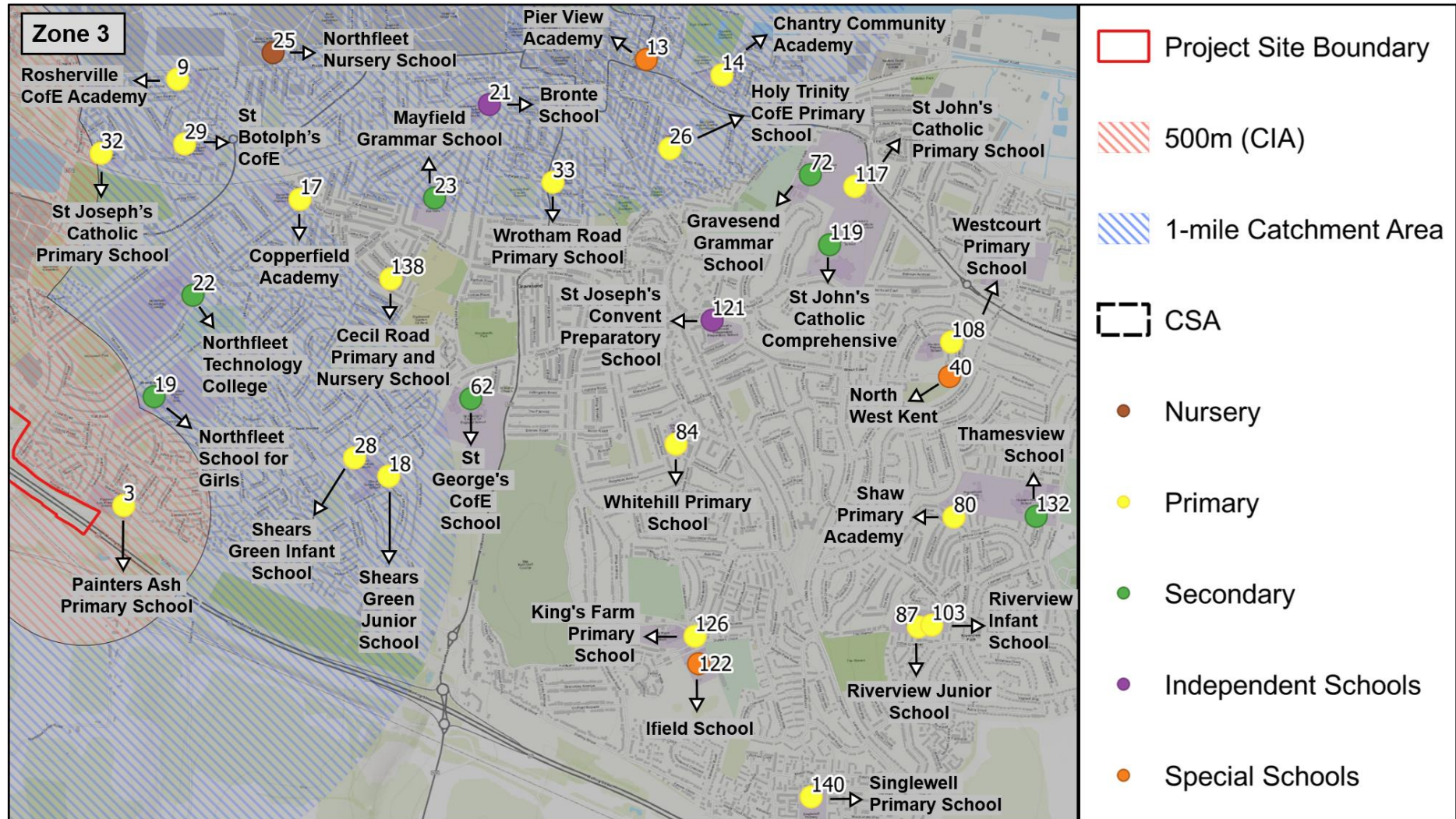


Figure 9: Zone 4 (Schools)

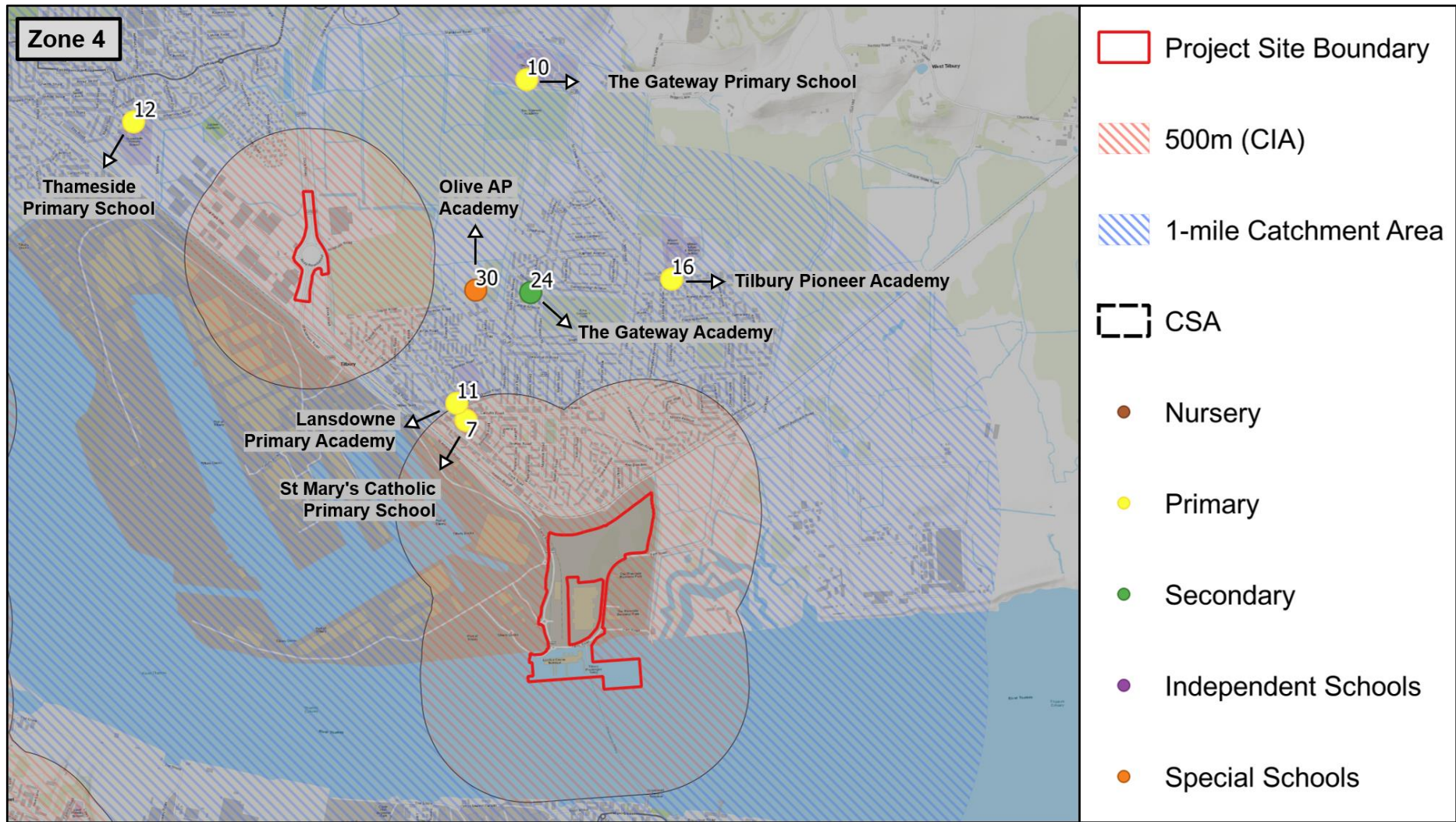
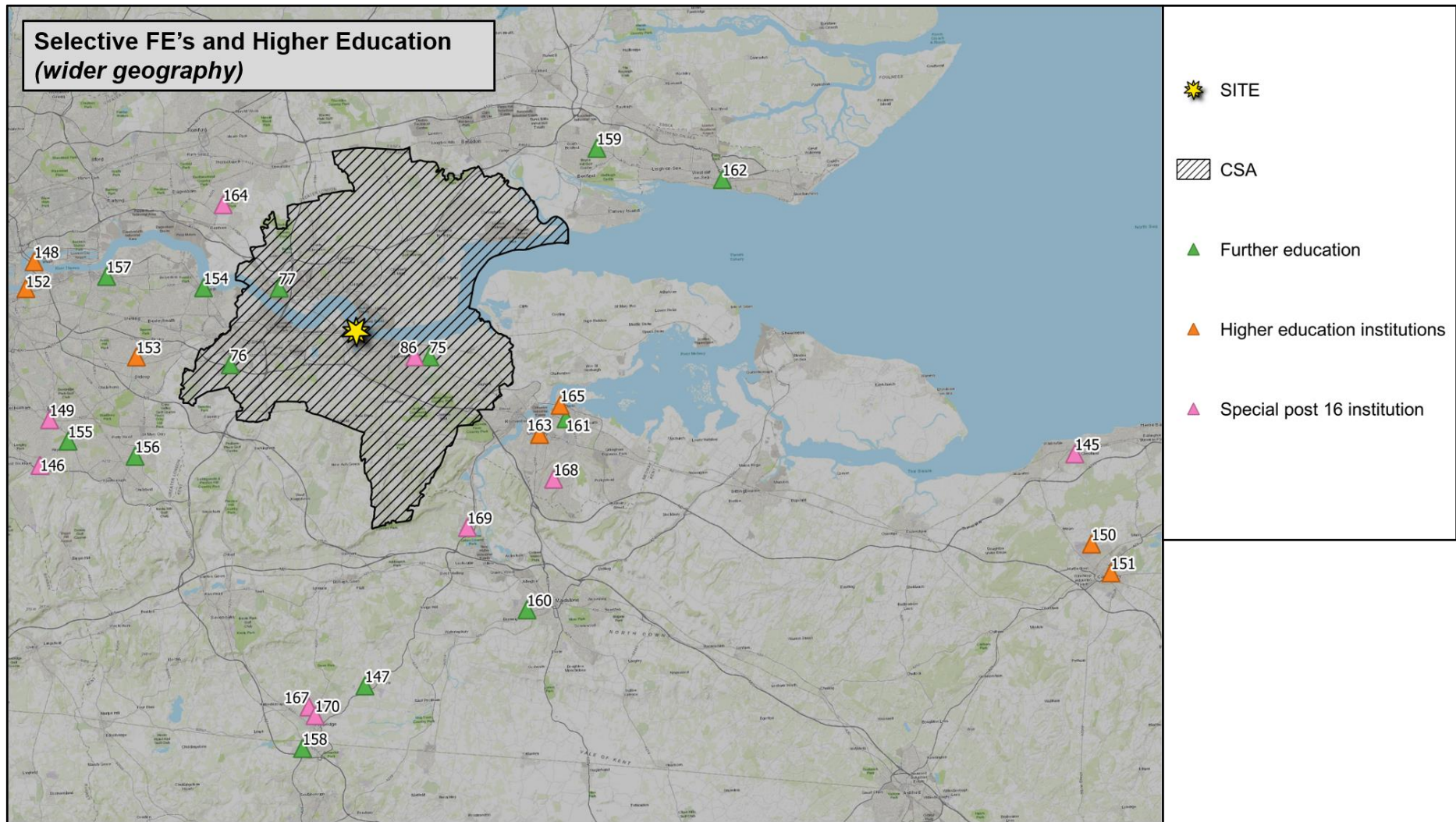


Figure 10: Selective FE's / Higher Education Establishments



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## Appendix 2.0: School Engagement Plan

### INTRODUCTION

2.73 This Appendix provides the School Engagement Plan as devised through the North Kent Skills Group and advised by stakeholders. London Resort is committed to ongoing collaboration with EDC and LTC, TEP and CEC to ensure that engagement with schools is planned and delivered collaboratively and effectively.

### KPIS

2.74 The ESS involves the following KPIs for school engagement in both the construction and operational phases:

- One employee encounter for every seven employees
- One workplace experience for every 25 employees
- Provide five Enterprise Advisors per year to advise schools within the CEC Kent & Essex careers hubs.
- Provide schools (including non-partner schools) with curriculum-based educational material linked to the [construction/operation] of the development

2.75 In the operational phase, the London Resort will:

- Facilitate three to four work experience placements for each partner school per academic year.

### IMPLEMENTATION, MONITORING AND MANAGEMENT

2.76 The London Resort will appoint a dedicated management role for employment and skills whose responsibilities will cover school engagement. This person will work closely with the CEC and TEP to deliver the London Resort's approach for school engagement.

2.77 For construction, each contractor will be given a list of schools from the umbrella list which they are to engage with. These obligations will be outlined in the contract and will include an obligation to pass on obligations through any further subcontracting that occurs.

2.78 For operation, the key person at the London Resort will be in charge of the overall programme and will work closely with TEP, CEC and other partners to ensure the effective delivery of the London Resort approach. Any subcontractors will be subject to the same process as in the construction phase.

## Schools

- 2.79 Target schools to be included on the umbrella list will be agreed between the North Kent Skills Group.

## Programmes

- 2.80 There are a variety of careers education programmes that the London Resort can choose to run. It may be the case that the most appropriate or effective programmes change over the lifecycle of the Resort. It may also be the case that some are more effective for certain schools than others. Below are overarching programmes that are expected to be included in delivery of careers education. However, this list is not binding nor exhaustive. The London Resort commit to working with TEP, CEC and the North Kent Skills Group to identify the most appropriate programmes at the time of implementation.

## *Employee encounters*

- 2.81 Inspiring members of the London Resort senior management team or contractors will speak at careers fairs, assemblies, or online sessions. The sessions will focus on career opportunities and the clear career pathways at the London Resort. The audience needs to include parents as well as children in order that they might be inspired and aware of the available career options for their children, in turn supporting them if they choose that pathway. A common theme through London Resort’s consultation is the need for staff members who deliver these encounters to be accessible and relatable to the audience. For example, when trying to get more females into construction or more BAME individuals into roles, it is less relatable for participants if the speakers/mentors are white males. This will be taken into consideration when choosing staff members to be put forward for such roles.
- 2.82 The London Resort are considering if some events should be themed around certain topics. If advised by partners that this will be effective and appropriate, there is a potential that some STEAM focussed events will be organised to offer a STEAM boost to schools.
- 2.83 EDC are considering a Bridging the Gap programme which will be delivered in schools to small groups and will focus on pre-employment training, behaviours and soft skills, CV writing, interview techniques, and communications. The London Resort may also implement or contribute towards such programmes.
- 2.84 It is envisaged that employee encounters will be delivered through the CEC ‘give an hour’ campaign. TEP have advised the London Resort to wait to deliver the events until the opportunity is tangible.

## *Workplace experience*

- 2.85 During the construction phase, it is common that children are generally restricted from accessing construction sites due to safety concerns. To facilitate a workplace experience that does not include site access, the visitors centre will be built early so that children can visit the London Resort and learn about construction without actually going on-site.

Screens in the visitor centre will show the children various elements of the construction site. The London Resort may also consider operating a coach trip around the construction site for the children (who will be unable to leave the coach throughout the trip but still be able to see the site).

- 2.86 In the operational phase, the visitors centre will be utilised to provide educational talks. There is the potential that each child will get to experience a ride at the end of the day of an educational trip.
- 2.87 For both phases, the London Resort will work with the schools, CEC and TEP to develop appropriate content and structure for the visits. The focus is likely to be on education and the range of career opportunities in a global theme park.
- 2.88 EDC are considering on-site taster sessions for construction skills where school children can go on-site and do some bricklaying or other skill. The London Resort may also consider or collaborate on something similar.

### ***Work experience placements***

- 2.89 The London Resort will work with TEP, CEC and partner schools to develop appropriate work experience placements for students over 14 years of age for a minimum of five days. The placement will include a mentor but will not necessarily mean that the placement student will spend the entire placement with their mentor. The student may spend half a day or a day at various locations around the resort, achieving meaningful insight into the operational roles available. The mentor will deliver both a kick off meeting and wrap up meeting at the beginning and end of the placement. Mentors will be identified to be accessible and relatable to students, to ensure the placements deliver best value for the students.

### ***Resources***

- 2.90 The London Resort have already contracted Bubble and Scruff to produce educational resources related to the London Resort. These resource packs will be sent out to any schools wanting to do short projects or learn a more about the scheme.
- 2.91 For project based resources, the London Resort are considering the feasibility of running a 'Dragons Den' style competition where students pitch their ideas to a panel.
- 2.92 The London Resort have an aspiration to develop a similar resource to the Minecraft application of LTC, although this may be using a different platform, the end objective is to engage a wide number and range of children in a way which is fun, informative and inclusive.
- 2.93 Wherever possible, the resources will be targeted on STEAM subjects, offering a STEAM boost to the school children.

### ***Other programmes***

2.94 Some other programmes considered for school engagement are:

- Supported internships and work experience for SEN students
- Parent outreach programmes.

### Measurement

2.95 For the employee encounters, registration for the events will enable a count of children attendees. Whilst it will be important for parents to also be present at the events, only the children attendees will count towards the KPI. For workplace experiences, the London Resort will work with school leaders to establish the attendance figures from each school visit to count towards the KPI.

2.96 There are a number of outcomes that will be measured but not necessarily count towards a formal KPI such as resource distribution. These will be important to monitor despite not forming proper targets.

2.97 The London Resort is exploring the use of Skills Builder as a framework for measurement of careers education. Skills Builder is a programme set up by teachers and outlines the key skills a child needs to be work ready. High performance on the essential skills in the framework is linked to better employment outcomes in later life.<sup>8</sup> The framework may be used in programme curation as a way to ensure that the London Resort programmes are truly delivering a long-lasting beneficial experience.

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<sup>8</sup> Skills Builder Partnership, 2021. Better prepared Essential skills and employment outcomes for young people

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## Appendix 3.0: Addressing operational skills gaps

### INTRODUCTION

- 2.98 The breakdown of hospitality and creative roles from the OESS is provided in the table below. Hospitality and tourism are expected to make up over half the operational workforce (both including and excluding seasonal workforce) of the London Resort. Creative roles or roles that involve creative skills are slightly harder to define; some roles are not strictly creative but may still involve creative skills. Counting only those roles which are definitively creative by job title, these also account for a large proportion of the workforce. Given this count excludes other roles which may include creative skills but the job title does not explicitly infer so, the below count may underplay the importance of creative roles to the London Resort.
- 2.99 Creative and hospitality jobs are therefore of vital importance to the success of the London Resort. However, there is evidence of skills gaps in these industries which the London Resort will seek to address to secure its future skills pipeline.
- 2.100 This appendix considers the skills gaps in hospitality and the creative industries. This appendix sets out the principles for how skills gaps would be identified and addressed. It is a guiding document. Whilst it aims to inform a definitive planning commitment in the s106 agreement, it is important to retain a level of flexibility in the provision to account for any unforeseen requirements. Also to better align with changes in the labour market, which is highly uncertain particularly given current macro-economic and geopolitical factors.

**Table 4: The importance of the hospitality and creative sectors to the operational workforce**

		2025	2030	2038
<b>Total headcount</b>		<b>8,810</b>	<b>13,010</b>	<b>17,310</b>
<b>Total headcount (excluding seasonal)</b>		<b>5,580</b>	<b>8,175</b>	<b>10,230</b>
<b>Hospitality</b>				
Attraction attendants	Provide information for visitors, ticketing and oversee the safe use of equipment	1,360	2,145	3,025
Retail & F&B roles (food retailers and shop workers, chefs & food prep)	Hand out food products at food kiosks or sell items at the London Resort shops. Chefs will be employed at the hotels whilst food preparators will be employed at food kiosks	2,835	4,000	5,300
Wait staff	Take customers' orders, deliver food, and clear tables	885	1,280	1,580
<i>Total (% of total)</i>		<i>5,080 (58%)</i>	<i>7,425 (57%)</i>	<i>9,905 (57%)</i>
<i>Total (excl seasonal) (% of total excluding seasonal)</i>		<i>3,300 (59%)</i>	<i>4,790 (59%)</i>	<i>6,000 (59%)</i>
<b>Creative roles</b>				

Entertainers	Various London Resort theatre shows, stories, and other similar activities	835	1280	1,855
Entertainment technicians	Installation, operation, and maintenance of audiovisual equipment, lighting, projection equipment and similar	270	415	605
Tour guides	Responsible for conducting guided tours at the London Resort	20	35	50
Dressed characters	Mobile around the London Resort and vital for the atmosphere	150	230	335
HQ marketing	Corporate role	40	40	40
<i>Total (% of total)</i>		<i>1,315 (15%)</i>	<i>2,000 (17%)</i>	<i>2,885 (17%)</i>
<i>Total (excl seasonal) (% of total excluding seasonal)</i>		<i>625 (11%)</i>	<i>930 (11%)</i>	<i>1,321 (13%)</i>

## HOSPITALITY

### Skills gaps

2.101 The London Resort asked the Taskforce for any information over skills gaps in hospitality and tourism industries. Many different sources were shared and reviewed, with some key statistics from the papers listed below:

- 1.3m UK hospitality workers required between 2018 and 2024 (with approx. 970,000 staff needed to simply replace existing staff). Of the 1.3m jobs, 226,000 (17%) of these positions will be at the managerial level.<sup>9</sup>
- The sector is heavily reliant on overseas employment, with EU nationals being a critical labour pool (though estimates vary):
  - Oxford Economics estimates that EU nationals account for 12.3% of UK hospitality jobs, compared to 6.9% across all industries.<sup>10</sup>
  - The British Hospitality Association estimates that 25% of their workforce in the UK is made up by EU nationals.<sup>11</sup>
- Employers should focus on training the domestic workforce rather than relying on labour from abroad.<sup>12</sup>
- Mitchells & Butlers, a major operator of restaurants, pubs and bars in the UK, believes that having no incentives from schools to offer vocational subjects, shutting down kitchen classrooms and scrapping GCSE food technology is hurting the industry. As a

<sup>9</sup> People 1st (2017), The performance & talent management revolution: Driving productivity in hospitality & tourism, pg. 14

<sup>10</sup> Oxford Economics. 'The economic contribution of the UK hospitality industry, A report prepared by Oxford Economics for the British Hospitality Association'. September 2015

<sup>11</sup> KPMG (March 2017), Labour migration in the hospitality sector, KPMG survey analysis

<sup>12</sup> BBC, 2021. Hospitality 'struggling to fill thousands of jobs'. Retrieved from [REDACTED]

result, college systems are reporting a 51% reduction in applications for chef qualifications.<sup>13</sup>

- A quarter of hospitality and tourism firms are reporting vacancies, up 15% from the figures reported four years prior. Of these, 38% are considered hard to fill.<sup>14</sup>
- Soft skills are increasingly important and sought by employers in the Kent and Medway region.<sup>15</sup>
- There are key shortages in: chefs, managerial staff and front of house staff.<sup>16</sup>

2.102 Three key themes emerged from the evidence base:

- **1 – Unattractive industry.** The industry has been historically dependent upon young workers but the workers perceptions of the industry have changed in recently years. The key reasons for this include perceptions that
  - The industry does not offer career paths or training that can be applied to the wider market in future
  - The wages/salaries are relatively low
  - There are anti-social working hours
- **2 – High staff turnover.** The industry has a high reliance on transient workers such as EU nationals and students. Furthermore, roles which are constantly client facing can be mentally draining. Very active roles (such as waitressing for long shifts at a time) can be physically draining. All this can negatively impact worker wellbeing, contributing to high turnover.
- **3 – Lack of training provision and take-up of specific roles/skills.** Currently, the specific gaps are around chefs, front of house/wait staff/cleaning, and managerial staff. Skills and training is always lagging behind employer needs.

2.103 The three themes are by no means mutually exclusive (e.g., the perception that the industry is unattractive likely contributes to the high staff turnover). However, the distinction is helpful for the purposes of determining a strategy to address the themes. If each approach to combat the issues is successful, any overlap between the issues will be addressed.

## London Resort approach

<sup>13</sup> Retrieved from [REDACTED]

<sup>14</sup> People 1st (2017), The performance & talent management revolution: Driving productivity in hospitality & tourism, pg. 14.

<sup>15</sup> The Kent and Medway Workforce Skills Evidence Base (September 2015)

<sup>16</sup> UKINBOUND, A Perfect Storm?: The end of Free Movement and its impact on the UK tourism workforce (2019)



2.104 The London Resort approach to addressing these three issues is outlined below. KPIs that might be sought to measure the progress of the solutions are also provided where relevant.

### **1. Unattractive industry**

2.105 The huge and exciting opportunity of the London Resort will likely be an inspiration itself to start working in hospitality. But work is needed before opening to ensure a motivated pipeline.

2.106 The London Resort will work with industry bodies (e.g., Institute of Hospitality, Springboard) to change perceptions of the industry and inspire new entrants. This will have a focus on the UK given the threat of Brexit to international hires.

2.107 The London Resort will collaborate with education partners to develop best communication and recruitment approach for potential entrants.

2.108 It will be essential to ensure potential entrants can clearly see their career path. This aligns with one of the London Resort's key aim to provide career paths, not just jobs.

2.109 To this aim, the London Resort commit to:

- Paying wages that are industry competitive

2.110 The London Resort also aspire to:

- Become an employer of choice for under 25s
- Have the ESS endorsed by the Institute of Hospitality

### **2. High staff turnover**

2.111 To combat the high staff turnover, the London Resort commit to developing a Retention Plan (the themes of which are contained in Appendix 5.0) that is fully informed by the workforce which it serves. This aligns with one of the London Resort's key aim to provide career paths, not just jobs.

2.112 To this aim, the London Resort pledge to:

- Decrease staff turnover to below threshold [75]% (where staff turnover is defined in Appendix 5.0) and internally recruit [25]% of higher skilled roles

### **3. Lack of training provision and take-up of specific roles/skills**

2.113 Current specific skills gaps identified, and the London Resort approach is shown in the table below.

**Table 5: London Resort approach to skills shortages in hospitality**

<b>Role/skill gap</b>	<b>London Resort targeted approach</b>
Chefs	Work with schools and colleges including North Kent College Culinary Academy to promote and deliver chef training and maximise take-ups. Ensure chef apprenticeships are a key element to the operations of the London Resort and apprenticeship delivery to develop constant pipeline.
Front of house; wait staff; cleaners/ housekeeping	No specific intervention required – skills issues largely addressed by changing perceptions and Retention Plan. High quality of service point addressed by London Resort qualification and partner universities.
Managerial staff	Work with partner universities with hospitality management qualifications to promote the employment offer at the London Resort. Ensure new entrants are given managerial training and internal support for leadership progression throughout their career at the London Resort, utilising the London Resort Academy.

2.114 Furthermore, all on-site staff training would include a focus on the development of soft skills.

2.115 Given the everchanging skills landscape, it could be the case that the skills gaps in the table above are only relevant for a certain point in time. The London Resort will be in operation for a long time and so will need the ability to adapt to any changes. Therefore, the London Resort commit to updating skills gap research once every three years to inform an updated ESS. The London Resort will use the findings from skills gap research to develop targeted programmes of skills development which meet the needs of the London Resort – both current but also future.

**CREATIVE INDUSTRIES**

**Skills gaps**

2.116 The London Resort asked the Taskforce for any information over skills gaps in the creative industries. Many different sources were shared and reviewed, with some key statistics from the papers listed below:

- 42% of CI employers in the UK report a skills gap issue<sup>17</sup>
- Between 35% and 50% of creative industry employers have trouble recruiting<sup>18</sup>
- 1.2m new workers will be needed in the sector between 2018 and 2028<sup>19</sup>

<sup>17</sup> Jo Nolan (Screen South) for SELEP: Creative Industry Skills Overview, 2018

<sup>18</sup> Jo Nolan (Screen South) for SELEP: Creative Industry Skills Overview, 2018

<sup>19</sup> Jo Nolan (Screen South) for SELEP: Creative Industry Skills Overview, 2018

- A third of creative employers found existing staff lack the skills needed to do their jobs<sup>20</sup>
- Majority of the workforce are freelancers (47% compared to 15% in all industries) – freelancers lack capacity to engage with traditional skills models such as apprenticeships<sup>21</sup>
- The number of students undertaking creative subjects is dropping<sup>22</sup>
- Soft skills increasingly important and sought by employers in Kent and Medway<sup>23</sup>
- Management and leadership skills lacking and threatening industry<sup>24</sup>
- Specific skills shortages currently found in hospitality are linguistics, management/leadership/project management skills, and IT, software, and computer services.<sup>25</sup>

2.117 These findings are split into the following three key reasons for skills gaps:

- **1 – Unattractive industry.** The number of students undertaking creative subjects is falling and creative subjects are dropping from the curriculum. There is a perception that creative industries lack clear career progression and there is little job security given lack of permanent roles.
- **2 – Prominence of freelancers.** Freelancers face constraints in delivering skills training. Their income is volatile in nature, so they can struggle to commit to taking on trainees. Furthermore, an individual has less capacity to train another person compared to a company with more employees and resources.
- **3 – Lack of training provision and take-up of specific roles/skills.** Recruits are often new to the role and often employee training is only partially complete.

### London Resort approach

2.118 The London Resort approach to addressing these three issues is outlined below. KPIs that might be sought to measure the progress of the solutions are also provided where relevant.

<sup>20</sup> Jo Nolan (Screen South) for SELEP: Creative Industry Skills Overview, 2018

<sup>21</sup> Creative industries federation (2017) retrieved from [REDACTED]

<sup>22</sup> Skills and Employability Plan for Medway 2035 – Growing skills for a growing workforce (phase 1: 2019 – 2024)

<sup>23</sup> The Kent and Medway Workforce Skills Evidence Base (September 2015), Emergent Research, based on stakeholder workshops and interviews conducted Jul-Aug 2015

<sup>24</sup> The Kent and Medway Workforce Skills Evidence Base (September 2015), Emergent Research, based on stakeholder workshops and interviews conducted Jul-Aug 2015

<sup>25</sup> [REDACTED] - Figure 3.3

**1. Unattractive industry**

- 2.119 The London Resort will work with schools partners to inspire the take up of creative subjects (to the extent possible given any curriculum constraints).
- 2.120 The London Resort will also work with creative bodies to enhance perceptions of creative industry careers.
- 2.121 The London Resort will work with university partners to encourage take-up by creative students of summer roles at the London Resort. All roles advertised in universities and students provided with support into employment of those roles.

**2. Prominence of freelancers**

- 2.122 The London Resort will aim to understand the impact that the high proportion of freelancers has on the delivery of training, and will provide targeted support for creative freelancers wherever relevant and appropriate in terms of providing skills training to other creative people. This may include but may not be limited to:
  - Interviewing the supply chain to understand barriers to delivering skills training as a freelancer to provide iterative approach to developing targeted solutions
  - Working with freelancers to deliver training/work experience together

**3. Lack of training provision and take-up of specific roles/skills**

- 2.123 Current specific skills gaps identified, and the London Resort approach is shown in the table below.

**Table 6: London Resort approach to skills shortages in creative**

<b>Role/skill gap</b>	<b>London Resort targeted approach</b>
Linguistics	Work early with university partners to promote seasonal jobs to linguistics students / students taking optional linguistics modules Include linguistics module in the London Resort qualification
Management skills, leadership skills, project management skills	On the job upskilling programmes for leadership and management roles. Entry level recruits need to see career paths in order to be attracted to the roles and then need to be supported in that development.
IT, software, and computer services (Specifically, game designers, programmers and software	Link into STEAM skills boost objectives which may include but may not be limited to: - Schools engagement with a focus on STEAM - Investment in schools’ STEAM offering - Ensure that apprenticeship offering at London Resort is reflective of STEAM roles

development professionals, 3D artists, animators, VFX artists, story boarders)	<ul style="list-style-type: none"> <li>- Partnering with universities to develop course content specific to themed entertainment</li> <li>- Link to supply chain strategy/creative economy growth strategy to enhance capacity and quality of the local creative sector</li> </ul>
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2.124 As with hospitality, all on-site staff training would include focus on the development of soft skills. Also, the London Resort commit to a periodical update of the skills gap research to inform an updated ESS.

**SUMMARY**

2.125 The London Resort will:

- Work with industry bodies, schools, colleges, universities, and other partners to enhance the attractiveness of working in hospitality and creative industries, demonstrating clear career paths
- Ensure employees are supported throughout their professional development into leadership and management roles so that internal progression is maximised
- Develop a Retention Plan – for all workers but specifically with the aim of decreasing turnover in hospitality roles
- Explore ways in which the London Resort can support creative industry freelancers to access and deliver training
- Update the ESS once every three years. This will include an update of the skills gap research conducted above by:
  - Interviewing employees, the supply chain and stakeholders across hospitality and creative businesses to understand skills gaps, future skills requirements, and barriers to training
  - Developing approaches to combat the identified skills shortages
  - Developing KPIs with SMART action plan to monitor the progress and success of the strategy

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## Appendix 4.0: The London Resort Academy

### INTRODUCTION

2.126 This Appendix details the remit of the London Resort Academy and its anticipated interaction with existing training provision in the area.

### THE LONDON RESORT ACADEMY

#### Aim

2.127 A key focus of the London Resort will be the career progression of their employees. The London Resort Academy will support the delivery of training to existing employees to further their skills such as project management, line management, and leadership. This may be done by the Academy itself or through partner providers.

#### Interaction with existing training provision in the area

2.128 The London Resort aims to utilise existing provision in the area as far as possible, using partnerships with local colleges, schools, and universities to deliver training and qualifications. These providers are already experts in their field and the London Resort is in no way intending to attempt to replicate such provision via the London Resort Academy. For example, formal training such as credit bearing or non-credit bearing CPD courses will be delivered through partner providers.

2.129 The London Resort Academy will support existing providers in ways that the providers require, as appropriate to deliver a qualification or training programme. This may include complementing existing provision at local providers.

2.130 Alternatively, should providers feel that on-site training would be more appropriate for certain areas of their course (such as food hygiene courses for the chef apprenticeship to take place in the London Resort kitchens), the London Resort Academy will provide a learning space for any theoretical elements of such training, with provider tutors going on-site themselves to deliver the training.

#### Key deliverables

2.131 One of the main roles of the London Resort Academy will be to offer introductory and / or supplementary training on-site. Some examples of this training are listed below:

- Employees will all be required to undergo a health and safety course upon commencement of employment

- Employees will all be trained on the ethos and approach to their roles which will need to be reflective of the London Resort brand – this training will clearly be specific to the London Resort and employees are not expected to know it before they start
- Some workers will come to the London Resort requiring ‘soft skills’ enhancement, such as customer service skills or communication
- Some employees may find that they own skills required for a role, but they are not used to applying those skills in the specific format that the role will require. A ‘re-orientation’ process therefore could be delivered at the London Resort Academy, to educate the employee on the alternative application of their skills.



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## Appendix 5.0: Retention Plan

### INTRODUCTION

- 2.132 One of the key overarching aims of the London Resort ESS is to provide career paths, not just jobs. To this end, the London Resort requires a clear Retention Plan that will seek to minimise staff turnover and enhance career benefits for employees. The Retention Plan will also be vital to addressing the risks of widening skills gaps (Appendix 3.0). Finally, high turnover could damage the customer experience at the London Resort and could negatively affect business performance, so must be minimised wherever possible to retain the vitality and longevity of the London Resort.
- 2.133 The impact of an effective Retention Plan can be seen at Disneyland Paris,<sup>26</sup> where 13% of the employees have been with the company since it opened, average seniority rises each year and is nine years, and 80% of managers and senior managers come from internal promotions. Of all employees, 85% are on permanent contracts and the budget for employee training and education is three times the legal minimum.
- 2.134 This appendix outlines the key themes for the London Resort Retention Plan: effective recruitment; providing ongoing education and training; ensuring worker wellbeing; and monitoring and management. Notably, the Retention Plan is not a static piece of work; it will change as the characteristics and needs of the workforce change. The Retention Plan is intended to be flexible in order to best suit the needs of a dynamic workforce. The London Resort commits to producing a Retention Plan that will be fully tailored to its workforce.

### EFFECTIVE RECRUITMENT

- 2.135 High retention begins with effective recruitment. It is vital that the entering workforce are correctly informed and properly motivated to succeed in their career at the London Resort.

#### Enhancing perceptions and attractiveness of industry

- 2.136 The first element to effective recruitment is to ensure that any indirect experience that a potential future worker has with the London Resort, or with the tourism industry in general, is a positive one. Prospective entrants need to be inspired by the idea of the London Resort and convinced that this inspiration will be a reality for them. These early experiences will influence a person's perception of the industry and can be the difference between a properly motivated applicant and an applicant who is less motivated.

<sup>26</sup> Disneyland Paris, 2017. 25 years of Economic and Social Contribution

2.137 The London Resort is committed to enhancing perceptions and attractiveness of the industry by working with industry bodies (such as the Institute of Hospitality) and education partners to deliver careers fairs and other positive introductions to hospitality. An important element of this work is to demonstrate to people the clear progression opportunities available to them. Prospective entrants need to see their career path and the ways in which the London Resort will support them throughout their journey in order to be motivated to apply for a job. This work is also inherent to the work required to combat skills gaps in the area (Appendix 3.0).

#### **Clarity of roles being applied for**

2.138 Applicants need to have sufficient foresight of what their job will be like day-to-day in terms of responsibilities, team structure, and organisational culture.

2.139 Efforts to provide clarity over roles links well with the Schools Engagement Plan; the London Resort can use its employee encounters and workplace experiences to educate school children on what it is like to work in certain roles at the London Resort. Furthermore, the London Resort work experience placements will provide valuable insight into the details of multiple roles within the resort.

#### **An employment offer which meets applicant needs**

2.140 It is also important to ensure that people are applying at a time that is right for them. If a person does join the London Resort workforce, it should be in a way which suits them best – whether it be work experience, traineeships, apprenticeships etc. Depending upon the stages in their life, a worker’s employment needs may vary. If the London Resort can ensure that applicants are applying for the correct roles, then recruitment will be more effective.

2.141 This work will be naturally facilitated by working closely with schools, HE partners, charities and other local organisations. These partners will know potential applicants on a more granular level than the London Resort and will be well educated on the wealth of opportunities at the London Resort. They can guide and support an applicant through the employment pathway most appropriate to them.

### **PROVIDING ONGOING EDUCATION AND TRAINING**

2.142 The London Resort is committed to upskilling their workforce and furthering each employee’s careers at the resort.

2.143 As explained above, the clear communication of career paths will be important for incentivising entry to the industry. The career progression itself needs to be delivered through ongoing education, training, and upskilling.

2.144 Furthermore, as seen in Appendix 3.0, the delivery of skills training will be vital to addressing skills gaps. The London Resort is committed to delivering specific skills programmes that directly address the skills shortages found throughout the London

Resort and its supply chain in order to ensure a suitably trained labour pipeline. This is relevant not just for certain technical disciplines (such as chefs) but also for leadership/management skills which have found to be lacking in both hospitality and creative industries.

- 2.145 The London Resort Academy will work collaboratively with existing providers to ensure a cohesive approach to the delivery of training (Appendix 4.0 contains more detail on the remit of the London Resort Academy).

## ENSURING WORKER WELLBEING

- 2.146 The personal experience of an employee at the workplace can in some ways be more important to their retention than any career incentives. A worker needs to feel a sense of worth, belonging and wellbeing if long-term retention is to be achieved. Workers who do not feel a high quality of life during their employment are not likely to stay in their role or, indeed, in the company.
- 2.147 This section provides an overview of the general worker wellbeing approaches that would be effective at the London Resort. This section is closely related to the Diversity and Inclusion Programme (Appendix 7.0) which explains a more refined approach for employees with protected characteristics.
- 2.148 Firstly, all employees should experience good wellbeing throughout their experience with the London Resort, from pre-recruitment, to the point at which they join the company, through to the end of their career.
- 2.149 Employees should be treated with respect and should treat their colleagues with equal respect. This will be highlighted when a worker joins the London Resort, but will also be enforced throughout a worker's career through ongoing awareness training.
- 2.150 It is crucial that an employee feels engaged with both their role and the company. The effective recruitment and career progression elements of this Retention Plan are important for this. But there also needs to be an ongoing wellbeing element to this. To feel engaged, an employee needs to feel that they are heard and that their ideas are valued. They need to feel that they are contributing in a positive way to the company. This elicits a sense of pride in the success of the London Resort and an employee's own personal role in making that success happen.
- 2.151 Given the large size of the London Resort workforce, it could be easy for people to get lost in the mix or feel like they are unimportant. Smaller teams will be vital in providing an employee with a more manageable worker community which they feel they belong to. The teams need to have good cohesion and healthy working relationships. This will make new starters feel immediately welcome and will ensure the longevity of all team members' wellbeing. The team may have a number of different levels of seniority, but all levels should play a role in ensuring and enhancing wellbeing:

- Supervisors will play an important role in leading team cohesion and ensuring that all team members are heard and valued. A good employee-supervisor relationship is critical to the wellbeing of both workers.
- Mentors will provide an immediate support system to new starters. It is comforting to have a mentor that is relatable and that a worker feels they can share problems or issues with. In some cases, even once the new starter has been in their role for a long time, they may still want to meet with their mentor for a casual catch up rather than any job-specific related concerns.
- There should be an overarching element of pastoral care which all employees benefit from. Workers should be aware of the pastoral care options available to them, and at least some of these options should be located outside their own team to provide the worker with the confidence to discuss any concerns.

2.152 Worker wellbeing can also be influenced by employee benefits, such as flexible work solutions or health incentives such as cycle to work.

2.153 Specifically considering apprentices, consultation with TrAC informed that their completion rates on apprenticeship standards are at c. 85% compared to the national average of c. 45%. TrAC informed that their pastoral care element (including relatable mentors) was a strong driver in their high completion rates, compared to a traditional apprenticeship. If apprenticeships were facilitated through a shared apprenticeship scheme (SAS) such as this, then that pastoral care element would be accounted for. If, on the other hand, an apprentice is conducting their entire qualification at the London Resort, there is no third party provider to provide this pastoral care element. The London Resort recognise the importance of it in enhancing completion rates and will ensure that the Retention Plan specifies pastoral care elements for apprentices.

## MONITORING AND MANAGEMENT

2.154 The workforce will be measured on a number of different metrics to give the London Resort visibility over the effectiveness of the Retention Plan and its mechanisms.

2.155 Employees will report on job satisfaction and general wellbeing. Employees will also regularly be given the opportunity to make suggestions on how to improve wellbeing and retention across the workforce. When an employee leaves a role or the business, a thorough exit interview will be conducted to discover any areas for improvement and inform future iterations of the Retention Plan. From this engagement with employees, the London Resort can respond to any areas which naturally need to be adapted to suit the needs of the dynamic workforce or can learn from any areas for improvement from the point of view of the workers. This makes the Retention Plan fully informed by the workers for which it serves.

2.156 The ESS contains a target to internally recruit for 25% of its more senior roles by 2038 and a target to reduce staff turnover to below a threshold 75%. Here, turnover is defined as an employee leaving the business. There are a number of reasons why an employee may

leave a role, but this does not necessarily translate to leaving a business. Therefore, each will have a different impact upon ‘turnover’ and so will be treated differently in terms of measuring the KPIs. The approach to conducting exit interviews is also outlined below.

**Table 7: Reasons for leaving a role and exit interview approach**

Reason for leaving role	Contribution to KPIs	Exit interview approach
The employee is a seasonal worker that is leaving their role because peak season is over	If the employee declares their intention to return the following year and does so, this will not contribute to turnover.	N/A
	<p>If the employee does not declare their intention to leave the business at the time they do their last shift, but not return the following year, this will be counted as turnover.</p> <p>The point of ‘leaving’ will be counted as the point at which they do not return to the London Resort, rather than the date at which they did their final shift. This presents an unavoidable limitation in data collection in that some staff turnover will lag that of others.</p>	Since the London Resort cannot know that these workers will not return the following year, an exit interview cannot be conducted
	If the employee declares their intention not to return the following year at the time they do their last shift, this will be counted as turnover.	A thorough exit interview will be conducted that will enable the London Resort to understand the reasons for the move, which can be positive (such as successful completion of a management course which has led to internal promotion) or negative. These will be inputted to the iterative approach to the Retention Plan.
The employee is moving to a different role at the London Resort that is the same level of seniority to their current job	Not counted as turnover nor internal recruitment for more senior role	
The employee is moving to a different role at the London Resort that is a promotion	Not counted as turnover; counted towards internal recruitment of more senior role	
The employee is leaving the London Resort altogether	Counted as turnover	

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## Appendix 6.0: Diversity and Inclusion – Supporting Analysis

### INTRODUCTION

2.157 This appendix outlines relevant equality policy and presents the London Resort’s preliminary analysis for the location of vulnerable groups. A review of best practice programmes (both enhancing access and internal employee programmes) is then summarised. This is the supporting analysis for the Diversity and Inclusion Programme (Appendix 7.0).

### POLICY

#### Regional and sub-regional

2.158 In Kent, one primary area of focus is to increase participation in the labour market and employment to target support to vulnerable young people.<sup>27</sup> Objective 6 of the Thames Gateway and Kent Partnership (TGKP) Plan for Growth 2014-2020 focusses on improving the skills of North Kent’s workforce and tackling unemployment.<sup>28</sup>

2.159 As cited in the London Plan: good growth is inclusive growth.<sup>29</sup> London was built upon openness, diversity, and equality, and the London plan states that to help deliver strong and inclusive communities, those involved in planning and new development must do the following (related to employment and skills):<sup>30</sup>

- Seek to ensure that London continues to generate a wide range of economic and other opportunities, and that everyone is able to benefit from these to ensure that London is a fairer, more inclusive and more equal city
- Support and promote the creation of a London where all Londoners, including children and young people, older people, disabled people, and people with young children, as well as people with other protected characteristics, can move around with ease and enjoy the opportunities the city provides, creating a welcoming environment that everyone can use confidently, independently, and with choice and dignity, avoiding separation or segregation
- Support and promote the creation of an inclusive London where all Londoners, regardless of their age, disability, gender, gender identity, marital status, religion, race,

<sup>27</sup> Kent County Council, 2017. KCC Refresh of the 14-24 learning, employment and skills strategy 2017-2020

<sup>28</sup> Thames Gateway and Kent Partnership, 2014. TGKP Plan for Growth 2014-2020

<sup>29</sup> GLA, 2021. The London Plan 2021

<sup>30</sup> GLA, 2021. The London Plan 2021



sexual orientation, social class, or whether they are pregnant or have children, can share in its prosperity, culture and community, minimising the barriers, challenges and inequalities they face.

## Borough

2.160 At a more local level, diversity and inclusion is a key priority within the CSA. The following is a summary of relevant policy at the borough level:

- *Dartford - Health Inequalities Plan Objective 3: Create fair employment and good work for all – 3.1.3 Improve promotion of free and affordable childcare provision to support parents back into work*<sup>31</sup>
- *Thurrock - Equality Framework Objective 2: Thurrock council have established ‘the need to increase the skills base in Thurrock to tackle inequality using economic prosperity as a means to end poverty. We recognise employment is the main route out of poverty and the need for parents to receive a living wage, and support for skills development, to break the cycle of in work poverty’*<sup>32</sup>
- *Thurrock - Equality & Diversity Scheme for Community Led Local Development in Tilbury and Tilbury Local Action Group: There are longstanding barriers and complex issues that can hinder progress. These include fewer opportunities for people with low skills, a skills mismatch, deprivation, discrimination, low individual expectations, lack of life chances. Tilbury Local Action Group aims to address these issues by supporting national agendas and working with our partners. Our staff and our services aim to address the following:*
  - Tackle barriers to employment;
  - Improve the skills of the workforce;
  - Address the barriers that affect various disadvantaged groups; and
  - Address discrimination and promote diversity in the workplace<sup>33</sup>
- *Gravesham – Gravesham Local Plan Strategic Objective 17: ...improved ... provision of local jobs and services*<sup>34</sup>
- *Gravesham – Workforce Development Plan: Looks at tackling economic inequality through the promotion of economic development throughout the borough, addressing vulnerable groups.*<sup>35</sup>

<sup>31</sup> Dartford Borough Council, 2016. Dartford Borough Health Inequalities Plan 2016/18

<sup>32</sup> Thurrock Council, 2018. A Single Equality Scheme and Corporate Equality Framework for Thurrock Council

<sup>33</sup> Thurrock Council, no date. Equality & Diversity Scheme for Community Led Local Development in Tilbury and Tilbury Local Action Group

<sup>34</sup> Gravesham Council, 2014. Gravesham Local Plan Core Strategy

<sup>35</sup> Gravesham Borough Council, 2011. Workforce Development Plan 2011-15

## PRELIMINARY IDENTIFICATION OF LOCATION OF VULNERABLE GROUPS

- 2.161 It is important to consider the geographical location of the vulnerable groups to identify where employment and skills initiatives would be most efficient. Targeted initiatives better support these vulnerable groups into employment and bring them closer to the labour force.
- 2.162 This analysis identifies locations where groups are disproportionately represented in the CSA. Disproportionality has been defined as any wards within the CSA where the proportion of the population from the vulnerable group is at least one standard deviation larger than the national comparator. For example, any wards containing more than 51.56% women are said to contain a disproportionate population of women.
- 2.163 The disproportionality analysis is supplemented with qualitative and quantitative analysis to identify where the groups are more prevalent within the CSA.
- 2.164 This preliminary analysis is to be supplemented over time by working with partners to ensure the data is up to date and the most vulnerable groups are being located.

### Women

- 2.165 Women are one group under-represented in the labour market. Higher proportions of women say that they are currently not employed (20% compared to 8% of men), and 71% of Londoners aged 16 and over that are not employed are women.<sup>36</sup>
- 2.166 There are disproportionate numbers of women in wards across the CSA, but female unemployment is more of a concern in Thurrock than it is in Dartford & Gravesham, as the female unemployment rate in (5.6%) in 2020 exceeded that of the whole borough (4.7%).<sup>37</sup> In particular, there are three wards within Thurrock where women's circumstances differ the greatest from men: Aveley and Uplands (Figure reference 1), Grays Riverside (2), and West Thurrock and South Stifford (3).<sup>38</sup> However, none of these three wards contain disproportionate numbers of women.
- 2.167 In Gravesham and Dartford boroughs, there were lower proportions of women on the Claimant Count relative to that generally of the borough in March 2021.<sup>39</sup> No wards in Dartford have a higher proportion of women on the Claimant Count relative to the general level, but the highest proportion of women on the Claimant Count is found in Swanscombe (8.1%). In Gravesham, there is one ward where the proportion of women on the Claimant Count is greater than the general level (3.6% vs 3.5%): Meopham North. The largest proportion of women on the Claimant Count is found in Riverside (9.1%).
- 2.168 Looking at the CSA, disproportionate numbers of women (per ward) are found towards the east. The wards containing the highest numbers of women (absolute) are Meopham

<sup>36</sup> TfL, 2019. 'Travel in London: understanding our diverse communities 2019'

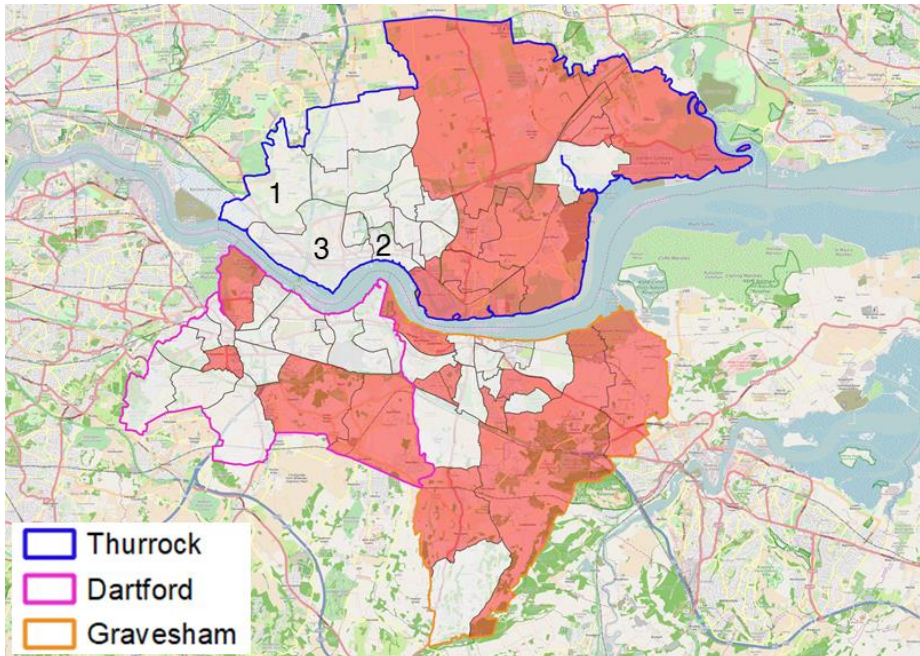
<sup>37</sup> ONS, 2021. Annual Population Survey

<sup>38</sup> Thurrock Council, 2018. Connecting Women With the Labour Market in Thurrock

<sup>39</sup> ONS, 2021. Claimant Count by sex and age

North & Shorne, Cobham, and Luddesdown, both in Gravesham. A higher proportion of the wards making up Gravesham contain disproportionate numbers of women.

**Figure 11: Wards with disproportionate numbers of women**



Source: ONS, 2020. Mid-year population estimates 2019.

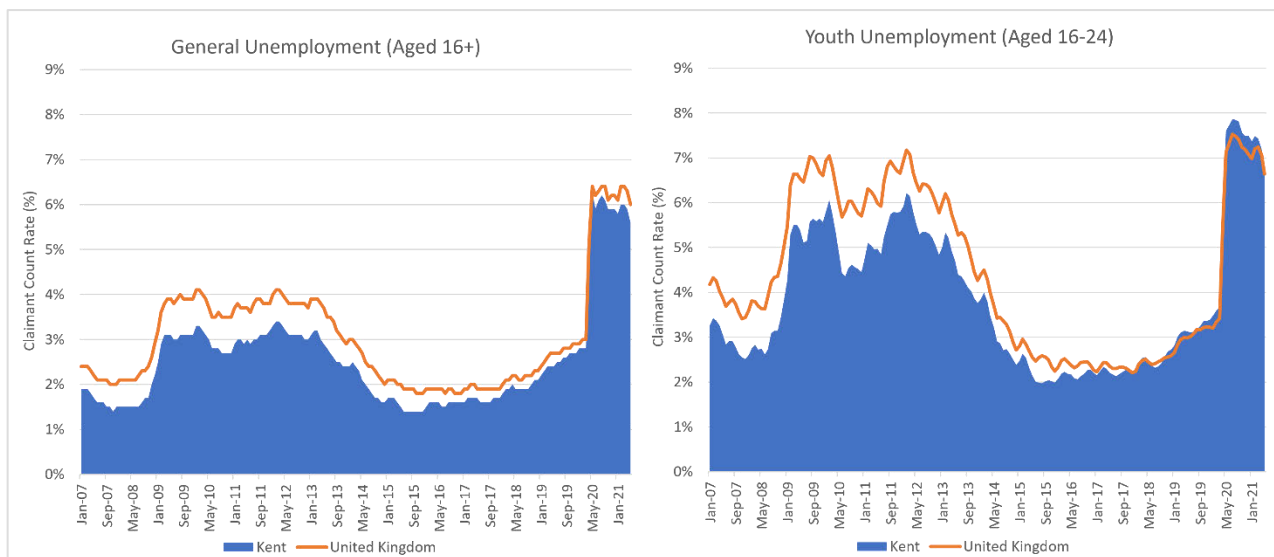
Note: numerical labels indicate wards in which women's employment circumstances differ greatly from men

## Young people

2.169 Young people (16-24) are another group furthest from the labour force. Unemployment amongst the youth population has been nationally recognised as a concerning issue that affects many young individuals who find it difficult to enter the labour market.

2.170 As shown in Figure 12, youth unemployment tends to exceed general unemployment in the long term, particularly during recessionary periods that are the result of economic crises. Recent periods show that the general unemployment rate in the UK peaked at 6.4% at multiple points between May 2020 and May 2021 due to the economic impact of COVID-19 restrictions. In contrast, youth unemployment in the UK peaked at 7.5% (July 2020). The extent of youth unemployment at the sub-regional level is evidently worse than the national average, with Kent reporting a peak rate of 7.9% in July 2020.

Figure 12: General Unemployment vs Youth Unemployment – Kent



Source: ONS, 2021, Claimant count by sex and age

Table 8: General Unemployment vs Youth Unemployment – Dartford, Gravesham, Thurrock, Kent, Essex, UK

	May-20				May-21			
	16 – 24		16-64		16 – 24		16-64	
Dartford	730	9.6%	4,200	5.8%	660	8.7%	3,700	5.2%
Gravesham	890	11.6%	4,900	7.5%	950	12.4%	4,600	7.1%
Thurrock	1,400	11.0%	8,000	7.3%	1,400	10.9%	7,400	6.8%
Kent	11,800	9.7%	60,000	6.3%	10,600	8.7%	53,000	5.6%
Essex	10,000	9.2%	54,200	6.0%	8,900	8.1%	46,800	5.2%
United Kingdom	496,000	8.8%	2,661,000	6.4%	465,000	8.2%	2,503,000	6.0%

Source: ONS, 2021, Claimant count by sex and age. Note: figures in red are above the average national unemployment rate

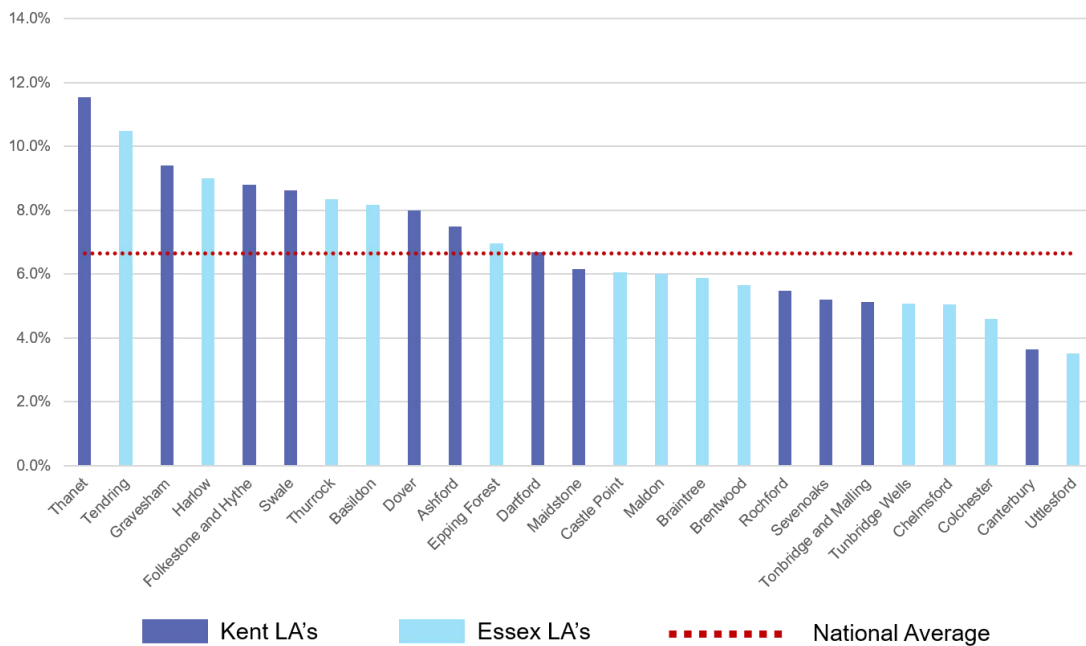
2.171 Youth unemployment in Kent and Essex can be further broken down with specific focus on the relevant CSA local authorities, as outlined in Table 8 and Figure 13. In the last few years, the unemployment rate for those aged 16-24 in Dartford, Gravesham and Thurrock has consistently been above the general unemployment rate.<sup>40</sup> More recently, the youth unemployment rate across the CSA has performed worse when compared with the national average for this age group. In fact, for all three CSA local authorities, youth unemployment has been above the national average since May 2020, including the latest period (May 2021) as shown in Figure 13. The long-term severity of youth unemployment

<sup>40</sup> ONS, 2021, Claimant count by sex and age.

is particularly worse for Gravesham, where the monthly unemployment rate has been higher than the national average for the last six years, with the latest estimate considerably high at 9.4%.

2.172 Research from the Work Foundation found that since the beginning of the century, changes within the labour market in and around London have further disadvantaged younger people.<sup>41</sup> Low-skilled occupations that are typically accessed by younger people (such as retail) have declined, whilst high-skilled professional jobs are increasing.

**Figure 13: Youth Unemployment (16-24) across Kent and Essex – May 2021**

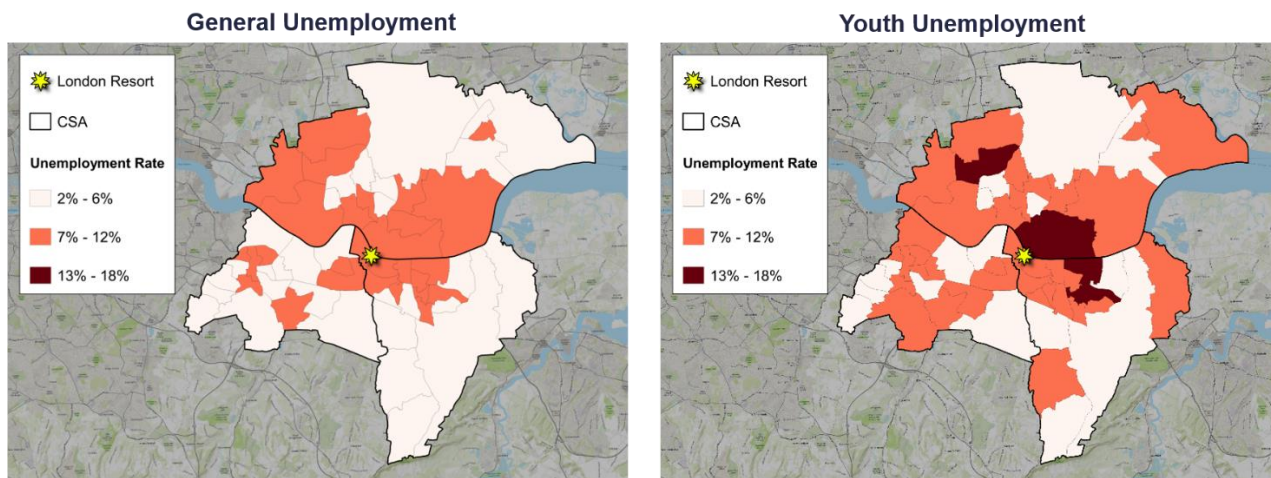


Source: ONS, 2021, Claimant count by sex and age

2.173 The figure below provides detailed spatial context on the extent of youth unemployment across the CSA. Most notably, there are clear pockets of high youth unemployment on both sides of the local authority boundary between Gravesham and Thurrock. The London Resort site is also situated in a ward that suffers from youth unemployment that is higher than the national average.

<sup>41</sup> The Work Foundation, 2015. Supporting youth employability in London

Figure 14: General vs Youth Unemployment across CSA Wards – May 2021



Source: Source: ONS, 2021, Claimant count by sex and age

2.174 In terms of the overall population, no single ward within the CSA contains disproportionate numbers of young people. Thurrock’s population is younger than the national picture; 20% of the population are aged less than 15 years compared to 17.5% nationally.<sup>42</sup> Higher numbers of younger people aged 0-19 are found towards the south of the borough, specifically in Tilbury Riverside and Thurrock Park wards. In both Gravesham and Dartford, 32% of those unemployed are aged 18-24 (compared to Kent at 31.5%).<sup>43</sup> Of all the local authorities in the south-east, Gravesham has the fifth highest 18-24 year old unemployment rate.<sup>44</sup>

### Ethnic minorities

2.175 Those from ethnic minority backgrounds suffer disproportionately when it comes to the labour market. Graduates from a black of ethnic minority background face significant employment penalties relative to white graduates, partially due to racial discrimination, making it harder for them to access employment opportunities.<sup>45</sup>

2.176 Only two wards within the CSA contain disproportionate numbers of ethnic minorities, namely South Chafford in Thurrock (Figure reference 1) and Pelham in Gravesham (2).<sup>46</sup> Thurrock has a lower proportion of ethnic minorities compared to the national average, but higher numbers are found towards the west of the borough. The highest proportion of school children from ethnic minority groups are found in Grays Riverside (54.5% of the child population), whereas the lowest proportion is found in Corringham and Fobbing (5.1%).<sup>47</sup> In the CSA, 19% of Dartford residents are ethnic minorities, 20% in Gravesham

<sup>42</sup> Thurrock Council, 2017. Joint Strategic Needs Assessment – Children and Young People

<sup>43</sup> Kent County Council, 2012. Joint Strategic Needs Assessment

<sup>44</sup> Kent County Council, 2012. Joint Strategic Needs Assessment

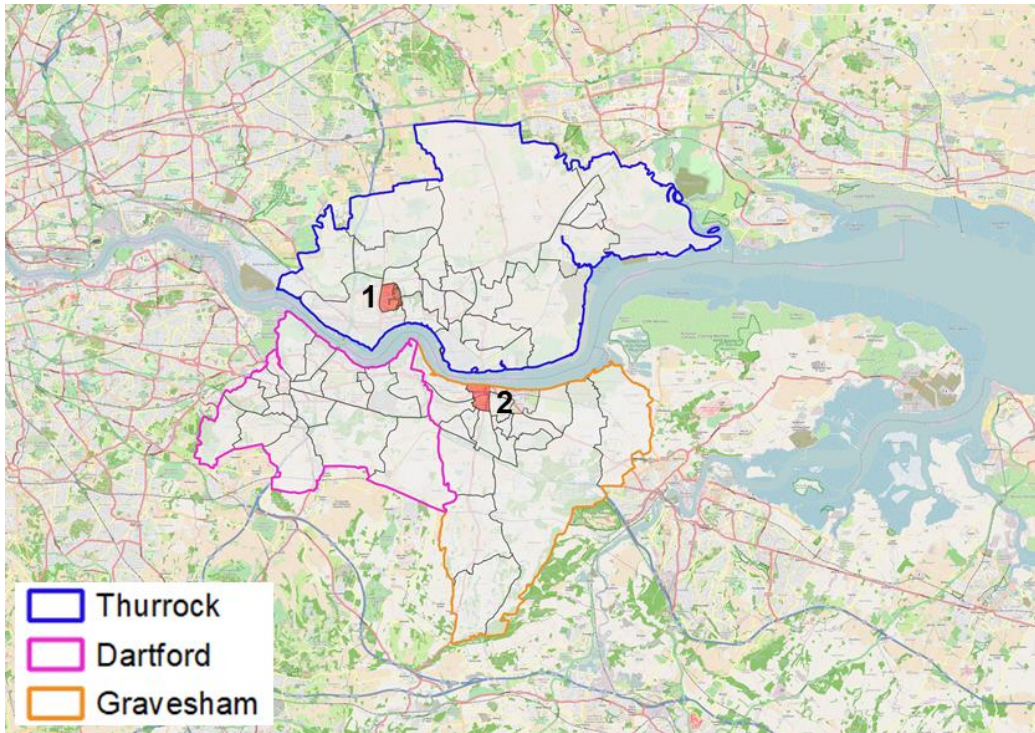
<sup>45</sup> The Resolution Foundation, 2018. Opportunities Knocked? Exploring pay penalties among the UK’s ethnic minorities

<sup>46</sup> ONS, 2011. The Census

<sup>47</sup> Thurrock Council, no date. Equality & Diversity Scheme for Community Led Local Development in Tilbury and Tilbury Local Action Group

and 25% in Thurrock, compared to Kent (8%) and UK (13%).<sup>48</sup> Higher proportions of ethnic minorities were found in the east of Dartford, and towards the west of Gravesham.<sup>49</sup>

**Figure 15: Wards with disproportionate numbers of ethnic minorities**



Source: ONS, 2011. The Census

### Those living with a disability

2.177 Data from 2018 shows that disabled people are twice as likely to be unemployed compared to non-disabled people.<sup>50</sup>

2.178 There is a lack of granular data for those living with a disability. At the borough level, Gravesham contains the highest percentage of those registering as having their day-to-day activities limited in some way.<sup>51</sup> However, none of the boroughs in the CSA have proportions above the national comparator, suggesting low prevalence. Of the 57 wards in the three boroughs, 15 have a proportion of residents with limited day-to-day activities above the national comparator. Of these 15, 33% are in Dartford, 47% are in Thurrock, and 20% are in Gravesham.<sup>52</sup> Four wards contain disproportionate numbers: Stanford East and Corringham Town (Figure reference 1) and Chadwell St Mary (2) in Thurrock, and Painters Ash (3) and Coldharbour (4) in Gravesham.

<sup>48</sup> ONS, 2021. Annual Population Survey

<sup>49</sup> Kent Public Health Observatory, 2011. Ethnicity in Kent and Medway

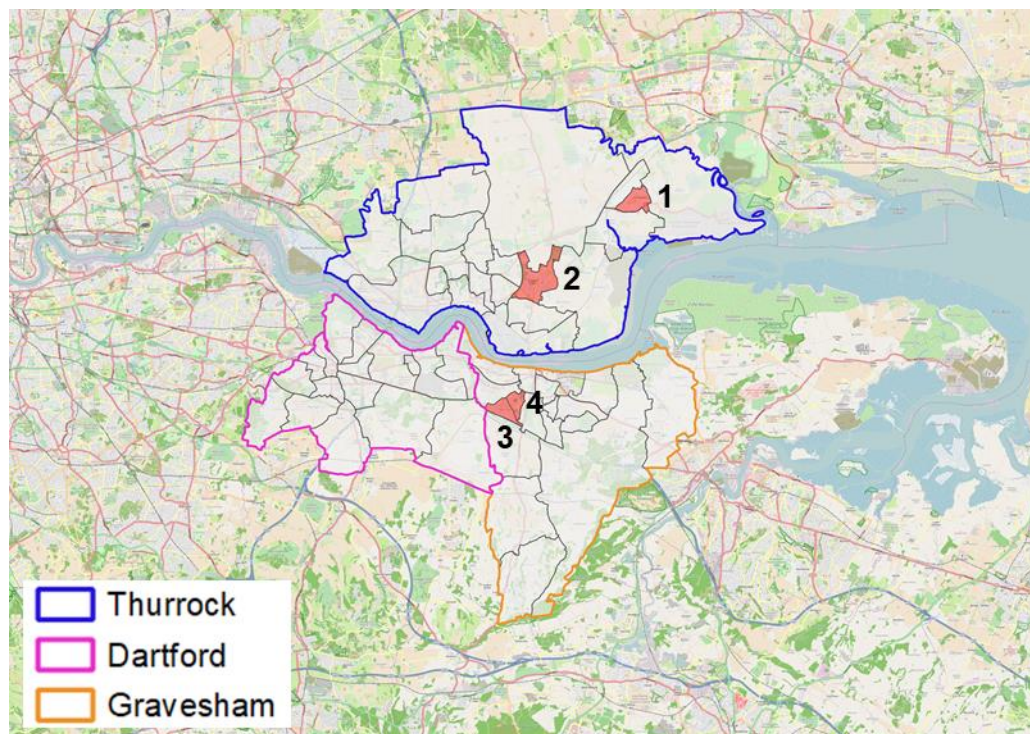
<sup>50</sup> ONS, 2018. Labour Force Survey (January to March 2018)

<sup>51</sup> ONS, 2011. The Census

<sup>52</sup> ONS, 2011. The Census

2.179 Additionally, females are more likely to be claiming a disability benefit than males. This is, however, a pattern reflected both regionally and nationally.

**Figure 16: Wards with disproportionate numbers of those living with a disability**



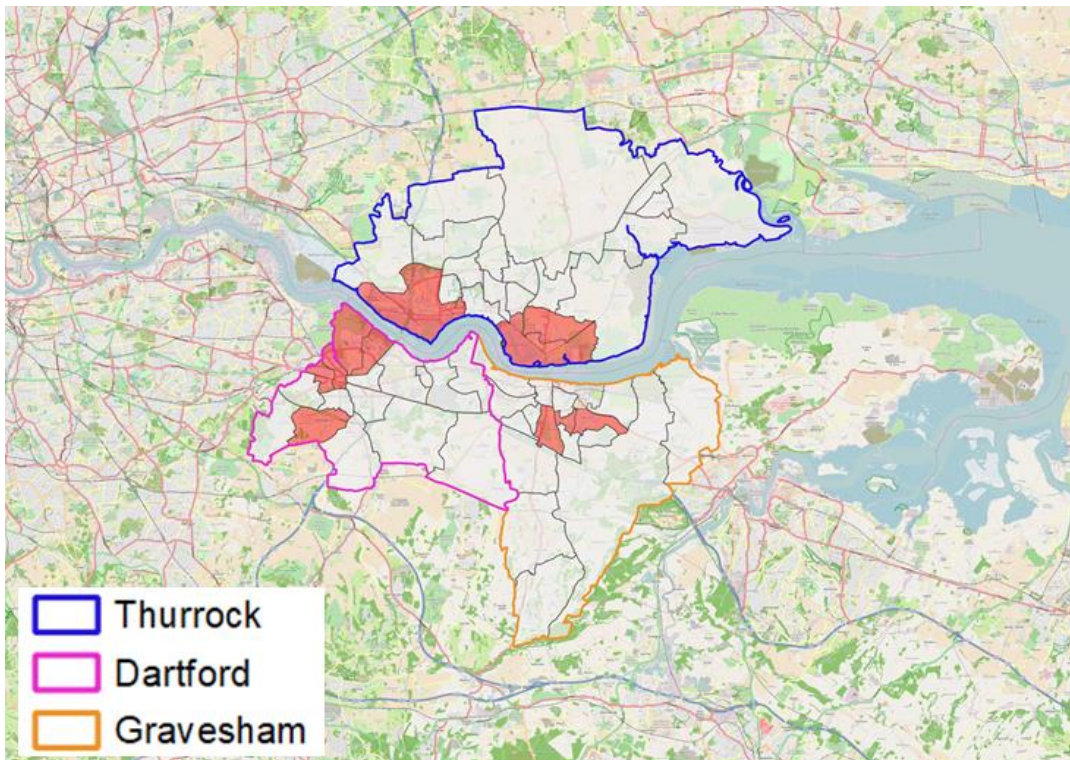
Source: ONS, 2011. The Census

### Lone parent families

2.180 Census data shows disproportionate numbers of single parent households with at least one dependent child in 11 of the 57 wards. These are split fairly equally between the three boroughs.



**Figure 17: Wards with disproportionate numbers of lone parent families (with at least one dependent child)**



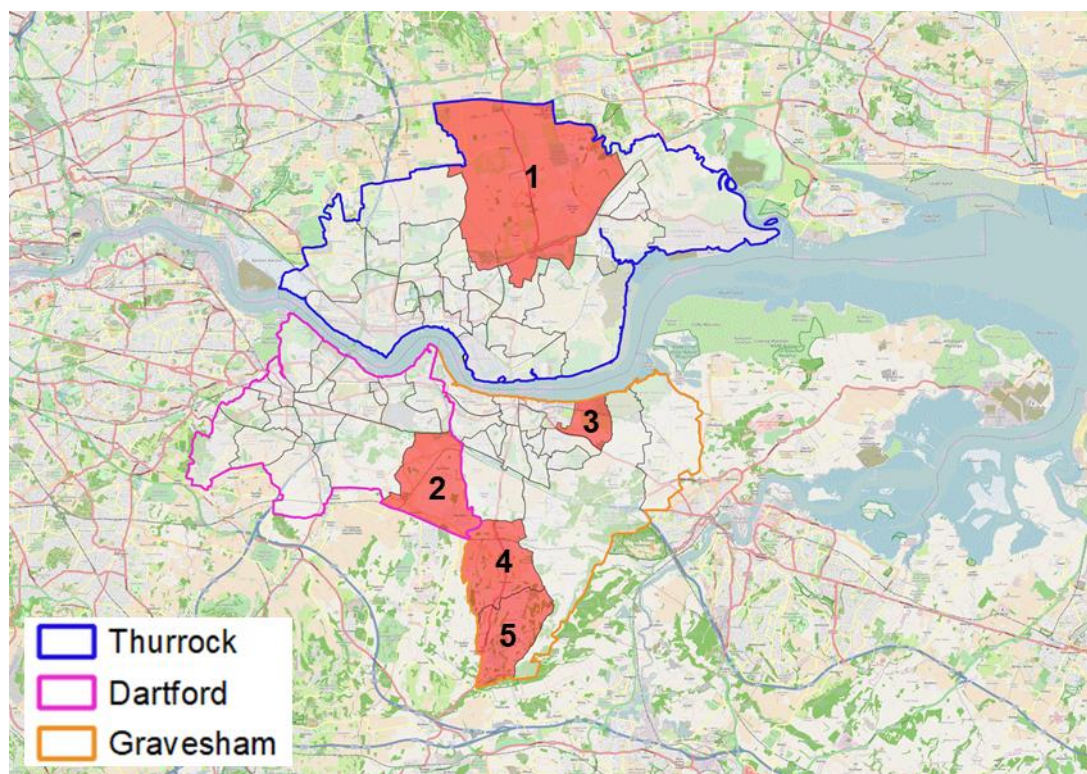
Source: ONS, 2011. *The Census*

### Older people

2.181 Research has shown that for those aged above 50, unemployment is associated with greater difficulties in gaining re-employment.<sup>53</sup> In the CSA, there are disproportionate numbers of people aged 50-64 in five wards. One ward is in Thurrock (Orsett - Figure reference 1), one is in Dartford (Longfield, New Barn and Southfleet – 2), and three are in Gravesham (Chalk (3), Meopham North (4), and Meopham South and Vigo (5)).

<sup>53</sup> Wanberg et al., 2016. 'Age and reemployment success after job loss: An integrative model and meta-analysis'

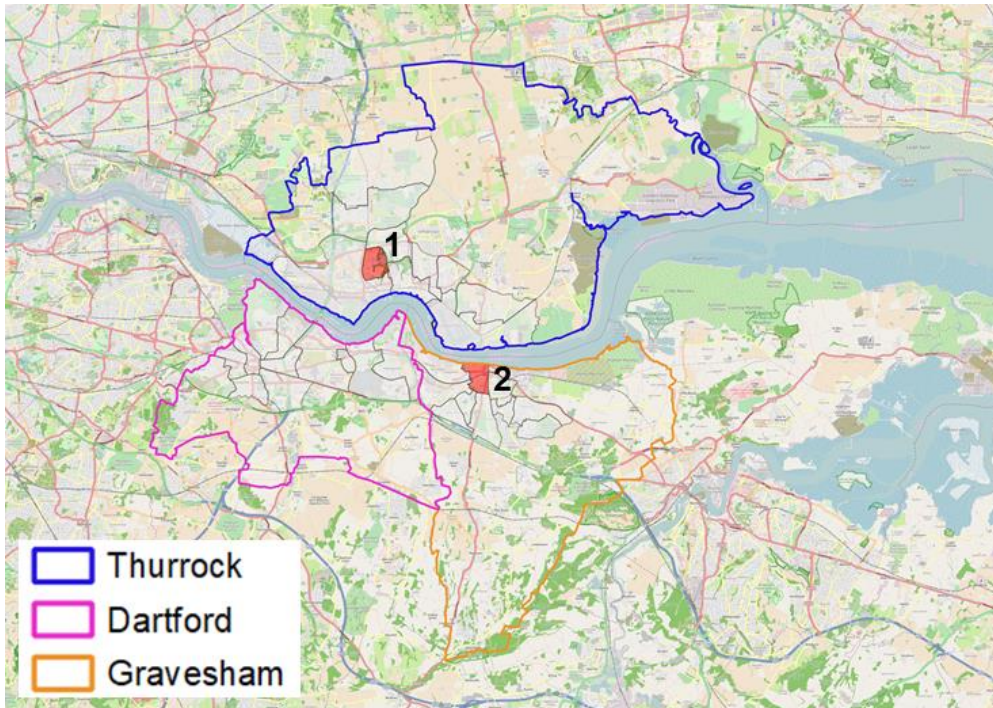
**Figure 18: Wards with disproportionate numbers of older people (50-64)**



Source: ONS, 2020. Mid-year population estimates 2019

### Female ethnic minorities

2.182 Combining two hard to reach groups, female ethnic minorities are another key group of concern. Two wards of the CSA contained disproportionate numbers of those both female and of an ethnic minority background: South Chafford (Figure reference 1) in Thurrock and Pelham (2) in Gravesham. These wards are the same as those identified as having disproportionate numbers of ethnic minorities.

**Figure 19: Wards with disproportionate numbers of female ethnic minorities**

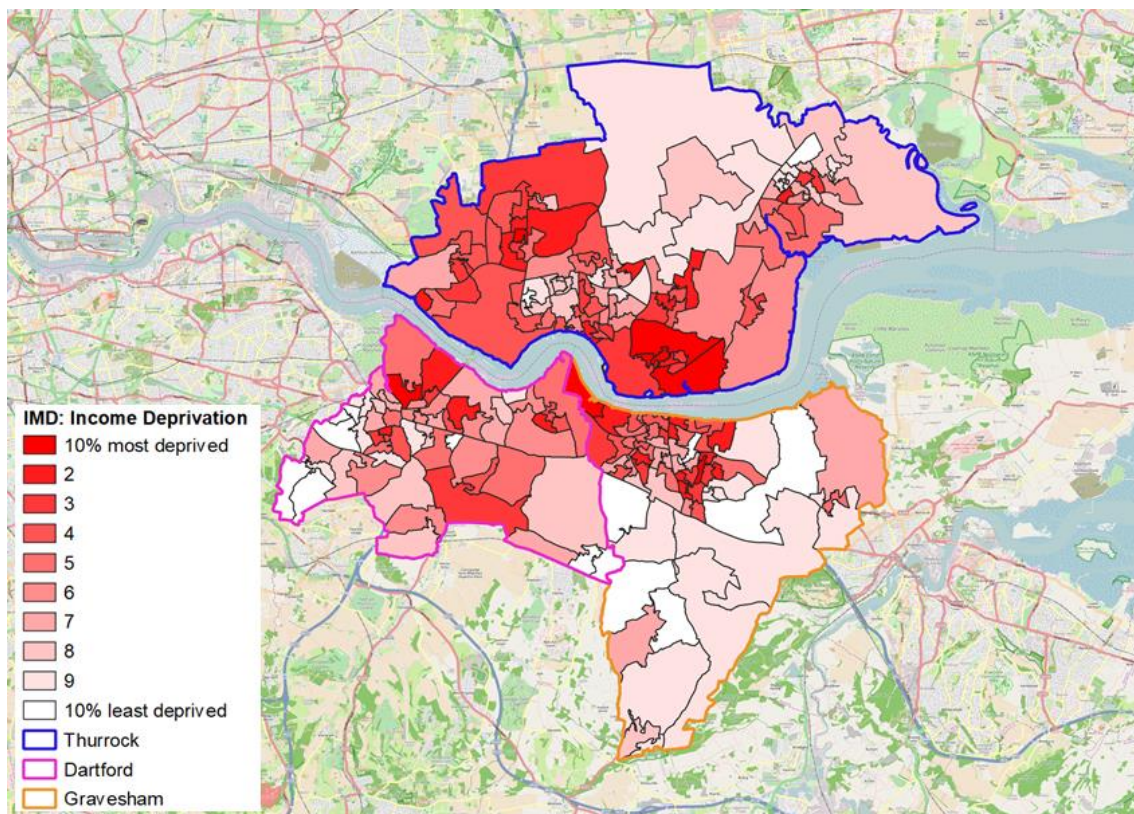
Source: ONS, 2011. *The Census*

### Low-income groups

2.183 Those on low incomes constitute a further group that would disproportionately benefit from employment and skills initiatives. Figure presents income deprivation throughout the CSA. Small areas (called Lower Super Output Areas – LSOAs) are ranked on a national scale to determine which fall into a decile between one and 10 – one represents the 10% most deprived LSOAs nationally, and 10 represents the least deprived 10% nationally. One domain in which LSOAs are ranked is income deprivation, measuring the proportion of the population experiencing deprivation relating to low income (including both those out of work and those in work but with low earnings).

2.184 As illustrated, there are higher proportions of residents considered to be deprived with respect to income towards the centre of the CSA. The worst affected areas are around the south and west of Thurrock, in addition to the north-west of Gravesham.

Figure 20: Income deprivation in the CSA



Source: MHCLG, 2019. Index of Multiple Deprivation

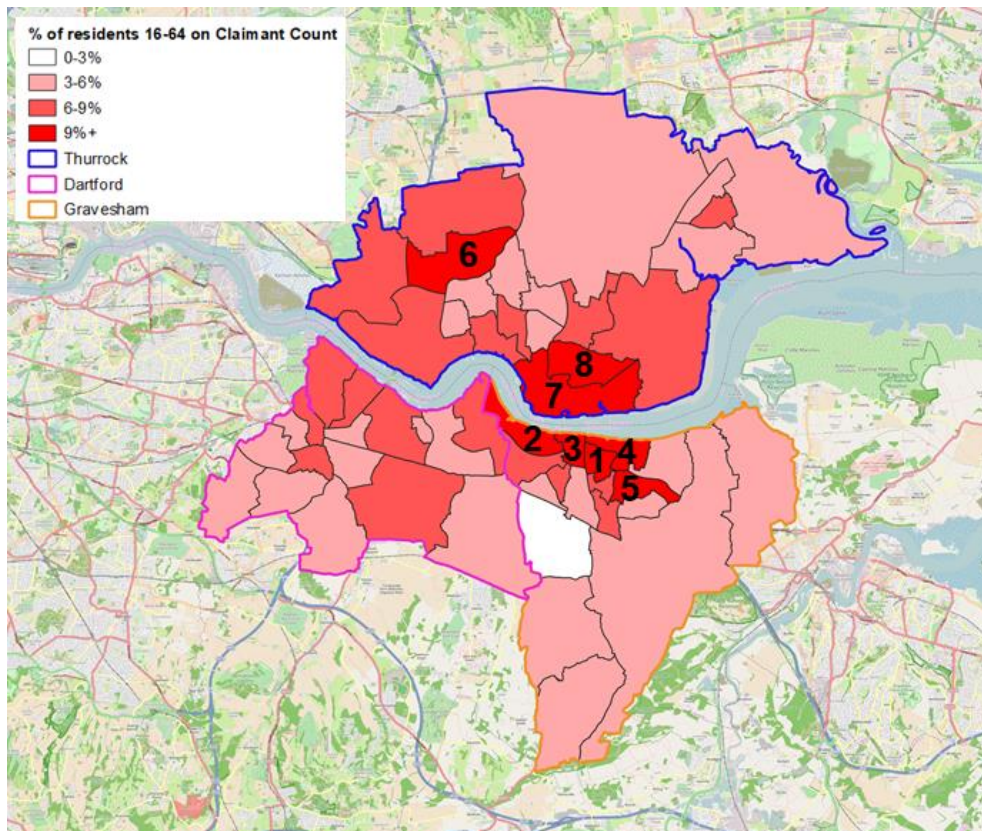
### The unemployed

2.185 More generally, it is useful understanding which areas in the CSA contain higher proportions of unemployed people. Unemployment rate data is not available at a more granular level than the borough, and so the proportion of residents aged 16-64 on the Claimant Count has been used as a reasonable proxy.

2.186 As shown in Figure , there are higher proportions of residents on the Claimant Count towards the centre of the CSA. Nine percent or more of the residential population are on the Claimant Count in eight wards: five in Gravesham – Central (Figure reference 1), Northfleet North (2), Pelham (3), Riverside (4), Westcourt (5) – and three in Thurrock – Belhus (6), Tilbury Riverside and Thurrock Park (7), and Tilbury St Chads (8).<sup>54</sup> The highest is 12.1%, found in Tilbury St Chads. Dartford contains no wards with the proportion of residents on the Claimant Count exceeding 9%. For comparison, the proportions of residents aged 16-64 on the Claimant Count at the borough levels are: 7.1% in Thurrock, 5.6% in Dartford, and 7.5% in Gravesham.

<sup>54</sup> ONS, 2021. Claimant count by sex and age – April 2021

Figure 21: Proportion of residents aged 16-64 on Claimant Count



Source: ONS, 2021. Claimant count by sex and age

## LGBTQ+

2.187 The health chapter identifies LGBTQ+ as a vulnerable group with regards to labour market participation and access, however, no geographical data exists and so none is presented here.

## BEST PRACTICE PROGRAMMES

2.188 There are two key strands to best practice Diversity and Inclusion approaches. The first is from a recruitment perspective – employers should identify where vulnerable groups are located and ensure that they are provided with equal access to opportunities. The second element regards internal programmes for people once they are employed in the business.

## Ensuring equal access to opportunities

### ***Crossrail Ltd***

2.189 Crossrail Ltd (the registered company behind the construction of Crossrail) believe that new ideas, ground-breaking technology and innovations happen when you have a diverse team of people who each contribute new and different ways of thinking.<sup>55</sup>

*“We know that diversity of our people at Crossrail is one of our greatest strengths. To achieve our goal we employ unique and talented people from a range of different backgrounds [...] We pride ourselves on providing employment for disabled employees where we can.”*

2.190 The Crossrail Team promotes equality by:<sup>56</sup>

- Recruiting, retaining and developing our people solely on their abilities. Employment conditions and requirements reflect our commitment to equality; and
- Communicating the policy to all job applicants, employees, agency and temporary workers and consultants.

2.191 Crossrail Ltd state that their approach is not to define people by their social characteristics (e.g. gender or race), but instead recognise people for who they are and what they achieve.<sup>57</sup>

### ***Merlin Entertainments***

2.192 Merlin Entertainments (‘Merlin’) is a large British-based entertainment company who manage and run various resort theme parks around the country. These include Alton Towers, Legoland, Chessington World of Adventures, and Thorpe Park. It is Merlin’s aim to find ways to say yes to flexible work arrangements for all employees:<sup>58</sup>

*“We create a nurturing culture, where everyone can be their truest self. [...] We also encourage the hiring of older workers and women returners, as they bring valuable skills and help us better represent our customer base.”*

2.193 Additionally, to encourage applications from people with disabilities, Merlin identify and actively promote a range of accessible roles across the estate. Merlin strive to keep on improving accessibility and maximise the potential of all employees. Merlin also aim to have gender balance in all work teams.

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<sup>55</sup> Crossrail Ltd, (no date). Working for Crossrail Ltd

<sup>56</sup> Crossrail Ltd, 2016. Equality and dignity policy

<sup>57</sup> Crossrail Ltd, 2016. Equality Strategy

<sup>58</sup> Merlin Entertainments, (no date). Diversity and inclusion

**MGM Resorts**

2.194 MGM Resorts ('MGM') are a world-leading entertainment and hospitality company based in the USA. They operate destination resorts in Las Vegas, Massachusetts, Detroit, Mississippi and Maryland:

*"MGM Resorts actively recruits, develops, engages and retains a diverse workforce. From our non-discriminatory hiring, promotion and performance management practices to our leadership development initiatives, we seek to promote opportunity for our employees and ensure that everyone feels safe and valued for being their authentic self."<sup>59</sup>*

2.195 MGM aim to develop and enhance transparent talent systems that ensure equal access to employment and career growth opportunities for all. They promote diverse representation in the Board of Directors and throughout all management levels, including middle and senior leadership.

2.196 MGM also have goals to aim for by 2025:

- Ensure that all employees—including women, the LGBTQ+ community, people of colour and people with disabilities—have equal access to leadership opportunities throughout MGM Resorts and that our policies of inclusion are embedded into our culture;
- Spend at least 10% of our domestic biddable procurement with diverse suppliers;
- Expand our Supplier Diversity Mentorship Program to achieve 50 graduates; and
- Train 100% of management employees on social impact policies and goals.

**Diversity and inclusion programmes for employees****Crossrail Ltd**

2.197 Crossrail Ltd state on their website that they are 'more than willing to provide adjustments to a place of work where needed for disabled employees, and within the recruitment assessment process.'<sup>60</sup> The Crossrail Team promotes equality by:<sup>61</sup>

- Dealing promptly with complaints and grievances;
- Taking a flexible approach where possible to ensure employees are accommodated with working arrangements, which are suited to them and the organisation and in accordance with statutory rights;
- Providing equality-related training & development;

<sup>59</sup> MGM Resorts, (no date). Fostering diversity and inclusion at MGM Resorts

<sup>60</sup> Crossrail Ltd, (no date). Working for Crossrail Ltd

<sup>61</sup> Crossrail Ltd, 2016. Equality and dignity policy

- Reviewing the impact on equality of all other Employment policies within best practice guidelines;
- Reviewing policies and procedures to ensure they comply with this statement and relevant changes in legislation; and
- Monitoring and reporting on the workforce composition on a periodic and annual basis, acting upon findings and implementing changes to policies and practices, as necessary.

2.198 In 2013, Crossrail Ltd reviewed its maternity policy and significantly improved the support for women going on maternity leave, and new fathers are entitled to two weeks paid paternity leave.<sup>62</sup> Similarly, since 2010, Crossrail Ltd have provided online equality and diversity awareness training to staff and have made this a requirement for all new staff to undertaken within their first six months on the project.

2.199 Crossrail Ltd have four main actions in ‘creating opportunities for all’:<sup>63</sup>

- *Action 1:* Review attraction, recruitment and promotion to see whether there are any barriers to greater equality and diversity
- *Action 2:* Monitor performance management outcomes to guard against bias or unintended discrimination
- *Action 3:* Every two years, conduct equal pay audits across the integrated team and publish findings
- *Action 4:* Conduct exit interviews with everyone who leaves Crossrail. Capture and report any issues annually

### **Merlin Entertainments**

2.200 Merlin have a number of practices implementing their policy on diversity and inclusion. These include:<sup>64</sup>

- Providing regular training to ensure managers are open minded and aware of modern work practices;
- Seeking out talented women and supporting their career development, leading by example with visible role-models from the top of the organisation and through mentorship programmes;
- Launched a ‘women returners’ programme in relevant markets in 2019, actively encouraging women into non-traditional roles and careers within Merlin; and

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<sup>62</sup> Crossrail Ltd, 2016. Equality Strategy

<sup>63</sup> Crossrail Ltd, 2016. Equality Strategy

<sup>64</sup> Merlin Entertainments, (no date). Diversity and inclusion



- Making work adjustment to accommodate people and have good relationships with a number of relevant organisations such as the Business Disability Forum.

2.201 Merlin are also a member of the Employers Network for Equality and Inclusion (ENEI). The mission of the ENEI is to value difference in the workplace. ENEI work with businesses to drive best practice in diversity and inclusion activities, supporting this with their expertise and cutting-edge research.

### ***MGM Resorts***

2.202 MGM cultivate relationships with educational institutions, communities, professional organisations and network groups to attract diverse talent pools. MGM are dedicated to driving employment of military veterans and spouses through the Boots to Business Programme. This is available to all military veterans and spouses and involves tailored learning and development opportunities to facilitate career development through MGM Resorts University.

2.203 Some other highlights of Diversity and Inclusion from MGM include:<sup>65</sup>

- Approximately two-thirds of the company's employees are minorities. Forty-three percent of employees in management ranks are women, and minorities comprise 42% of management ranks;
- In 2015, MGM Resorts spent a total of more than \$323m in tier-1 procurement and construction spend with minority-owned, women-owned, veteran-owned and disadvantaged enterprises, as well as businesses owned by disabled and lesbian, gay, bisexual or transgender (LGBT) individuals; and
- The MGM Resorts Foundation hosted its tenth annual Women's Leadership Conference at MGM Grand Conference Centre in 2016, offering women small-group dialogue and networking opportunities

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<sup>65</sup> Newsroom, 2016. 'MGM Resorts International named among nation's top companies for diversity by diversityinc'

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## Appendix 7.0: Diversity and Inclusion Programme

### INTRODUCTION

2.204 Diversity and Inclusion (D&I) is one of the four overarching aims of the OESS. It is absolutely central to all the London Resort's employment and skills efforts.

2.205 In both the construction and operational phase, the London Resort commits to:

- Equal opportunities for all
- Not discriminating under the Equality Act
- Signing the Care Leavers Covenant
- Becoming a Disability Confident Employer

2.206 There are two key elements to the D&I programme:

- Maximising access to opportunities for vulnerable groups (including identifying and locating vulnerable groups)
- Internal D&I programmes for employees.

### MAXIMISING EQUAL ACCESS TO OPPORTUNITIES FOR VULNERABLE GROUPS

2.207 The London Resort will work closely with local partners and charities throughout the lifetime of the London Resort to maximise access to opportunities for vulnerable groups. There are three main reasons why working with existing bodies will likely achieve equal access to a higher extent than if the London Resort attempted this work directly:

- Existing bodies have on the ground knowledge of the whereabouts of vulnerable groups. Working with bodies will give the London Resort greater visibility than simple data can provide over the entire construction and operation phases. For example, data cannot locate LGBTQ residents or ex-offenders, but local partners with specialised knowledge in these areas will be able to identify and locate these groups.
- Existing bodies are able to access those groups more efficiently than an organisation with no longstanding relationships in the area. They hold good working relationships with the relevant local stakeholders and, subsequently, are better placed to access the groups.

- Existing bodies are specialists in maximising outcomes for local vulnerable groups. Their history and experience in addressing niche issues means that they are well placed to deliver the most effective outcomes for the groups. The London Resort wants to encourage and support vulnerable groups into employment opportunities. This may include support via existing pre-employment programmes at partner organisations, employment application training, interview practice with employers at the London Resort, careers advice, etc. The partners will inform the London Resort on how it can best deliver this support.

### **London Resort – ongoing work with potential partners**

2.208 The London Resort has begun discussions with a number of bodies in the area with a view to extending their reach to vulnerable groups. These, and likely more, organisations will be crucial in the London Resort achieving their aims.

#### ***Local authorities***

2.209 The local authorities will provide a crucial role in this element of the ESS. Not only will the councils be able to help with the identification of the location of vulnerable groups, but they may also introduce the London Resort to potential partners that the councils know are effective in their area. The key partner councils may include but may not be limited to: Dartford Borough Council, Gravesham Borough Council, and Thurrock Council.

2.210 The London Resort has had a productive discussion with Thurrock Council over the best ways in which the London Resort can work with Thurrock Council to access vulnerable groups and maximise their access to opportunities. The London Resort commit to continuing these discussions over both phases in order to maximise access to groups. Some initial learnings from the discussion are:

- Communication will be most effective through Inspire and the Thurrock Opportunities platform. Inspire also runs pre-employment programmes to help get people into work. Groups accessed will include workless residents, ex-offenders and care leavers
- The London Resort should make the river access clear so that Thurrock residents understand that they can easily access the opportunities
- The London Resort should consider providing workless residents an education over how their existing skills (especially workless residents who may have lost their jobs as a result of the pandemic) can be reoriented to the skills requirements of the London Resort.

#### ***Education partners***

2.211 Colleges and university partners will also play a vital role in accessing vulnerable groups.

2.212 For example, NKC culinary academy (Appendix 11.0) offer a bursary for disadvantaged students which purchases their knives and kit.

2.213 x

2.214 Empowering Youth through Entrepreneurial Skills (EYES) is a project pioneered by 11 social workers, volunteers, and academics across Netherlands, France, Belgium, UK and Germany. The University of Greenwich is a key body in the project. The project aims to work with young people (15-34) – in this case marginalised groups and NEETs to:

- improve their connectivity, support networks and to encourage coaches to provide pastoral support
- build skills, literacy, self-confidence and improve their employability
- develop their entrepreneurial skills in order that they can take control of their futures.

2.215 The project seeks to achieve its aims through the co-design and co-development of new approaches and tools that can better prepare young people to engage with education, employment and training. The tool will help young people and professional services establish and connect their skills and experiences, link-up with trained specialists, and to make plans towards achieving their ambitions.

#### ***Charities, social enterprises, and other local organisations***

2.216 There are many organisations which operate in the nearby area which the London Resort have already been in contact with and will continue to engage with in the future. All have various specialisms which would help the London Resort in achieving equal access to opportunities and maximised outcomes for vulnerable groups. The London Resort have already opened dialogue with some of these bodies as outlined below. The London Resort will continue to engage with relevant bodies as the scheme progresses.

2.217 The London Resort has met with CITB who have good links to Women in Construction. This will be a valuable relationship that might be utilised to increase take up of construction roles by women.

2.218 The London Resort has met with the Construction Youth Trust; a charity for social mobility and supporting young people that are at a disadvantage. They particularly support people that are underrepresented in construction such as young BAME people and young BAME women. Some of the programmes they run include transition programmes for disengaged school children to do short workplace experiences such as talking to professionals, doing a small project, etc and the youth offending project, where people with reparation orders do their reparation work with an employer.

2.219 Construction Youth Trust stressed the importance of ensuring that mentors are relatable to the person being supported as this engages the person far more effectively. It is this type of granular detail which makes it important to work with partners to maximise outcomes. Construction Youth Trust also support their people by enhancing their soft skills and social etiquette as well as level 1 safety and CSCS cards. This ensures that the person is as work-ready as possible for when the opportunities with employers arise.

- 2.220 Thurrock Lifestyle Solutions are an organisation helping disabled people in Thurrock. The CEO also chairs the Thurrock adult community college and the Economic Skills Partnership. All organisations have the potential to enhance access to vulnerable groups and facilitate the upskilling of local residents.
- 2.221 One Community are a voluntary social enterprise based in Tilbury that aim to release local potential. The London Resort met with them to hear how, whilst jobs are not an issue (given large number of employers in the area), their local residents need the skills training in order to access those jobs. All training programmes One Community deliver are bespoke to address key issues in the area, arising from their local knowledge and partner employer needs. They identify barriers to employment (such as lack of technological knowledge for older workers) and educate residents and employers to overcome those barriers. They are award winning and well known, so their good relationships with employers can provide disadvantaged people (such as with a criminal record) with a better chance of accessing employment. A partnership might include match funding one of their programmes and working with them to identify projects that can start being implemented to make local residents work ready.
- 2.222 The Princes Trust focusses on helping people aged 11-30 from marginalised communities in their confidence, self-esteem and skill set. They offer support over education, training and further work. A number of their programmes would be of benefit to the London Resort D&I agenda.
- 2.223 Walk Tall is a social enterprise providing Theatre and Performing Arts opportunities to all. Walk Tall now have a presence in the centre of Gravesend and in Dartford as well as their location in Swanscombe. The Swanscombe centre will be very close to London Resort. Walk Tall provide theatre training, education for young people who have been disadvantaged because of mental health, and train therapists. They also delivery training to employers. They are a small charity very sensitive to government changes and funding. They produce excellent skilled creatives, who have the right mindset to take advantage of opportunities once they are made available to them. London Resort commit to ensuring that their schools engagement outreach are also available to the students at Walk Tall, and believe that the students trained by the charity could form a brilliant source of labour. To this end, London Resort commits to ongoing engagement with the charity and hope to build on this as the operational stage gets closer.
- 2.224 People Plus are the provider for the Restart scheme in the area. They are able to provide bespoke programmes which will be tailored to the needs of the London Resort, thereby helping vulnerable residents into work.
- 2.225 Onside Youth Zones have a number of youth centres across the country. They are building Thurrock Youth Centre in Tilbury, due to open in 2024. They offer a wide range of youth facilities to children under 19, including pre-employment services and employability support.

2.226 Job Centre Plus are able to support the London Resort in finding partners which can provide specialised pre-employment training for vulnerable groups. This may include targeted programmes for care leavers or ex-offenders.

### ***Partners and supply chain***

2.227 Finally, the London Resort will have a number of partners and companies throughout its supply chain which already have well developed approaches to D&I which will be carried forward through to their work with the London Resort.

2.228 Creative Access is a social enterprise funded by employer partners such as the BBC (of which the London Resort is an intellectual property (IP) partner). They work with creative organisations to grow, train, and support the creative community. They are also a gateway for Kickstart which provides funding to create new jobs for 16 to 24-year-olds on Universal Credit who are at risk of long-term employment. They have placed nearly 2,000 candidates into paid internships and supported nearly 5,000 candidates with employability skills since they were set up in 2012.

2.229 Some key elements of the programme are:

- Widening talent pool
- Investing in staff from under-represented groups to progress to senior positions
- Mentorship programmes
- Bespoke employer training to assess an organisations' approach to inclusion

2.230 As the London Resort develops its partnerships (such as other IP partners, hotel operators, Tier 1 contractors etc), more will be learned about the legacy approaches that could be implemented throughout the London Resort supply chain.

## **DIVERSITY AND INCLUSION PROGRAMMES FOR EMPLOYEES**

2.231 An inclusive environment that cultures a sense of belonging is absolutely critical to worker wellbeing and productivity. The success of the D&I programme is crucial to the success of the Retention Plan; workers who feel secure and accepted have far higher retention rates. Indeed, some rank the importance of a sense of belonging as the highest influence over retention than any other element.

2.232 The London Resort will not discriminate and will fully comply with the Equality Act 2010. We will work to eradicate unintended biases and ensure our approaches are accessible and inclusive to all.

2.233 The London Resort will endeavour that the entire workforce, from entry level to senior staff, are aware of D&I and actively thinking about it.

### **London Resort initiatives**

- 2.234 The London Resort will work with external groups, charities and bodies to enhance performance in this area.
- 2.235 The London Resort will undertake a number of initiatives, the potential details of which are described below.

### ***Formal employee equality training***

- 2.236 The London Resort will provide D&I training to all employees through the London Resort Academy. This will give joining employees, for example, a basic understanding of equality groups, the challenges they face, and how to be aware of unconscious bias.
- 2.237 D&I training will not be limited to just the time at which an employee joins the London Resort, but will continue throughout their career, providing all employees with access to the most recent best practices and approaches to D&I.

### ***Employee resource groups***

- 2.238 Employee resource groups or diversity networks are groups of employees that identify with a specific characteristic such as ethnic minority, LGBTQ, or mental health.
- 2.239 Group leads are employees who volunteer to manage a committee of people that are passionate about the characteristic and want to make a difference within the London Resort for that group. The committee lead a number of different initiatives throughout the year such as events, learning opportunities, sponsoring like-minded mentors within the London Resort etc.
- 2.240 The network provides support to people that want to feel a connection with their organisation. It facilitates an employee-led sense of community which underpins and drives higher retention. The group exists to provide support and a space for members to feel safe in, but also a platform to educate other employees from.

### ***Ally programmes***

- 2.241 Ally employees do not necessarily have to belong to a particular group but are nonetheless passionate about furthering the equality agenda through colleague education. An ally employee may organise a session for any London Resort employees on understanding the challenges faced by minority groups.
- 2.242 The ally programme is particularly important as D&I begins its journey through seniority levels. In general, since D&I has gained significance in recent years, entry level roles have been able to reflect the D&I ethos far better than more senior levels. This leads to an imbalance with more diverse junior roles having to mix with less diverse managers. Cross-sectional education is one way to combat this imbalance.



***Enablement passports***

2.243 Enablement passports are status products for any employee who requires a reasonable adjustment to typical management approaches. For example, if an employee suffers from migraines, then their enablement passport will contain this information. If a migraine occurs, the employee can simply hand the passport over to their shift manger or boss and go home without needing to discuss it. The passport will provide the manager with an understanding of what it is like for that worker and what they need to do in order to effectively manage their condition.

**IMPLEMENTATION AND MONITORING****Head of D&I**

2.244 The London Resort will appoint a head of diversity and inclusion. The role and responsibility of this person will include but may not be limited to:

- Responsible for the relationships with the partners to enhance access to vulnerable groups
- Responsible for the day to day management of internal D&I programmes for employees
- Use high quality workforce monitoring to learn about the changing workforce and workforce needs. They will use this intelligence to adjust and grow diversity and inclusion programmes in order to better serve the equality agenda on a continual basis
- Monitoring outcomes for vulnerable groups so that the effectiveness of interventions can be adequately assessed
- Lead the furthering of equality across the company.

**Measurement**

2.245 There will be no specific targets for outcomes for vulnerable groups. However, the take up of opportunities by vulnerable groups will be promoted and encouraged and will be monitored and reported. Access to opportunities will be monitored through working with and surveying local partners and the supply chain.

2.246 In the construction phase, all contractors and subcontractors will be required to work with these partners to ensure reach throughout the supply chain and will be required to report on their engagement and take up. In the operational phase, the D&I lead will be responsible for continual engagement with partner organisations to maximise access and outcomes.

## Data

- 2.247 Data will be at the absolute heart of the internal D&I programme for employees in the operational phase. The D&I lead cannot tailor programmes to suit the London Resort employees unless they know the demographic of their workforce and an understanding of where employees fit within the organisation.
- 2.248 The D&I lead will collect data on the diversity makeup of their workforce based on the Census breakdowns. In this way, the London Resort can compare their workforce makeup against an appropriate baseline. For example, if 20% of the workforce in Kent and Essex are ethnic minorities, then the London Resort can use this 20% as a benchmark to see whether their workforce is relatively more or less diverse (for this group) than the usual workforce population in the area.
- 2.249 The London Resort will ensure that sensitive language is always used when seeking to collect data.
- 2.250 It is important to understand that data collection on the workforce will not happen overnight. People need to understand why you are collecting their data and what difference it will make. If an employee does not consent to give their data, then the London Resort must seek to understand the reasons for this. This is so that it can improve its approach with the hope that, next time the employee is asked, they might be more inclined to share their data.
- 2.251 All data collection will be GDPR compliant with only one secure access employee certified to access the data in order to protect identities.

## Complaints and grievances

- 2.252 The London Resort will implement a formal complaints and grievances process whereby an affected employee can register a complaint in a confidential setting.

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## Appendix 8.0: Supply Chain – Supporting Analysis

### INTRODUCTION

- 2.253 A diverse range of activities are likely to be supported by the London Resort development, in both construction and operational phases. The operational services hosted by the London Resort, including (but not limited to) hospitality & accommodation, amusement & recreation and retail will all form part of a larger supply chain that extends beyond these main sectors across the region. Multiplier impacts are expected to permeate through various parts of the London Resort supply chain as more value is added at each level of the chain, creating new jobs and stimulating business activity.
- 2.254 This appendix provides preliminary analysis of the location of supply chain opportunities. The scale of the project presents an opportunity to dissect the supply chain and identify the location of businesses that may benefit from the project.

### LOCATION OF SUPPLY CHAIN OPPORTUNITES

#### Methodology

- 2.255 The London Resort offer in the operational phase can be split into the following four main industries:
- Accommodation & Hospitality Services
  - Food and Beverage Service Activities
  - Retail Trade (excl. that of motor vehicles and motorcycles)
  - Creative, Arts and Entertainment Activities
- 2.256 The interdependency of industries in the economy means that businesses will typically utilise the services and products of other sectors that add value to each step of their own production process, thus enabling them to conduct business activities. The range of external inputs that contribute to this process will vary by industry and the specific nature of business.
- 2.257 For the purpose of this analysis, the input-output analytical tables have been used as the main statistical resource in identifying the distribution of inputs across the four main industries.<sup>66</sup> These tables indicate how products (and primary inputs) are used to produce

<sup>66</sup> ONS, 2017, United Kingdom Input-Output Analytical Tables.

further products and satisfy final use. Inputs which had the highest value to each main London Resort industry are listed in the table below.<sup>67</sup>

**Table 9: Inputs to key sectors (in order of descending input value)**

<b>Accommodation and Hospitality Services</b>	<b>Food and Beverage Service Activities</b>	<b>Retail Trade</b>	<b>Creative, Arts and Entertainment Activities</b>
Wholesale trade services, except of motor vehicles and motorcycles	Wholesale trade services, except of motor vehicles and motorcycles	Real estate services, excluding on a fee or contract basis and imputed rent	Creative, arts and entertainment services
Real estate services, excluding on a fee or contract basis and imputed rent	Alcoholic beverages & tobacco products	Warehousing and support services for transportation	Other professional, scientific and technical services
Travel agency, tour operator and other reservation services and related services	Real estate services, excluding on a fee or contract basis and imputed rent	Advertising and market research services	Advertising and market research services
Alcoholic beverages & tobacco products	Other food products	Land transport services and transport services via pipelines, excluding rail transport	Motion Picture, Video & TV Programme Production, Sound Recording & Music Publishing, and Programming & Broadcasting
Advertising and market research services	Preserved meat and meat products	Financial services, except insurance and pension funding	Financial services, except insurance and pension funding
Accommodation services	Bakery and farinaceous products	Employment services	Accounting, bookkeeping and auditing services; tax consulting services

2.258 Finally, the relative value contribution of the inputs to each of the key sectors has been weighted by the London Resort direct jobs estimates to provide a final estimate of supply chain inputs to the London Resort. This provides the range of sector inputs that are expected to predominantly contribute to the London Resort value chain.

2.259 The most prevalent input sector – Manufacturing and processing of food and beverages – is a combined sector that includes several specific types of food/beverage related products that were estimated to be part of the London Resort supply chain.<sup>68</sup>

<sup>67</sup> The table shows the top value inputs that are expected to contribute to the four main London Resort industries to demonstrate how inputs vary depending on output. The six rows are an arbitrary cut off for this demonstrative purpose. Therefore, the omission of any inputs from the table does not necessarily mean that they are not important parts of value chains that support these four industries.

<sup>68</sup> These specific inputs are: Alcoholic beverages & Tobacco products, Other food products, Preserved meat and meat products, Bakery and farinaceous products, Processed and preserved fish, crustaceans, molluscs, fruit and vegetables, Soft drinks, and Dairy products.

Table 10: Top 25 inputs

Value rank	Estimated input sectors to London Resort supply chain (in order of descending value) – top 25
1	Manufacturing and processing of food & beverages <sup>68</sup>
2	Creative, arts and entertainment services
3	Wholesale trade services, except of motor vehicles and motorcycles
4	Advertising and market research services
5	Other professional, scientific and technical services
6	Real estate services, excluding on a fee or contract basis and imputed rent
7	Financial services, except insurance and pension funding
8	Food and beverage serving services
9	Retail trade services, except of motor vehicles and motorcycles
10	Electricity, transmission and distribution
11	Accounting, bookkeeping and auditing services; tax consulting services
12	Motion Picture, Video & TV Programme Production, Sound Recording & Music Publishing Activities & Programming And Broadcasting Activities
13	Rental and leasing services
14	Services to buildings and landscape
15	Legal services
16	Rubber and plastic products
17	Computer programming, consultancy and related services
18	Employment services
19	Rest of repair; Installation - 33.11-14/17/19/20
20	Telecommunications services
21	Land transport services and transport services via pipelines, excluding rail transport
22	Postal and courier services
23	Travel agency, tour operator and other reservation services and related services
24	Natural water; water treatment and supply services
25	Accommodation services

### Mapping supply chain opportunities in the area

- 2.260 It is important to understand the spatial distribution of these input sectors within the LCA (Labour Catchment Area) study area.
- 2.261 Whilst all input sectors are important, this appendix has presented detailed spatial analysis on five key input sectors. These five input sectors have been presented either because they are expected to be of high value to the London Resort supply chain or because they have a high prevalence of Small and Medium-sized Enterprises (SMEs). This narrows down the key locally/regionally based sectors that might benefit to a large extent from supply chain opportunities provided by the London Resort.

2.262 Two data sources have been used to spatially map the opportunity of these five input sectors:

- Business Register and Employment Survey (BRES) data on employment counts, at the MSOA (Middle Layer Super Output Areas) level.
- UK Business Counts data (number of firms) at the MSOA level.

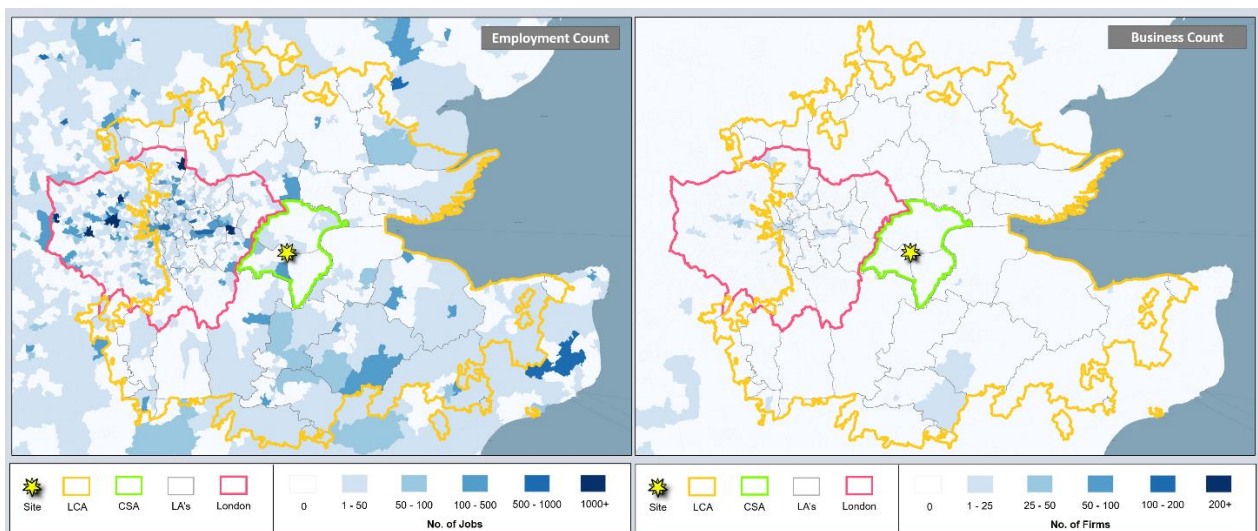
2.263 Using this data, two maps for each of the five input industries have been created to show the concentration of these input sectors at the MSOA level. The maps are intended to provide spatial context to where key supply chain opportunities may be located across the LCA.

2.264 It should be noted that business count data is rounded to the nearest five. Therefore, some white-shaded areas may appear to have zero firms, but support one or two large businesses, especially if the same area has a high job count from the corresponding BRES map.

**1. Manufacturing and processing of food and beverages**

2.265 Figure 22 shows that employment in the manufacturing and processing of food & beverages sector is unevenly dispersed within the LCA, with some hotspots in the south and south east of the area, as well as the London-bound side of the LCA. Notably, the southern end of the London Resort site appears to be an area that supports a relatively high number of jobs in this sector. The business counts data suggests that for this sector, areas with high employment but low numbers of firms could be an indication that these firms are large-sized and support a high number of workers.

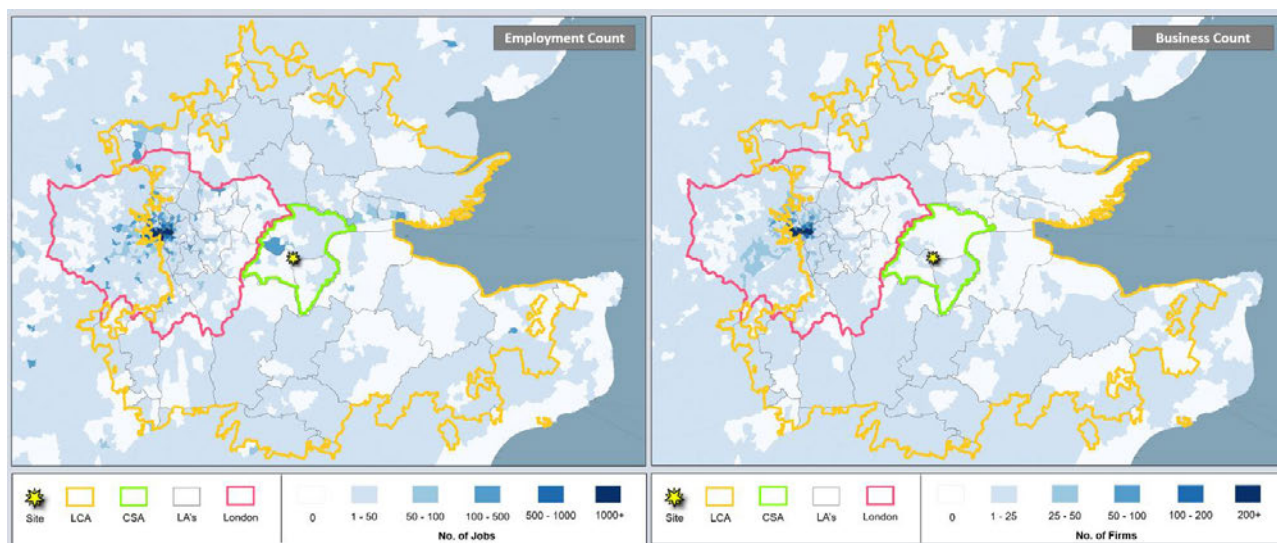
**Figure 22: Supply Chain Inputs – Manufacturing and processing of food & beverages**



**2. Creative, arts and entertainment services**

2.266 Figure 23 shows that there is a high employment cluster of creative, arts and entertainment services on the western side of the LCA, in central London. Overall, there is a relatively even distribution of moderate employment in this sector across the LCA. Noticeably, there is a hotspot of jobs to the west of the London Resort site. Similarly, the distribution of firms in this sector across the LCA mirrors that of employment.

**Figure 23: Supply Chain Inputs – Creative, arts and entertainment services**

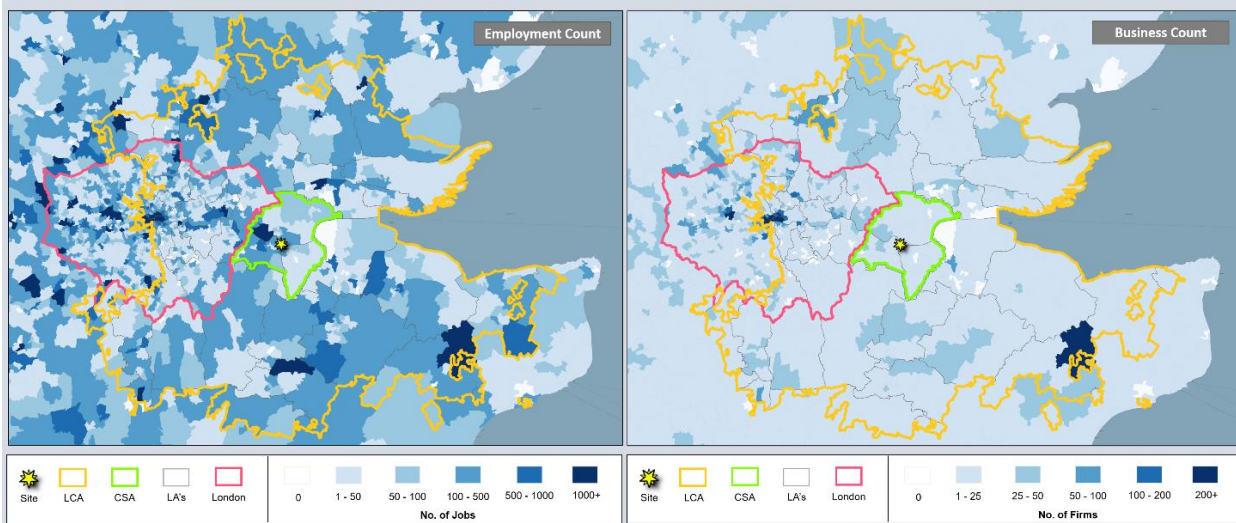


**3. Wholesale trade services**

2.267 Figure 24 shows that there is high employment in wholesale trade services across the entire LCA, suggesting that supply chain impacts will be reasonably evenly distributed across the area. There are a particularly large number of firms in the south east of the LCA and in the east, and there are also a reasonably large number of firms in the north.



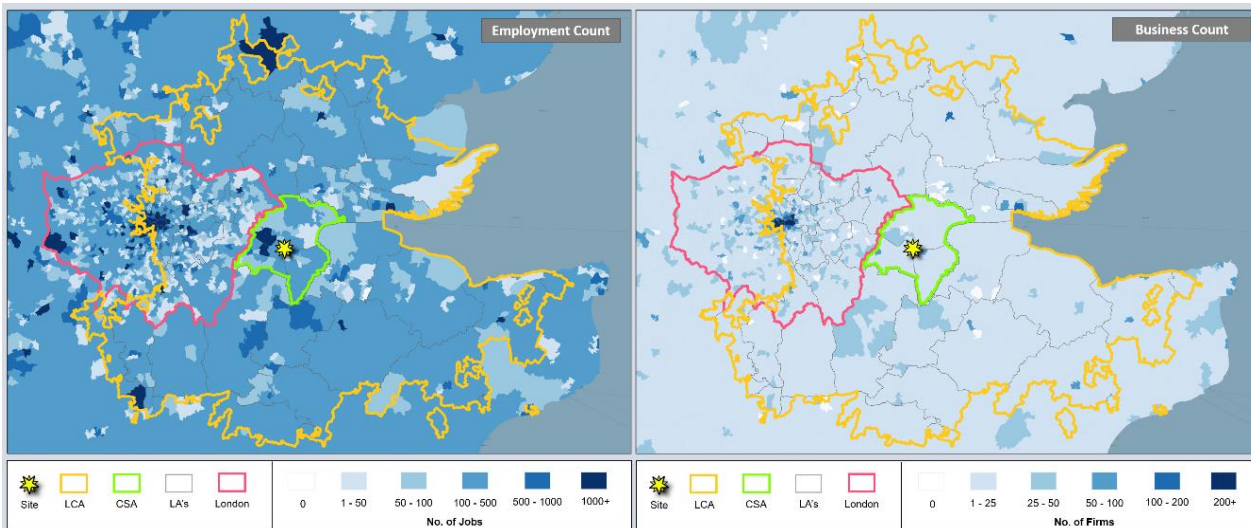
Figure 24: Supply Chain Inputs - Wholesale trade services



4. Food and beverage serving services

2.268 Figure 25 shows very dense employment in food and beverage serving services across the LCA, with a large number of MSOAs supporting 100-500 workers. Highly dense employment can be seen on the western side of the CSA boundary which is relatively close to the London Resort site. At the firm level, the business count data indicates that areas in the north and south of the LCA support an average of 1-25 businesses but with some more dense firms to the south west of the CSA.

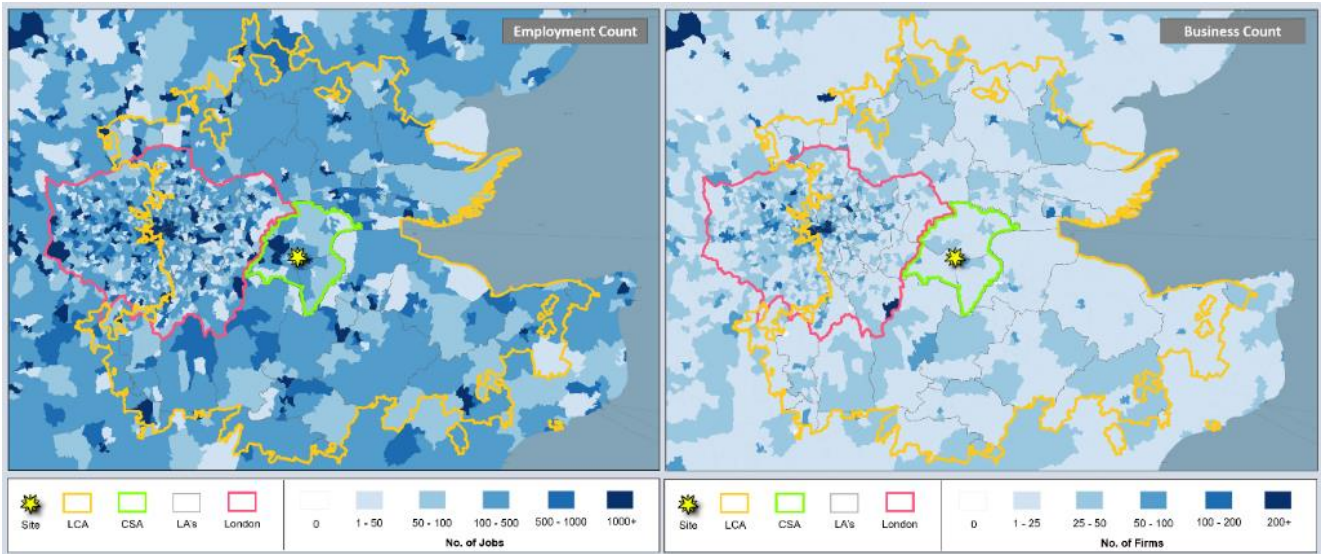
Figure 25: Supply Chain Inputs – Food and beverage serving services



**5. Retail trade services**

2.269 Figure 26 shows dense employment in retail trade services is supported across the vast majority of the LCA. In particular, areas in central London and the south-central part of the LCA appear to have relatively high levels of employment in this sector. There is also a hotspot of retail trade jobs on the western side of the London Resort site. Firm-wise, a similar distribution of businesses is apparent, with a noticeable cluster of retail businesses that marginally lie outside the southern boundary of the LCA.

**Figure 26: Supply Chain Inputs - Retail trade services**



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## Appendix 9.0: Supply Chain Strategy

### INTRODUCTION

2.270 This appendix provides the Supply Chain Strategy of the London Resort which is split into two sections:

- Supply Chain Engagement Strategy. The London Resort is committed to working with the area to maximise opportunities and outcomes for businesses in the area.
- Supporting wider growth. The London Resort is committed to aligning growth ambitions with key bodies in the area.

### SUPPLY CHAIN ENGAGEMENT STRATEGY

#### Formalised registration of business interest

2.271 Supply chain engagement to date has been limited because the application has not been far enough advanced. Potential suppliers have previously been directed to the website and to sign up to the project newsletter which is issued quarterly. Over 12,000 email addresses are signed up to the newsletter, a large proportion of which are expected to be suppliers. The project also receives numerous emails, over 400 of which have been from potential suppliers.

2.272 The London Resort has implemented a more formal way of tracking businesses' interest in the supply chain. The London Resort has created a webform where suppliers can register their interest.

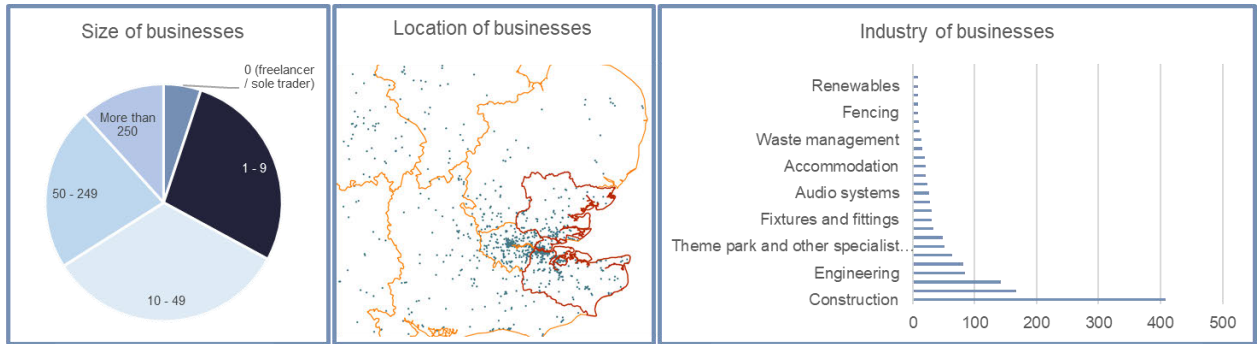
2.273 To distribute the webform as widely as possible, the link was included in the quarterly project newsletter (Q2 2021). It was also shared by the Federation of Small Businesses (FSB), i-Construct, and Gravesham Business Network. One month after the initial release date, a follow up press release celebrating the sign up of nearly 2,000 was released to generate further engagement with the webform. A link to the webform is always on the London Resort website. The London Resort will work with partners to ensure that local construction firms and creative firms all have access to the opportunities at the London Resort.

2.274 By completing the webform, businesses are added into the London Resort supplier database. Any supplier related communications such as tender opportunities or supply chain events will be distributed to members of this database.

2.275 The information collected on the webform provides a clear and comprehensive picture of the local and wider supply chain, including the industry in which the various companies operate, the postcode location of the business and the number of employees in business.

So far, almost 90% of firms are Small and Medium enterprises (SMEs) defined as less than 250 employees. Construction is by far the largest industry of signups at 30%. Additionally, over 30% of businesses registered a location in Kent, Essex, Medway and Thurrock.

**Figure 27: Preliminary characteristics of supplier database**



2.276 The London Resort is committed to keeping the supplier database up to date and complying with GDPR regulations over communication. The profile of the supplier database will be regularly updated so as to ensure that the London Resort has as accurate a picture of potential supply chain as possible. The London Resort will continue to work with FSB, i-Construct and any other partners to communicate the London Resort opportunity to their various networks.

**Surveying the supplier database**

2.277 It is important to understand the supplier database businesses in more depth and on an ongoing basis.

2.278 The London Resort is committed to surveying the supplier database whenever relevant in order to understand the businesses’ barriers to growth and asking the businesses to confirm useful ways in which the London Resort can assist their business. For example, a key barrier to growth may be lack of tender access and the London Resort might be able to assist their business by providing regular communications over upcoming tender opportunities. The responses will enable the London Resort to support the businesses in the most effective ways possible.

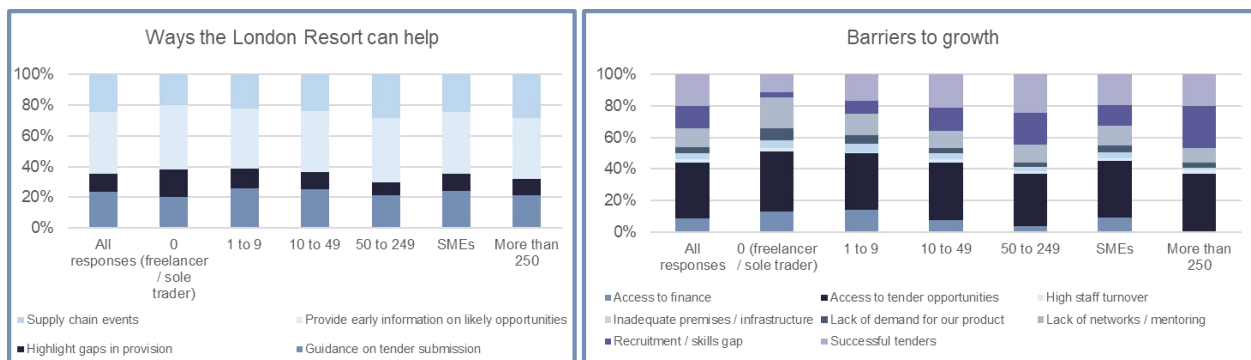
2.279 As outlined in Appendix 3.0, one of the key things the London Resort will want to learn from its supplier database will be skills gaps the businesses face and appropriate methods to fill those gaps. This piece of work will be updated once every three years to inform the ESS updates and the way in which the London Resort can help businesses to upskill their workers at the same time as securing the London Resort’s own labour pipeline.

**Preliminary survey findings**

2.280 The webform link described in paragraph 2.273 included non-compulsory questions on key barriers to growth. This was in order that the London Resort could start to build up a picture of issues in the area. The findings from this initial survey are provided below. So

far, the provision of early information on likely opportunities is the most important way in which the London Resort can help firms of all sizes, accounting for approximately 40% of responses. All firms reported access to tender opportunities as the largest barrier to growth. Lack of networks / mentoring was more of a concern for freelancers (19% of responses) than SME average (12%) and large firms (9%). Recruitment / skills gaps was a more prominent problem for large firms (26%) than SMEs (13%).

Figure 28: Preliminary findings from supplier survey



2.281 The intention is that throughout the construction and operation phases surveys are sent to various groups of businesses so that the London Resort always has an up to date picture of the barriers that businesses face and how best they can help them.

**Business support**

2.282 The London Resort will utilise its survey findings to provide businesses with a suite of support mechanisms that best suit their needs.

2.283 Based on our current knowledge of the businesses in the area, this is likely to include but may not be limited to supply chain events and business support. It may also include relaxation of qualification requirements for small businesses.

2.284 The London Resort is working with i-Construct and FSB to deliver supply chain events over the coming months. Introduction events will be open to all businesses wanting to hear more about the project and the opportunities on offer. Following this, industry specific events will take place for relevant sectors, for example, one on construction, one on creative industries, one on hospitality and tourism etc. The London Resort will continue to work with both bodies and will take part in any other events that it is invited to.

2.285 Businesses will also be encouraged to join the i-Construct network which receives funding to make businesses more innovative.

2.286 The London Resort has met with the Supply Chain Sustainability School to hear about their programmes and ways in which they educate businesses across the supply chain to become more sustainable. Membership is paid by the employer so that supply chain businesses can access the education free of charge. This can be seen as a direct investment in firms’ sustainability. It is also expected that completion of modules can help firms’ tender success. The School may be considered as one of the ways in which the London

Resort can respond directly to issues and barriers that firms, particularly SMEs, have to growth.

2.287 In support of the government’s target for small firms, the London Resort pledges that:

- £1 in every £3 is spent with SMEs

### **Local supply chain**

2.288 The London Resort will not set any specific targets for outcomes for local firms. Instead, as outlined above, reasonable endeavours to support local firms into a position of tender success will be made through consistent surveying of the supplier database and the provision of support in whatever form the businesses require.

2.289 The London Resort will commit to monitoring the locality of firms who are successful in their tenders. The ongoing monitoring of the outcomes will enable the London Resort to see the effectiveness of their support approach.

2.290 The extent to which contracted suppliers are local will be viewed in the context of the baseline ability of local businesses to supply the good or service to the London Resort. Highly specialised inputs will not necessarily be expected to be located in Kent or Essex and so it is reasonable that the London Resort should award the contract to firms further afield.

2.291 In the construction phase specifically, the London Resort will transfer the ability to award tenders to the Tier 1 contractor. It is illegal to require contractors to subcontract to local firms. However, low carbon targets may be used to indirectly incentivise more local sourcing of businesses (since more local firms use less carbon to get to site).

## **WIDER GROWTH**

### **Visit Kent**

2.292 The London Resort is committed to supporting Visit Kent in their tourism strategy for the area. To this aim, the London Resort and Visit Kent have produced a Statement of Common Ground. This focusses on the importance of business events tourism and increasing overnight stays in Kent.

### **Creative economy growth**

2.293 The London Resort are committed to aligning our growth aspirations with that of the creative economy leaders in Kent. Consultation has informed that it will be important for the London Resort to be a member of the creative community. To this end, the London Resort commit to providing exhibition space in the London Resort to showcase local creative talent and to producing a cultural outreach programme which will maximise community benefits and links to the London Resort.

### **Skills in the supply chain**

2.294 The London Resort will work with partners to identify opportunities to cascade apprenticeship levy throughout the Supply Chain so that smaller businesses can deliver skills training.



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## Appendix 10.0: Higher education/further education provision and wish lists

### INTRODUCTION

2.295 This appendix outlines the current provision at local colleges and further education establishments, and ways in which they can create new pathways. This gives an idea of the landscape into which the London Resort training offer would be linked.

### HE AND FE CONSULTED

2.296 Providers consulted at the higher education level were North Kent College (NKC), South Essex College (SEC) and East Kent College (EKC). Providers consulted at the further education level were Canterbury Christ Church University (CCCU) and Greenwich University.

### COURSES OFFERED CURRENTLY AND CREATION OF PATHWAYS

2.297 The tables below outline the current provision at various educational institutions split by course/level and relevant London Resort industries. The tables also outline any requirements for further provision.

## North Kent College

Table 11: North Kent College provision and creation of pathways

Programme	Current programmes and education/skills provision pathways available			Creation of pathways: Options and requirements		
	Business; Tourism & Events	Creative Industries	Construction /Engineering	Lead-in time to implement, validate and operate	Minimum number requirements	Length/duration
Apprenticeship	Assistant Accounting L3 Assistant Accountant L3 Accounts or Finance Assistant L2 Business Administrator L3 Customer Service Practitioner L2 Customer Service L3 Hospitality Team Member L2 Commis Chef L2* Production Chef L2* Maritime Caterer L2* Team leader or supervisor L3	Hair professional L2 HR consultant partner L5 HR support L3	Digital Engineering Technician L3 Engineering Operative L2 Lean Manufacturing L2 Painter & Decorator L2 Refrigeration Air Conditioning and Heat Pump Engineering Technician L3 Carpentry and Joinery L2		15 students	1-3 years
CPD/Short courses						
T-levels	/	Digital (from Sept 2022)	Construction (from Sept 2022)			315 hours (45 days)

			Engineering and Manufacturing Route (from Sept 2022)			
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Note: \* denotes courses relevant to the NKC Culinary Academy which is explored more in Appendix 11.0.

### East Kent College

Table 12: East Kent College provision and creation of pathways

Programme	Current programmes and education/skills provision pathways available			Creation of pathways: Options and requirements		
	Business; Tourism & Events	Creative Industries	Construction /Engineering	Lead-in time to implement, validate and operate	Minimum number requirements	Length/duration
Apprenticeship	Accounts/Finance Assistant L2 Assistant Accountant L3 Business Administrator L3 Chef de Partie L3 Commis Chef L2 Customer Service L2 Professional Accounting / Taxation Technician L4	Hair Professional L2 Advanced And Creative Hair Professional L3	Carpentry and Joinery L2 Advanced Carpentry and Joinery L3 Bricklayer L2 Installation/Maintenance Electrician L3 Engineering Operative L2 Mechatronics Maintenance Technician L3 General Welder L2 Plate Welder L3		15 students	1-3 years

			Gas Engineering Operative L3 Painter and Decorator L2 Plasterer L2 Plumbing And Domestic Heating Technician L3 Construction Site Supervisor L4			
CPD/Short courses						
T-levels	/	Digital (from Sept 2021)	Construction (from Sept 2021)			315 hours (45 days)

**South Essex College**

**Table 13: South Essex College provision and creation of pathways**

Programme	Current programmes and education/skills provision pathways available			Creation of pathways: Options and requirements			Other comments
	Business; Tourism & Events	Digital / Creative Industries	Construction /Engineering	Lead-in time to implement, validate and operate	Minimum number requirements	Length/duration	
Apprenticeship	Operation/Departmental Manager L5 Customer Service Practitioner L2 Business Administrator L3 Team Leader/Supervisor L3	Cyber Security L4	Welding (Day Release) L2 Engineering Operative (Day Release) L2 Plumbing & Domestic Heating Technician (Day Release) L3 Refrigeration Air Conditioning and Heat Pump Engineering Technician (Day Release) L3	Existing programmes	10-15 students	13-49 months	

			<p>Engineering Technician Pathway 6 – Maritime Mechanical Fitter (Day Release) L3</p> <p>Engineering Technician Pathway 9– Machinist Advanced Manufacturing (Day Release) L3</p> <p>Engineering Technician Pathway 10 – Mechatronics Maintenance Technician (Day Release or Block Release) L3</p> <p>Engineering Technician Pathway 11– Product Design and Development Technician (Day Release or Block Release) L3</p> <p>Engineering Technician Pathway 13 – Technical Support Technician (Day Release or Block Release) L3</p> <p>Maintenance Operations Engineering Technician (Day Release) L3</p> <p>Carpentry – Site L2</p> <p>Property Maintenance Operative (Day Release) L2</p> <p>Electrical Installation (Day Release) L3</p>			
Short courses			<p>CompEx Ex01-Ex04</p> <p>CompEx Refresher</p> <p>CompEx Foundation</p> <p>C&amp;G 2391-52 Inspection and Testing</p> <p>C&amp;G 2382-18 18<sup>th</sup> Edition</p> <p>C&amp;G 2079-11 F-Gas</p>		<p>5-9 students 5 Days</p> <p>5-9 students 3 Days</p> <p>5-10 students 2 Days</p> <p>4-8 students 7 Days</p> <p>6-16 students 3 Days</p> <p>3 students 5 Days</p>	
T-levels	Business & administration (from Sept 2022)	Digital – Design and Production	<p>Construction – Onsite – Carpentry &amp; Joinery (from Sept 2021)</p> <p>Engineering and Manufacturing Route (from Sept 2022)</p>		<p>24 students 36 weeks per year – 2 years</p> <p>36 Construction</p>	

		(from Sept 2021)					
Upskilling – Higher level PT Courses.			HNC Engineering – Electrical Electronic (Day Release) HNC Engineering – General (Day Release) HNC Construction in the Built Environment (Day Release)	Existing programmes	10-15 students	24 months	
Upskilling /National Skills Fund Offer	AAT Level 3 Advanced Diploma in Accounting  AAT Level 3 Advanced Certificate Book Keeping  Level 3 Diploma in Leadership and Management  Level 3 Certificate for Managers  Level 3 Certificate in Coaching and Mentoring  Level 3 Diploma in Logistics	Level 3 Diploma for IT Users (ITQ)  Level 3 Certificate in Cyber Security Practices  Level 3 Certificate in Coding Practices	These courses are <b>FREE</b> for those who have not already achieved a Level 3 qualification.  Level 3 Diploma in the Built Environment with Building Information Modelling  Level 3 Certificate in Fabrication and Welding Techniques and Skills **	Existing programmes	24 students  **16 students	1 day – 34 weeks  FT course 30 hours (5 days) over 9 weeks  36 weeks 3 hours  21 weeks – 3 hours a week.  1 half day (3 hours) across 36 weeks or 1 evening a week for 36 weeks  2 cohorts across the year, September and February start. Daytime - 1 full day (6 hours) Evening - 2 evenings a week (6-9pm)  FT 25 hours per week (5 days) for 10 weeks x 3 per year.	

						<p>FT 12 hours a week (2 days) for 8 weeks x 3 times per year</p> <p>FT course 15 hours (3 days) over 10 weeks x 3 per year</p> <p>2 cohorts across the year, September and February start. Daytime - 1 full day (6 hours) 3 x cohorts per year</p> <p>2 cohorts across the year, September and February start. Daytime - 1 full day (6 hours) 3 x cohorts per year</p>	
<p>Online CPD/Short Courses (all level 2 Certificates)</p>	<p>Business Administration Event Planning Team Leading Wine Service Counselling Skills Customer Service Data Protection &amp; Data Security Equality &amp; Diversity Excellence in Customer Service in Hospitality</p>				1	12 weeks	



	Information, Advice & Guidance Lean Organisation Management Techniques LGBT Inclusion in the Workplace Mental Health Awareness Workplace Violence & Harassment Cyber Security Behaviour that Challenges Children & Young People’s Mental Health Exercise, Health & Nutrition Safeguarding & Prevent Understanding Autism Warehouse & Storage						
Short classroom-based course (can be delivered in your workplace)	Level 2 Mental Health First Aid Level 3 Emergency First Aid at Work Level 3 First Aid at Work Level 2 CoSHH Level 2 Risk Assessment Level 2 Health & Safety Level 2 Conflict Management Level 2 Customer Service Level 2 Safeguarding				10-20	2 days 1 day 3 days 1 day 1 day 1 day 1 day 1 day 1 day	

	Level 2 Personal Licence Holders						
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**Canterbury Christ Church University**

**Table 14: Canterbury Christ Church University provision and creation of pathways**

Programme	Current programmes and education/skills provision pathways available			Creation of pathways: Options and requirements		
	Business; Tourism & Events	Creative Industries	Engineering & Manufacturing	Lead-in time to implement, validate and operate	Minimum number requirements	Length/duration
Apprenticeship/ Foundation degree (from L4 upwards but primarily L5/L6)	Senior Leaders Master’s Degree Apprenticeship (SLMDA) Chartered Manager’s Degree Apprenticeship	/	Manufacturing Engineering Degree Apprenticeship Science Industry Process/Plant Engineering Degree Apprenticeship	6-18 months	10-15 students	1-3 years
Undergraduate	BSc Hospitality Management BSc Events Management BSc Tourism Management	BA Commercial Music* BA Creative Music Production with Technology* BA Dance BA Dance Education BA Digital Media*	BEng Mechanical Engineering BEng Mechanical Engineering (Advanced Manufacturing)*	Min. 2 years	Depends on the degree and resource	3 years (part time – 6 years)

	BA Events Planning (Combined Honours with another subject) BA/BSc Tourism Studies (Combined honours with another subject).	BA Graphic Design* BA Drama BA Film Production* BA Film, Radio & Television* BA Games Design*	BEng Mechanical Engineering (Building Services)* BEng Mechanical Engineering (Systems)* BEng Product Design Engineering* BEng (Hons) Process Engineering; BSc Computing* BSc Computer Science* BEng Software Engineering*		requirements	
Postgraduate	MSc Tourism & Event Management; MBA	MA Games Design MA Media, Communications and PR MA Film and media production MA Sound Design for Film, TV and Interactive Media MA Visual Communication MA Creative and Cultural Industries	MEng Product Design Engineering; MEng Mechanical Engineering (Advanced Manufacturing) MEng Mechanical Engineering (Building Services) MEng Mechanical Engineering (Systems)	Min. 2 years	Depends on the degree and resource requirements	1 year (part time – 2 years)
CPD/Short courses (credit-bearing)	/	/	/	Depends on whether it is a new course; an adaptation or	/	Depends on semester/trim ester
CPD/Short courses/Master	/	/	/		/	Could range from half day

classes (non-credit bearing) (could range from half-day masterclasses to bespoke training programme, virtually or in-person)				an existing module		to full module over a semester as an example
Placements	/	/	/	Min. 3-4 weeks upwards	/	A few weeks to 1 year

*Note: \* denotes that degree can be taken with a foundation year. A foundation year is the first year of a four-year course, which enables those students that didn't quite meet the entry requirements to still be able to study on their chosen course.*

2.298 For all undergraduate degrees, additional Modern Foreign Language modules across a number of degree programmes and specialisms: With opportunities to study stand-alone modules in French, Italian, German, Mandarin Chinese or Spanish as part of, or alongside, degree course.

2.299 Other options available:

- Student projects/live briefs: Set a student a challenge or ask them to investigate a new business approach or process. Various project brief options exist at module level to the internationally recognised CDIO (Conceive, Design, Implement, Operate) programme, which focuses on creativity and problem-solving in engineering and technology education recognising the growing importance of close collaboration with businesses and industry as part of its model. Previous industry partners include Dreamland, Visit Kent, and the Grand Hotel in Folkstone.

- Knowledge Transfer Partnership (KTPs) is a three-way partnership that links a business with an expert academic team and a suitably qualified graduate in order to deliver a project that brings about change, embeds knowledge and delivers long-term growth for the business. The scheme is part-funded by a grant (50% for large corporations) and can last from 12 months to 3 years, which sees the graduate (known as the associate) working full-time on the project for the organisation supported by an academic team.
- Unitemps: in-house all-inclusive recruitment service for temporary; seasonal and permanent positions open to all students and graduates, not just those from CCCU

**Greenwich University**

**Table 15: Greenwich University provision and creation of pathways**

Programme	Current programmes and education/skills provision pathways available			Creation of pathways: Options and requirements		
	Business; Tourism & Events	Creative Industries	Construction /Engineering	Lead-in time to implement, validate and operate	Minimum number requirements	Length/duration
Degree Apprenticeships	Chartered Surveyor L6	Digital and Technology Solutions Professional Apprenticeship (Integrated degree) L6	Construction Site Manager L6 Embedded Electronic systems design and development engineer (Degree) L6 Product Design, Development & Engineering L6		10-15	2-4 years

Undergraduate degrees*	Business management Hospitality Management (including 6 month internship) Events Management Tourism Management Comms Experience design (visitor management)	Advertising and Digital Marketing Computer Science (Games) Games Design and Development Graphic and Digital Design HR Management	Construction management Engineering Quantity Surveying	2 years		3 years
Postgraduate	MSc Accounting and Finance MSc Food Safety and Quality Management MA International Tourism and Hospitality Management	MA Design MA HR Management MA Media and Creative Cultures	MSc Construction Project Management MSc Engineering			

Note: \*Greenwich currently have degrees that can be flipped into apprenticeship mode with a few small adjustments.

## WISH LISTS

2.300 The bullets below provide an overview of the ideal ‘wish lists’ of providers detailing the best ways that the London Resort could work with them and support their delivery.

### NKC

- Funding support for apprenticeship tutors, particularly those for niche skilled subjects where tutors can get a high market rate if working in their regular role.
- Pastoral care element to apprenticeships. Suggest that lead employers look at sharing their apprenticeship levy with TrAC as TrAC ensure high pastoral care to their delivery which can increase retention rates.
- It is not all about apprenticeships. The London Resort should be looking at multiple upskilling opportunities e.g., short courses for career progression or skill re-orientation.

### SEC

- Funding support for apprenticeship tutors, particularly those for niche skilled subjects where tutors can get a high market rate if working in their regular role.
- Pastoral care element to apprenticeships. Suggest that lead employers look at sharing their apprenticeship levy with TrAC as TrAC ensure high pastoral care to their delivery which can increase retention rates.
- It is not all about apprenticeships. The London Resort should be looking at multiple upskilling opportunities e.g., short courses for career progression or skill re-orientation.
- Work Experience – The London Resort can support Projects, virtual work experience or physical placements from 50hours up to 315hours, across all of programmes.
- Industry Talks and Seminars to students explaining what the industry/sector is like.

### EKC

- It is not all about apprenticeships – all types of upskilling is desirable.
- EKC will have T-level provision from Sept 2021. T-level industry placements would be welcome.
- Seasonal jobs for students
- Mock interviews to help students get work ready

- EKC have a partnership with the care commission and so would like to see students in care looked out for in particular.
- Funding solutions for apprenticeship tutors.

### CCCU

- Much of CCCU curriculum is designed with industry, so London Resort providing feedback on prospective course content would be helpful. This would be particularly helpful for apprenticeship degrees and tourism/hospitality management programmes
- Placements and inclusive placements for students
- Seasonal roles for students would be particularly helpful over the summer.
- Conceive-Design-Implement-Operate (CDIO) problems
- It is not just about apprenticeships – there are a variety of skills targets including internships, short term projects, long term projects
- London Resort sponsored events

### Greenwich

- Provision a 6 month credit bearing internship in for hospitality management course would be helpful
- Speakers for power talks are always welcome
- Placements and summer jobs for students – this will be particularly useful for creative and hospitality roles
- Industry partner for apprenticeship provision.



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## Appendix 11.0: Potential Partnerships Summary

### POTENTIAL PARTNERSHIPS SUMMARY

- 2.301 The London Resort expects to foster strong relationships with all stakeholders and providers in the education and skills area. The London Resort aims to be a good neighbour and member of the community, generating multiple opportunities for a wide range of organisations and industries.
- 2.302 The table below summarises all the opportunities outlined in this ESS. This is by no means a comprehensive list of future partnerships but is intended to provide a picture over the breadth of the opportunity for organisations.
- 2.303 If permission is granted, the London Resort will look to further develop these avenues as well as form further partnerships.

**Table 16: Opportunities in this ESS**

<b>Body</b>	<b>Role</b>
CITB	Advice on construction skills gaps, appropriate combination apprenticeship implementation models, appropriate monitoring
Third party (charity) and/or shared apprenticeship scheme	Organisation of construction apprenticeships with multiple roles
Colleges	The delivery of apprenticeships training; Identifying targeted funding solutions to overcome barriers to apprenticeship delivery Work experience [Potential] T levels
CEC	Schools engagement plan
Schools	Events and school visits Advice on development of education material for schools Work experience
Universities	CDIO opportunities; Summer jobs opportunities (especially relevant for seasonal workforce opportunities in creative and hospitality industries) Newly qualified graduate roles Upskilling training such as credit bearing or non-credit bearing CPD courses
Institute of Hospitality and other hospitality industry bodies	Identify hospitality skills gaps; Inspire people for the career choice of hospitality

Supplier database businesses	Identify skills gaps, learn about future skills requirements, understand barriers to training provision, education on tender success
Construction Youth Trust	Identify vulnerable groups and work with partners to reach those groups and ensure equal access of opportunities in the construction phase
Charities/SEs for vulnerable groups focussed on hospitality / creative industries such as Creative Access and Walk Tall	Identify vulnerable groups and work with partners to reach those groups and ensure equal access of opportunities
FSB	Supply chain engagement and business support
Kent Invicta Chamber of Commerce	Supply chain engagement and business support
Visit Kent	Tourism strategy partner

## ADDRESSING SKILLS GAPS THROUGH PARTNERSHIP

- 2.304 As outlined in Appendix 3.0, the London Resort is committed to ongoing monitoring of skills gaps and championing specific skills programmes to combat the shortages.
- 2.305 Of the skills gap research done so far, chefs have consistently been found to be of particular shortage. The London Resort requires a strong pipeline to supply its labour force. The chefs will be required by 2025, meaning work to train the chefs needs to begin prior to this. London Resort aim to work with local partners to increase the take up of chef training opportunities.
- 2.306 Additionally, the skills gap research found a lack of leadership and managerial roles. This will be another key skills pipeline for the London Resort and it is important to consider addressing the gap with targeted programmes.
- 2.307 The below sections outline the first stages of the London Resort approach to addressing these skills gaps. This is not an exhaustive list of partners with which the London Resort will work. However, it gives two examples of the kind of way in which London Resort expects to work with all future partners on this agenda. If permission is granted, this list is expected to be extended with other organisations.

### North Kent College – Chefs

- 2.308 The London Resort have visited the North Kent College culinary academy at the Gravesend campus and have met with the course director who provided a tour of the two kitchens and training facilities.

*Our Foundation and Diploma programmes are taught in state-of-the-art kitchens and restaurant on the Gravesend Campus. They are taught by industry specialists and supplemented by ‘real life’ experience in our fully functional restaurant and Canteen – both of which are open to the public. Work placements and employer enrichment activities with local and national partners give the programmes extra kudos; enabling students to begin a career as a chef, food and beverage personnel, supervisors and managers.*

- 2.309 The academy offers a foundation year to students when they leave school called introduction to professional cookery. It covers health and safety, basic knife skills and culinary terms. This content covers that which is needed for both professional chefs diploma and food service diplomas. In this first year, the students are taught employability skills and behaviours which they will need to display when they go into the workplace. After this first year, students then choose whether to take the professional chef or food and beverage route into their second year. A student may continue through in a third year for more complex dishes and supervisory skills. At any time during these three years, the student can start an apprenticeship.
- 2.310 The academy works with a wide range of culinary employers including local pubs, PNO (for the maritime cooking apprenticeship) and the Japan Centre. The wide variety of employers suits the students as different people seek different experience for their training.
- 2.311 The academy have 100% completion rate for learners each year and a progression rate (either into further learning or employment) of over 90%. These are extremely strong statistics. The academy has a growing reputation for quality of training which is attracting students from further and further afield. The students go on to work for a range of employers including the M&S canteen, Greene King, Doubletree Hilton, Bartellas, the Savoy (London), and the Ritz (London).
- 2.312 The academy have two kitchens. One is for bespoke training where students can follow the teacher on a live feed of a camera to flatscreens around the kitchen. The other kitchen is for production training and functions as an operational kitchen attached to the community restaurant which has capacity for 60 covers.
- 2.313 Currently, the academy has 42 students on roll with approximately 15 in each class. The intake this year is 45 students. The academy expect that they could have capacity to train c. 100 students with their existing provision. Tunbridge Wells has recently been moved to the NKC group. This campus has four kitchens, thereby meaning that capacity to train could reach c. 300 chefs.
- 2.314 The academy identified a number of key elements to a potential partnership that would be beneficial to the college:
- Work placements for two weeks each over March
  - Job opportunities for students; either part time roles at the weekend or roles for over holiday periods
  - Apprenticeships

- Clear pathways to full time employment for students
- A dedicated liaison person at the London Resort to orchestrate opportunities

2.315 The academy also suggested that their tutors and teachers could go on-site to the London Resort and deliver custom care, bespoke training etc such as food hygiene.

2.316 Finally, it is recognised that as a large employer, the London Resort has the potential to shape the future skills requirements of the area to a reasonably large extent. The academy are able to work with the London Resort on what specific training would feed the labour requirements of the London Resort most efficiently.

### **Canterbury Christ Church University – theme park management**

2.317 The London Resort have already begun talks with CCCU to develop a partnership. This will include the development of a qualification in order to strengthen the skills and talent pipeline for its workforce and employment outcomes for students.

2.318 CCCU have a strong academic base in tourism, hospitality and events. The managerial elements underpinning their degrees is very strong. The course content is based on market research so that the learning is relevant to the visitor economy. There is an ability to learn modern languages with all their courses too – another key skills gap for the operations of the resort.

### ***Staffordshire University / Alton Towers example***

2.319 As an example of what this offer might look like, Staffordshire University offer a Visitor Attraction and Resort Management course, developed in 2015.

2.320 According to one media report, the course has room for 20 applicants.<sup>69</sup>

2.321 This is a two-year duration for a Foundation Degree award. It is taught in partnership with Alton Towers. It includes 20 weeks paid work experience and the opportunity to top up to a BA (Hons) degree in a third year.

2.322 Course content is designed in accordance with guidelines published by the Events, Hospitality, Leisure, Sport and Tourism (EHLST) network. Compulsory modules are displayed in the table below. All are worth 15 credits. All students take 120 credits per year and 240 credits for the foundation degree.

2.323 Students are employed for 20 weeks at Alton Towers Resort, initially working in front-line roles in retail, hotel and park operations. Following this period of hands-on learning experience, students should be ready to work at team leader level. The 20 weeks of placement will be spread across the two years of the course and will take place at peak periods in the resort operations.

<sup>69</sup> The Tab, 2015. Alton Towers resort management degree still going ahead. Retrieved from [REDACTED]

**Table 17: Staffordshire University Visitor Attraction and Resort Management course modules**

Year 1	Year 2
An introduction to human resource management	Business development and sales management
Conference and events management	Current issues in visitor attraction and resort management
Hospitality and hotel management	Finance and revenue management in the leisure industry
Managing the customer experience	Leadership and organizational change management
Placement 1	Marketing and digital communications
Professional skills in the workplace	Placement 2
Visitor attraction and resort business environment	Strategic visitor attraction and resort management
Visitor attraction and resort management operations	Understanding legal liability in visitor attraction and resort management

***The London Resort qualification***

2.324 The London Resort qualification would likely cover:

- A number of similar tourism and hospitality management modules to that in the example above. These would be agreed with CCCU based on their existing provision and capacity to generate new content or tailor existing content into new, required modules
- A work experience placement
- A guest lectured module by PY Gerbeau on Visitor attraction and resort management operations. A guest lectured module by Andy Martin on PR & Marketing. As more staff are recruited at London Resort, it is likely that more detail can be developed as to guest lecturing opportunities and interactions
- An optional language module to help fill the linguistics skills gaps
- A customer service module to ensure high quality service.

2.325 The London Resort will guarantee employment for every student on the course.

## Appendix 11.0: 2021 Engagement Summary

**Table 18: 2021 Engagement Summary**

<b>Date</b>	<b>Body</b>	<b>Summary</b>
11/01/2021	E&S Taskforce	Introductory session. Each member stated position in organisation and priorities. Taskforce Terms of Reference, best practice for E&S targets, and practical implementation more widely were discussed.
01/02/2021	Careers and Enterprise Company	CEC discussed the eight Gatsby Benchmarks for careers in England, and the three ways in which the CEC help employers. They also mentioned they helped Heathrow Airport Limited develop reasonable KPIs for their own E&S strategy with the expanded airport. Volterra advised that LR work with CEC over the next year to develop such metrics and, once LR are an employer, explore getting involved in the three ways in which the CEC help employers.
17/02/2021	TrAC	TrAC explained the ways in which they could help the LR. The importance of a monitoring process was emphasised.
23/02/2021	Careers and Enterprise Company	Meeting to discuss various ways in which we could draw out some measurable targets, and skills builder was discussed as a way in which the encounters can become meaningful.
24/02/2021	Essex County Council	Meeting with commissioner for skills development to discuss the Essex CC apprenticeship hub.
25/02/2021	LPAs & representatives	Session with the LPAs to discuss key socio economic topics of concern.
26/02/2021	CCCU	CCCU discussed the various apprenticeship courses on offer and viability of adapting existing courses for LR. Other ways in which LR could work with CCCU, including the CDIO initiative (concept, design, implement, operate) were discussed.
26/02/2021	South Essex College & North Kent College	Both college groups discussed the courses on offer and the viability of running apprenticeship courses, including the difficulty of keeping tutors/assessors due to non-competitive salaries.
01/03/2021	E&S Taskforce	Session on apprenticeships. New Taskforce members were introduced. Updates from preliminary meetings were delivered. Current apprenticeship KPIs were reviewed. Other KPIs were discussed. Vulnerable groups were discussed.
04/03/2021	Temple & SQW	Discussion over the OESS, progress made so far on engagement, and suggestion of a progress note. Also

		covering issues with the socio-economic chapter including scoping, displacement, and indirect jobs breakdown.
05/03/2021	East Kent College	The LR project was introduced, and the different ways in which the LR could work with EKC were discussed. EKC were added to the Taskforce
08/03/2021	The Education People	Discussion over a London Resort wish list. The importance of experiences for young people was emphasised. A coordinated early career entry scheme that hits all the correct age groups and identifies partners was advised.
16/03/2021	CCCU	Discussed the tourism & creative industries offer at CCCU and ways in which we might work together. Importance of language bolt on modules was highlighted - London Resort could help increase take up of this module. Also CDIO/workplace based problems are good element to courses where students solve an industry problem for course credit
17/03/2021	Federation of Small Businesses	Introduced the project and covered engagement strategy for small businesses including introductory sessions and specific construction and operation ones. Importance of using local firms in the supply chain was highlighted
17/03/2021	Kent County Council	Meeting to dig further into creative industries.
18/03/2021	Temple & SQW	Continuing discussion over main issues with the socio-economic chapter. Additional issues include assessment of effects at the LCA level which exclude London as potentially distortionary, and wider macro impacts. Discussion over detail required for the supply chain in the ESS.
24/03/2021	Lower Thames Crossing	Discussed the LTC supply chain engagement strategy and supply chain sustainability school. Government commitment to pay £1 of every £3 to small businesses. Also offering upskilling training to help increase tender success in small firms
25/03/2021	University of Greenwich	Meeting to discuss apprenticeships and other training provision at the London Resort, as well as hospitality/creative industries specifically. EYES project introduced.
31/03/2021	North Kent Skills Group	Initial meeting of NKSG to discuss terms of reference, key aims and objectives of the three projects (LR, LTC and EDC).
08/04/2021	Construction Youth Trust	Reach of the charity explained and discussed ways in which London Resort and CYT could work together and improve outcomes for vulnerable groups
09/04/2021	SELEP Major Projects - Skills Group	Presentation by LTC on skills strategy



12/04/2021	CITB	Introduction to the project. CITB skills academy explained and example of measuring KPIs throughout the supply chain shared. Shared Apprenticeship Schemes very useful for short term projects. Introduced London Resort to model whereby multiple companies shared an apprentice (although only one officially employs the apprentice) which is mutually beneficial to both companies and apprentice
12/04/2021	Institute of Hospitality	Introduction to the project and discussion over ways in which IoH could help the London Resort. Potential for IoH endorsement of the skills strategy was mentioned.
16/04/2021	Simon Pascoe on behalf of Visit Kent	Introduction to the project and discussion over potential future conversations
21/04/2021	MACE	SELEP Major Projects - planning meeting to cover construction workforce requirements
21/04/2021	Screen South	Meeting to introduce the project and cover creative industries in more detail - skills gaps and opportunities for creative industries both during construction and operation but also in the design process
28/04/2021	E&S Taskforce	Session on hospitality and creative industries. Updates of various meetings that were had in the run up to the Taskforce session. Presentation on skills gaps in hospitality/creative industries and ways in which London Resort might seek to address the gaps. Vulnerable groups were discussed.
10/05/2021	LTC & EDC	Meeting to discuss shared schools engagement plan.
26/05/2021	SELEP Major Projects - Skills Group	Presentation by major projects
26/05/2021	EKC	Catch up to cover previous Taskforce session and align ways in which the London Resort and EKC can work together. Noted that creative strategy of EKC aligns with London Resort.
28/05/2021	CCCU	Supply chain and prep for future meeting with London Resort CEO to discuss qualification opportunities
04/06/2021	KCC	Catch up over progress made so far on creative industries and discuss potential ways in which the London Resort can help support creative economy growth
05/05/2021	North Kent Skills Group	Agreement of TORs, update on SELEP major projects skills group, N Kent area discussion about community renewal fund, opportunities for joint working and skills plans.
08/06/2021	NKC	Site visit to Gravesend campus at NKC to view the culinary academy and discuss capacity and future capacity, and ways in which the London Resort could provide support and opportunities for training chefs

09/06/2021	Careers and Enterprise Company	Meeting to go over final school engagement plan and align with CEC
09/06/2021	Kent Invicta	Meeting to discuss supply chain in Kent. Agreement to use CoC network to distribute supply chain survey link and organise events
10/06/2021	I-Construct	Meeting to introduce the project and discuss the iConstruct platform and network for construction innovation
11/06/2021	EDC	Covering jobs brokerage service, proposed construction KPIs, identifying priority schools, location of vulnerable groups
11/06/2021	SELEP Major Projects - Skills Group	Skills working group, agreed we would have further joint major project webinars in the future. Update expected soon on the Mace work on cumulative construction impacts
15/06/2021	Visit Kent	Meeting to discuss supply chain in Kent
17/06/2021	Thurrock	Vulnerable groups
25/06/2021	Choice and Control	Vulnerable groups
25/06/2021	Princes Trust	Vulnerable groups
28/06/2021	LSEC	Introduction to project
28/06/2021	Walk Tall	Vulnerable groups
29/06/2021	Thurrock	Catch up to discuss progress on ESS
01/07/2021	E&S Taskforce	Supply chain and vulnerable groups
07/07/2021	FSB	Catch up on supply chain engagement including supply chain event planning and webform distribution across FSB network
08/07/2021	EDC	Catch up and idea sharing session
16/07/2021	Thames Skills Academy	Introduction to the project and the TSA, with particular focus on river safety course
20/07/2021	Supply Chain Sustainability School	Introduction to the project and the School, including how they help to educate businesses across the supply chain on how to be more sustainable.
23/07/2021	One Community	Introduction to the project and learning about ways in which the London Resort and One Community can partner to maximise outcomes for vulnerable residents.
27/07/2021	People Plus	Introduction to project and understand more about way in which people plus can help train residents to be job ready
03/08/2021	Thurrock catch up	Regular catch up with Thurrock on timescales and progress made on the socio-economic topics raised in their RRs.
06/08/2021	SELEP Major Projects - Skills Group	Regular meeting with major projects to discuss skills progress and ambitions in SELEP.
10/08/2021	Temple	Socio-economics clarifications meeting. Discussed clarifications and next steps for Temple to see draft ESS and be given opportunity to comment

10/08/2021	Kent County Council	Meeting to discuss learnings from the Olympics - how Kent derived multiple benefits from the scheme
12/08/2021	Thurrock Youth Zone	Introduction to the London Resort project and the Thurrock Youth Zone project - both due to open around the same time. Discussion of ways in which the projects can work together and requirements for employer partners
26/08/2021	JCP/DWP Thurrock	Introduction to the project and discussion over different programmes and ways in which employers can work with the DWP/JCP to provide the best access to vulnerable groups
09/09/2021	North Kent Skills Group	Discussion over group bid for funding over construction skills and focus on vulnerable groups and sustainability
16/09/2021	North Kent Skills Group	Further discussion over group bid for funding
16/09/2021	Greater North Kent Partnership	Interview with Greater North Kent Partnership to discuss impact of London Resort over skills requirements in North Kent
23/09/2021	i-Construct webinar	Presented at the i-Construct webinar to construction firms about the benefits of joining the London Resort supplier database and the supply chain engagement strategy
07/10/2021	Supply Chain Sustainability School	Meeting with the London Resort managers and the Supply Chain School
08/10/2021	SELEP Major Projects - Skills Group	Projects agreed to all commit to posting all opportunities for entry level roles on same site.
12/10/2021	CCCU	Meeting with the London Resort to begin work on partnership.
19/10/2021	SELEP	Careers Fair
21/10/2021	SELEP	Careers Fair
12/01/2022	CCCU	Meeting with the London Resort to progress work on partnership.
18/02/2022	SELEP Major Projects - Skills Group	Discussing Levelling Up white paper and Mace report findings.
24/02/2022	North Kent Skills Group	Discussing Levelling Up white paper and project updates.