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London Luton Airport Expansion Development Consent Order



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7.05 EMPLOYMENT AND TRAINING STRATEGY

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EXECUTIVE SUMMARY

Employment and Training Strategy

Luton Rising is the trading name of London Luton Airport Limited and owner of London Luton Airport (the Applicant). Luton Rising is a business and social enterprise owned by a sole shareholder, Luton Borough Council, for community benefit. Luton Rising is at the heart of a movement for positive change in the Luton community.

Luton Airport is a major employer for Luton and the surrounding counties, offering jobs ranging from working for the airlines and the airport itself, through to working in shops and restaurants serving passengers. Jobs at the airport tend to be well paid, with an average wage that's notably higher than the national average.

The proposed expansion will support 4,200 new jobs directly at the airport (compared to jobs in 2019) and thousands more through its supply chain and during construction.

Given that Luton and the surrounding areas (Bedford Borough Council, Central Bedfordshire Council, Buckinghamshire Unitary Authority, Milton Keynes, and Hertfordshire County Council) have many pockets of high and persistent deprivation, the creation of new jobs can open windows of opportunity for areas that need it most. Yet people in those areas will not get those jobs if they lack the necessary skills. This strategy is designed to address that.

What are the goals for the workforce and workplace?

The Employment and Training Strategy (ETS) intends to help shape a brighter future for local people, create quality careers, and make the airport an inclusive and aspirational place to work. Luton Rising, the airport operator, and a new Airport Employers Community Forum (AECF) will:

- a. Invest in existing institutions and programmes to help local residents¹ gain the skills needed to access jobs created through the expansion, engaging with existing education institutions and local training providers.
- b. Help improve the accessibility of jobs at the airport, with the operator seeking to engage on travel planning issues with employers at the airport where appropriate (alongside the **Surface Access Strategy [TR020001/APP/7.12]**).
- c. Engage with employers at the airport to encourage high standards for wages, diversity and inclusion, employee wellbeing, and supporting local employment.
- d. Expand outreach into the local community through engagement with community leaders and schools, so residents and students are aware of opportunities at the airport.
- e. Support existing workers with upskilling and career advancement, with a focus on lifelong learning.

¹ Local residents refer to those living within the defined ETS study area

- f. Use foresight so the airport and its workforce are prepared for the future of aviation and can adapt alongside changing technology.
- g. Work with stakeholders including further education (FE) colleges, higher education (HE) institutions, and local charities and community groups to shape and deliver on these goals and initiatives.

The ETS sets out in greater detail the strengths and needs of the local area around skills and training, the job opportunities expected to be created through expansion, and the goals and actions proposed to prepare the community to take advantage of these opportunities.

1 INTRODUCTION

1.1 Introduction to the scheme

- 1.1.1 This application is made by Luton Rising (a trading name of London Luton Airport Limited), owners of London Luton Airport (the Applicant). Luton Rising is a business and social enterprise owned by a sole shareholder, Luton Borough Council, for community benefit. Luton Rising is at the heart of a movement for positive change in the Luton community. The Applicant seeks to make the best use of the existing runway at London Luton Airport (the airport) by improving the existing terminal and airport infrastructure and constructing a new terminal and associated infrastructure to increase the number of flights and passengers the airport can handle.
- 1.1.2 On 1 December 2021, the local planning authority (Luton Borough Council) (LBC) resolved to grant permission for the current airport operator, London Luton Airport Operations Limited (LLAOL), to grow the airport up to 19 mppa, from its previous permitted cap of 18 mppa. Since then, the application has been called-in and referred to the Secretary of State for determination instead of being dealt with by the local planning authority. The inquiry to consider the called-in application opened on Tuesday 27 September 2022 and ran until 18 November 2022.
- 1.1.3 The Secretary of State granted permission for the 19 mppa planning application in October 2023. As a result, this Employment and Training Strategy will supersede the incumbent Employment Skills and Training Plan but does reflect the previous aims and visions within the previous plan, where appropriate.
- 1.1.4 The Applicant has committed to ensuring that key priorities within the incumbent Employment Skills and Training Plan are included within this Employment and Training Strategy. This includes the incorporation of the Local Procurement Protocol (LPP), which will be included within the s106 agreement. The Local Procurement Protocol means the procurement procedure through which businesses within the ETS study area are given the opportunity to bid/tender for the provision of goods and services to the Proposed Development.
- 1.1.5 All of the assessment work to date has been undertaken using a “baseline” of 18 mppa. For the purposes of assessment three assessment phases are considered with each phase delivered to meet the forecast passenger demand. In practice, the Proposed Development will be delivered in undefined increments that appropriately respond to demand over time.
- 1.1.6 The Proposed Development builds on the current operational airport with the construction of a new passenger terminal and additional aircraft stands to the north east of the runway, this will take the overall passenger capacity from 19 mppa to 32 mppa.
- 1.1.7 In addition to the above and to support the initial increase in demand, the existing infrastructure and supporting facilities will be improved in line with the short-term requirements for additional capacity. Key elements of the Proposed Development include:

- a. Extension and remodelling of the existing passenger terminal (Terminal 1) to increase the capacity;
- b. New passenger terminal building and boarding piers (Terminal 2);
- c. Earthworks to create an extension to the current airfield platform; the vast majority of material for these earthworks would be generated on site;
- d. Airside facilities including new taxiways and aprons, together with relocated engine run-up bay and fire training facility;
- e. Landside facilities, including buildings which support the operational, energy and servicing needs of the airport;
- f. Enhancement of the existing surface access network, including a new dual carriageway road accessed via a new junction on the existing New Airport Way (A1081) to the new passenger terminal along with the provision of forecourt and car parking facilities;
- g. Extension of the Luton Direct Air to Rail Transit (Luton DART) with a station serving the new passenger terminal;
- h. Landscape and ecological improvements, including the replacement of existing open space; and
- i. Further infrastructure enhancements and initiatives to support the target of achieving zero emission ground operations by 2040², with interventions to support carbon neutrality being delivered sooner including facilities for greater public transport usage, improved thermal efficiency, electric vehicle charging, on-site energy generation and storage, new aircraft fuel pipeline connection and storage facilities, and sustainable surface and foul water management installations.

1.1.8 The full project description is provided in **Chapter 4** of the **Environmental Statement [TR020001/APP/5.01]**.

1.1.9 The assessment phases for the development comprise:

- a. Assessment Phase 1 – a core case of 21.5 mppa by 2027.
- b. Assessment Phase 2a – a core case of 27 mppa by 2039 when T2 opens.
- c. Assessment Phase 2b – a core case of 32 mppa by 2043 when T2 is fully built out.

1.2 Introduction to the Employment and Training Strategy (ETS)

1.2.1 This Employment and Training Strategy (ETS) has been prepared to support the application for development consent for expanding the airport. It was preceded by an Outline Employment and Training Strategy (OETS) (Ref 1.1) prepared as part of the statutory consultation material consulted upon during

² This is a Government target, for which the precise definition will be subject to further consultation following the Jet Zero Strategy, and which will require further mitigations beyond those secured under the DCO.

Autumn 2019 as well as the Draft Employment and Training Strategy (Ref 1.2) published for consultation in Spring 2022.

- 1.2.2 This ETS includes the following five sections:
- a. Section 1: The purpose, scope and development of the ETS.
 - b. Section 2: Evidence of the key opportunities and challenges of meeting the employment and skills requirement of the Proposed Development.
 - c. Section 3: Purpose and principles of the ETS.
 - d. Section 4: The proposed goals and initiatives to deliver the ETS.
 - e. Section 5: Summary of initiatives and proposed governance structures.
- 1.2.3 The key purpose of the ETS is to ensure that, as many of the jobs and economic opportunities generated by the Proposed Development as possible, go to the residents of Luton and the “ETS Study Area” (see 1.2.5 below) because they will have the skills and training required to do the jobs well and to help mitigate some of the other impacts on the ETS Study Area resulting from expansion. The ETS sets out how the Applicant and its strategic partners can maximise employment benefits of the expansion for the ETS Study Area through collaborative and good practice approaches to employment and training support for residents and businesses at the airport.
- 1.2.4 The ETS recognises that many of the jobs created by the Proposed Development will be within Luton, where the airport is located, including all directly created jobs at the airport and some indirect supply chain jobs and jobs induced by the additional spending power within the area. There will also be indirect and induced jobs created throughout the wider ETS Study Area. All of these opportunities can benefit both residents of Luton and residents of the wider ETS Study Area. This ETS explores the potential impact of the Proposed Development on employment and training and the associated opportunities and challenges in the whole ETS Study Area (see **Figure 1.1**).
- 1.2.5 The baseline data is based on the following ETS Study Area, defined as those areas with the greatest employment at the airport and those places that will gain the most economic and employment benefits from the Proposed Development. This is similar to the principal study area of ‘Three Counties’ area set out in the **Need Case [TR020001/APP/7.04]**.³
- a. Luton Borough Council
 - b. Bedford Borough Council
 - c. Central Bedfordshire Council
 - d. Buckinghamshire County Council (Unitary Authority)⁴

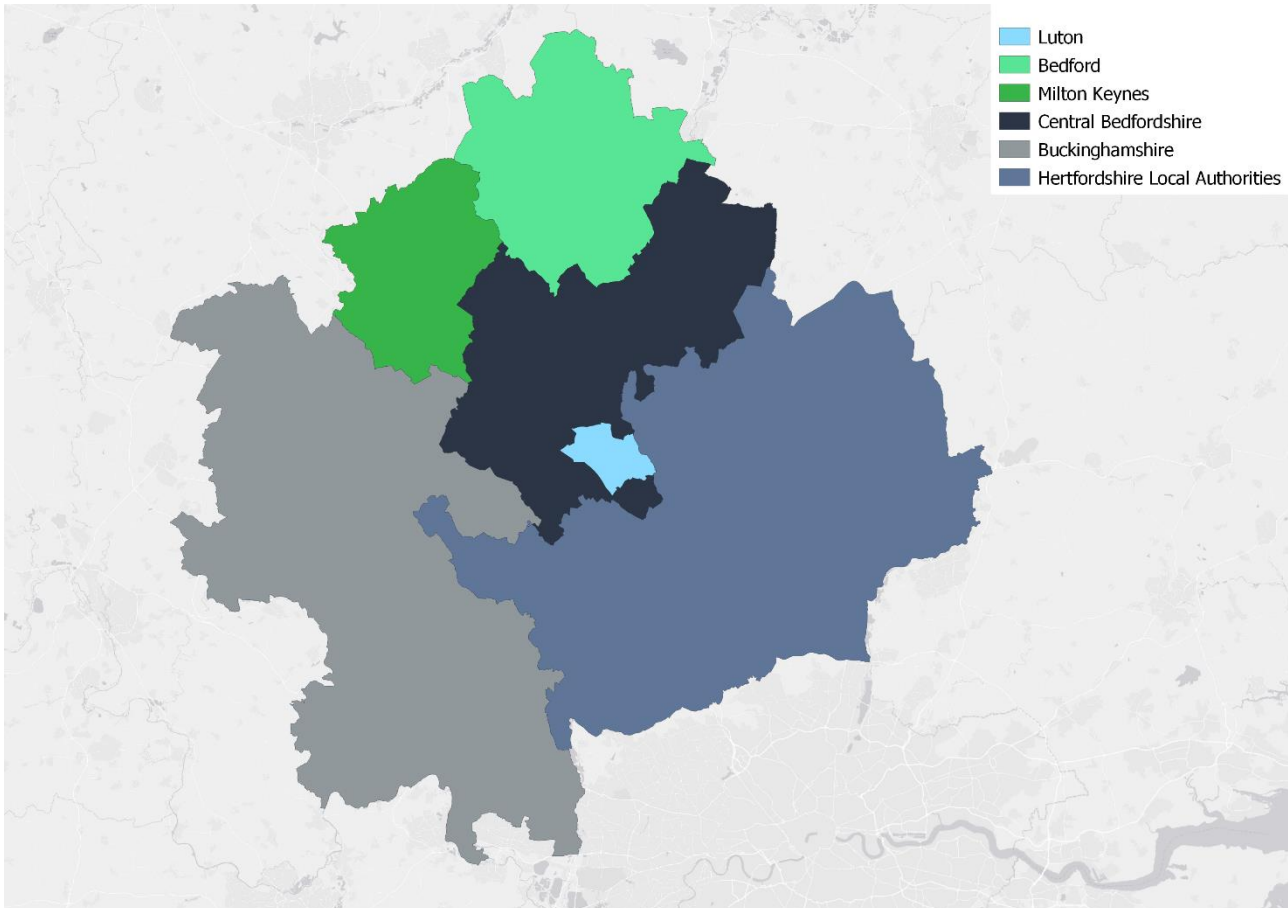
³ The ETS Study Area is based on where the employment impacts are most likely to be achieved across employment catchment, based on commuting patterns. This may differ from other defined study areas across the DCO, depending on their purpose and scope of impact.

⁴ Buckinghamshire became a new unitary authority in 2020. For data pre-2020, the unitary authority data is estimated using data from Aylesbury Vale, Chiltern, South Bucks and Wycombe, it's former constituent district councils.

- e. Milton Keynes Council
- f. Hertfordshire County Council⁵

1.2.6 A map of the ETS Study Area is shown at **Figure 1.1**.

Figure 1.1: Map of the ETS Study Area⁶



1.3 Who will implement the Employment Training Strategy

- 1.3.1 The airport is wholly owned by Luton Rising (a trading name of London Luton Airport Limited). In turn, Luton Rising is wholly owned by LBC, hence the airport is the only major UK airport to be wholly publicly owned.
- 1.3.2 In 1998, Luton Rising and LBC entered into a concession agreement with LLAOL for the management, operation and development of the airport. This agreement, which lasts until 2032, means that LLAOL has complete responsibility for, and control over, the day-to-day running of the existing airport. This ownership and operational structure is shown in **Figure 1.2**.
- 1.3.3 As the airport's owner and the Applicant submitting the application for development consent, Luton Rising has a significant role to play in shaping the

⁵ When county data was not available, data was combined from its constituent districts including Broxbourne, Dacorum, East Hertfordshire, Hertsmere, North Hertfordshire, St Albans, Stevenage, Three Rivers, Watford and Welwyn Hatfield.

⁶ Base map source: Ordnance Survey.

airport’s long-term future. As the landlord of the airport, it is Luton Rising’s intention that those that operate the airport over the short and longer term must do so having full regard to all of the obligations that this DCO and particularly the ETS place on them in regarding the implementation of future growth.

- 1.3.4 Under the terms of the current concession, LLAOL will operate the airport until 2032. Any requirements or conditions set out through the DCO process for the delivery of the ETS, would be secured through a s106 agreement but delivered collaboratively between the Applicant and LLAOL.
- 1.3.5 Within this document therefore, when referring to the processes and requirements of the ETS, reference is made to the airport operator as well as the Applicant. As part of the development of these proposals, the Applicant has worked closely with LLAOL to understand how both parties can build upon the work undertaken to date to increase sustainability and ensure that the ETS is delivered successfully.

Figure 1.2: Ownership and management structure of the airport



1.4 Progress since the 2019 Outline Employment Training Strategy

- 1.4.1 Since the 2019 OETS, the Applicant has carefully considered the feedback provided in the statutory consultation. The ETS proposals have been reviewed and further stakeholder engagement has been conducted to develop the earlier outline ETS into a Draft ETS produced for consultation in 2022. The consultation feedback has been taken on board to produce this ETS for the application for development consent. A detailed summary of the consultation process can be found within the **Consultation Report [TR020001/APP/6.01]**.
- 1.4.2 The Applicant has continued to engage the Economics and Employment Working Group⁷ throughout the development of the ETS. The Working Group has met at key milestones in the Strategy’s development, and it includes local government and wider stakeholders representing stakeholders across the ETS Study Area. Details regarding the dates and frequency of engagement can be found in the **Consultation Report [TR020001/APP/6.01]**. There are a number of key steps that were set out in the 2019 OETS which have been completed by the submission of the application for development consent. **Table 1.1** below sets out the progress against those actions and the continued work on the ETS.

⁷ To support an inclusive and consultative DCO process, the consultant team has established an Economics and Employment Working Group with key stakeholders across the ETS Study Area.

Table 1.1: Summary of development of the ETS since the 2019 Outline ETS

2019 OETS actions	Activities undertaken to address the actions
Further engagement with key stakeholders	Consultations with the Economics and Employment Stakeholder Group and employment and training providers across the ETS Study Area to support refinement of the proposed interventions and governance of the ETS
Audit of current activity on site at the airport in relation to employment and skills development to build on existing good practice programmes	Researched long-term trends in employment and skills required for airport jobs and assessed good practice programmes to help address issues and refined the assessment based on any feedback from the airport operator and businesses at the airport
Audit of existing supply side activities within the education and skills sector, the providers and potential synergies across Luton and the ETS Study Area	Engaged with local councils, Local Enterprise Partnerships and employment and training providers to understand their opportunities and challenges in relation to the existing airport and Proposed Development, then used these insights to refine the proposed interventions and governance of the ETS
Assessment of the skills requirements to support both the construction and operational phases of the airport's development	Used Oxford Economics employment projections and forward-looking skills assessments to estimate jobs and skills requirements, refining the assessment based on any feedback from the airport operator and businesses at the airport
Investigation of good practice at other airports and major construction programmes	Researched good practice programmes that respond to similar challenges and opportunities as the Proposed Development, both during construction and operation, then refined proposed interventions based on any further findings from good practice programmes
Identification of the target area and key target groups	Confirmed ETS Study Area geography and identified target groups for the ETS through a rigorous baseline economic study of employment, skills and deprivation data, then added detail to the proposed target area or key target groups, based on feedback from this consultation
Definition of potential interventions and corresponding outputs and targets	In collaboration with other disciplines in planning the Proposed Development (such as Green Controlled Growth), developed proposed interventions, set out in this document, then refined the proposed interventions to reflect feedback from this consultation, and set corresponding outputs and targets (where appropriate)
Establishment of governance and monitoring arrangements	Developed proposed governance structures for consultation, then refined the proposed governance structures and set out monitoring arrangements

1.5 Feedback from the 2022 Consultation

1.5.1 The Proposed Development underwent a second Statutory Consultation between February and April 2022, feedback from this consultation was received from a range of stakeholders including the Host Authorities, Local Authorities, the airport operator, businesses in the airport as well as the general public. Responses from the consultation with regard to the ETS related to six topics as follows:

- a. Phasing of initiatives;
- b. Monitoring, accountability and targets;
- c. Distribution of benefits;
- d. Organisational structure;
- e. Approach to training provision; and
- f. Transport and accessibility.

1.5.2 The comments from the consultation have been taken into consideration and the ETS has been updated in line with the comments received where appropriate. A full summary of the response to the consultation can be found within the **Consultation Report [TR020001/APP/6.01]**.

2 THE OPPORTUNITY FOR EMPLOYMENT AND TRAINING

2.1 Employment and training strengths and gaps today

2.1.1 The ETS is based on a detailed review of the communities in the ETS Study Area and the contribution of the airport within the context of other local businesses. While analysis covers a wide range of topics and issues, some of the most important and pressing strengths and gaps are set out below.

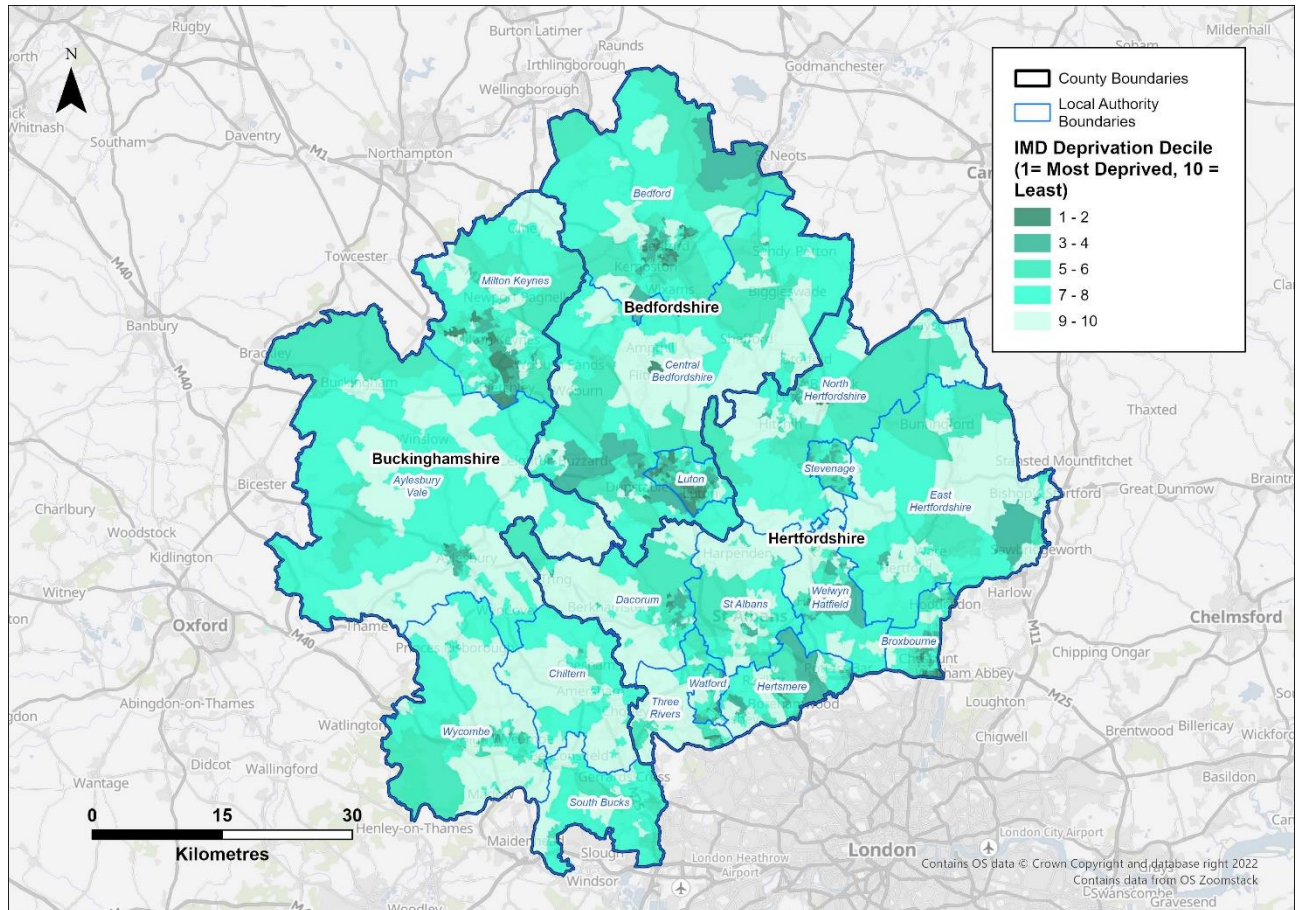
2.1.2 **Many jobs that are directly supported by the airport are well-paid.** The average wage of workers in jobs directly supported by the airport was estimated at £41,100, which is 34% above the national average of £30,700, and 27% above the average for the Borough of Luton (Ref 2.3). The airport supports jobs at various wage, skill and qualification levels (Ref 2.4). In a similar vein, generally across Luton, salaries for people who work in Luton Borough are higher than salaries of the people who live in Luton Borough (Ref 2.5), suggesting that the higher paid jobs in Luton Borough tend to be filled by people who commute in from further afield. Luton as a town offers great job opportunities, but the skills of Luton residents are not currently well matched to the skills required to take advantage of the opportunities in the town and at the airport. This ETS seeks to enable more residents – in Luton and across the wider ETS Study Area – to take opportunities for well-paid-jobs at the airport in line with the Local Skills Improvement Plan 2022-2026 (Ref 2.6).

Role of the ETS: The Proposed Development would create new jobs which pay well compared to regional and national averages. The ETS would support more local people to take on these jobs by providing opportunities to better match the skills of residents within the ETS Study Area, in Luton particularly, with the skills required to fill these jobs as they become available.

2.1.3 **Overall, Luton suffers from higher rates of deprivation than other parts of the ETS Study Area.** According to the Index of Multiple Deprivation 2019, Luton was the 52nd most deprived local authority out of 317 in England. For measures of education deprivation and income deprivation, it ranked even lower at 45th and 49th respectively. Within Luton there are pockets of deprivation. 27% of Luton's neighbourhoods (defined by Lower Super Output Areas, a standard statistical area used by the Office of National Statistics) are within the 20% most deprived LSOAs in the country (Ref 2.7), and 28% within the 20% most deprived for income. Some pockets of deprivation can be seen across the ETS Study Area. Specifically, there are higher levels of deprivation in urban areas such as Stevenage, Hemel Hempstead, Hatfield, Bletchley, Bedford and Letchworth, including employment deprivation as well as education, skills and training. Many of these areas have high transport costs for accessing areas with quality jobs, compounding the issue. Despite high quality FE colleges and universities in the area, there are still communities without access to the skills and training support they need to access good work. However, overall, the wider study area sees relatively lower levels of deprivation.

Role of the ETS: Provide a framework and programmes to connect the airport with local education, training institutions and community groups, ensuring all have access to the training required for gainful employment at the airport.

Figure 2.1: Map of overall deprivation



2.1.4 An overwhelming majority of the available “ready to work” workforce (those looking for work) in the ETS Study Area usually work in a “low-skilled” occupation. Around 94% of the October 2020 Jobseekers Allowance (JSA) (Ref 2.8) claimants in the ETS Study Area have a usual occupation which is described as “low-skilled”. The highest proportions of claimants who have a usual occupation described as “low-skilled” reside in Hertfordshire, Central Bedfordshire, Buckinghamshire and Luton, suggesting that there are large parts of the resident population which could benefit from upskilling to gain employment, and progress in employment.

Role of the ETS: The Proposed Development would play a role in providing job opportunities for low-skilled workers, and the ETS would provide a strategy for upskilling the local workforce ahead of construction and operation through local employment and training activities, as well as initiatives to ensure skills readiness.

2.1.5 There is an opportunity through the Proposed Development for existing and future residents within the ETS Study Area to enter the workforce. Population growth is anticipated overall in the whole ETS Study Area, except in Luton. Looking at ONS projections, the population in the ETS Study Area is expected to grow by 5% between 2019 and 2040, with the highest growth rates in Bedford and Central Bedfordshire (+12%) but negative growth in Luton (-5%) (Ref 2.9). Areas like Central Bedfordshire had particularly low unemployment rates (just over 1%) pre-pandemic (January 2019 - December 2019), so population growth will be important for meeting the growing demand for new workers (Ref 2.10).

2.1.6 Wider demographic and labour force changes due to external economic factors including Brexit and an evolving economy has created a skills shortage in the local population highlighting the need to upskill the local population so that they are able to take advantage of employment opportunities (Ref 2.11).

Role of the ETS: The Proposed Development would provide employment opportunities for the growing population, and the ETS would ensure that local people are better able to access these jobs. The ETS also proposes forums for engagement with local councils to help coordinate plans for workforce growth.

2.1.7 There are areas of low skills and low qualifications across the ETS Study Area. Only 31% of Luton residents hold an NVQ4+ qualification compared to 42% on average across the whole ETS Study Area, where Bedford has the highest proportion of people with an NVQ4+ qualification (46%), with Buckinghamshire, Hertfordshire, and Milton Keynes also having similar proportions of the population with high qualification levels. Additionally, 10% have “no qualification” in Luton (7% in the ETS Study Area) and 18% have an “other qualification” (8% in the ETS Study Area) (Ref 2.12). There are also pockets across the ETS Study Area with similar profiles of lower skills, highlighting a need for upskilling targeted groups.

Role of the ETS: The ETS would provide a framework and leadership for bringing training opportunities to communities, working with local groups to ensure that local people know about new jobs from the Proposed Development and can access any training required for these jobs.

2.1.8 The ETS Study Area could see improvements in local jobs, skills and wages. Long-term unemployment is a challenge in the ETS Study Area, with Job Seeker’s Allowance (JSA) claimants who are unemployed for over a year representing over 40% of claimants in Luton and over 30% in Bedford and Milton Keynes in October 2020 (Ref 2.13). Over 70% of residents in Hertfordshire, Central Bedfordshire and Buckinghamshire claiming JSA have been unemployed for up to six months. ‘Sales and Services’ and ‘Elementary Occupations’ make up the largest proportion of people receiving JSA.⁸ The

⁸ ‘Elementary Occupations’ refers to “occupations which require the knowledge and experience necessary to perform mostly routine tasks, often involving the use of simple hand-held tools and, in some cases, requiring a degree of physical effort. Most occupations in this major group do not require formal educational qualifications but will usually have an associated short period of formal experience-related training.” Source: Office for National Statistics. ‘ONS Standard Occupational Classification (SOC) Hierarchy.’ https://onsdigital.github.io/dp-classification-tools/standard-occupational-classification/ONS_SOC_hierarchy_view.html

Covid-19 pandemic has significantly increased the number and proportion of JSA claimants with elementary occupations, and it has exacerbated a longer-term decline in retail employment.

Role of the ETS: Upskilling these long-term unemployed people (in terms of both soft and hard skills) would help them to get back to the job market. The ETS would bring together the people and organisations who can provide a wide range of skills that would be required across the construction and operation phases of the Proposed Development. Even during times of low unemployment, the ETS will focus on supporting deprived areas and people in long-term unemployment into work.

- 2.1.9 **The airport draws in workers from a wide catchment area.** In 2011, only 57% of Luton residents worked in Luton and 40% of Central Bedfordshire residents worked in Central Bedfordshire, compared to 81% of Milton Keynes residents working in Milton Keynes and 71% of Bedford residents working in Bedford – the latter two areas showing greater alignment between local labour supply and demand (Ref 2.14). However, it should be noted that across the ETS Study Area, most workers live and work in the same local authority. There is some out-commuting in the area, with 16% of Luton residents commuting to Hertfordshire and 12% commuting to Central Bedfordshire, whilst 9% of Luton residents commute to London. Equally, 13% of those living in Central Bedfordshire commute to Luton and 19% to Hertfordshire.
- 2.1.10 *Role of the ETS:* The ETS would provide mechanisms to support residents in the study area to access the jobs at the airport by equipping more local people with the skills needed to work at the airport and through better outreach to local communities. The ETS would also engage with stakeholders who manage travel accessibility to the airport, to support viable commuting options for workers at the airport from across the ETS Study Area.
- 2.1.11 **Employment in Luton is more at risk of automation (all or parts of the job being replaced by technology) than the ETS Study Area as a whole.** Looking at probability of automation by occupation (Ref 2.15), Luton has the highest risk of automation in the ETS Study Area given the lower skills occupation level on average (Ref 2.16). According to the ONS, areas around Luton including South Bedfordshire, Dacorum, Bedford and areas around Stevenage are at a higher risk of automation compared to other local authorities within the ETS Study Area. There is a threat to long term employment in many sectors from automation. Areas of employment at the airport that could be at particular risk include check-in or baggage drop (Ref 2.17).
- Role of the ETS:* Additional jobs will help replace those reduced or replaced by automation over time, and better use of automation can help workers focus on value-added aspects of their work, helping them to be more productive. The ETS would be forward-looking, helping employers and training providers adapt to changing technology requirements and supporting lifelong learning.
- 2.1.12 **Apprenticeships starts and achievements (completing an apprenticeship) have been falling in the past five years.** Uptake of intermediate apprenticeships across the ETS Study Area have consistently fallen since 2015. While apprenticeships are important for creating new pathways into work, completion of level 2 intermediate apprenticeships within the ETS Study Area

(such as in construction building, domestic heating, construction civil engineering or plumbing and heating) have experienced a sharp decline over the past five years (Ref 2.18).

Role of the ETS: Both the construction and operation of the Proposed Development would create opportunities for apprenticeships. The ETS will provide the framework for active engagement between the employers at the airport and apprenticeship providers to support more completions by providing a structured approach to apprenticeship programmes and support for businesses providing apprenticeships.

- 2.1.13 **The biggest challenge for businesses in the ETS Study Area who cannot fill vacancies ('Hard-to-Fill Vacancies') is the lack of applicants with the required skills or necessary experience** (Ref 2.19). 35% of hard to fill vacancies in the ETS Study Area are due to a lack of applicants with the right skills, experience or qualifications. However, the proportion of those seeking work in the ETS Study Area who have a skilled occupation is low, at 1.7%, compared to an England average of 2%. This makes it harder for employers to find skilled workers.

Role of the ETS: New roles will create opportunities for the airport, employers, and local education training institutions to offer training to meet employer needs. The ETS creates a framework and relationships to support those parties to come together, prepare and implement a plan for training needs.

- 2.1.14 In addition to the strengths and challenges listed above, there are important learning institutions in the ETS Study Area which can create opportunities that work in tandem with the Proposed Development.
- 2.1.15 Local FE colleges provide courses relevant to airport job opportunities. Both Central Bedfordshire College and Barnfield College have campuses in Luton which provide courses up to HE level in areas relevant to the construction phase, such as Construction and Engineering, in addition to courses relevant to the ongoing operation of the airport, such as Accounting & Business and Hospitality & Catering. North Hertfordshire college has a specialist engineering and construction campus in Stevenage and there are proposals for a new Milton Keynes University Technical College to be created.
- 2.1.16 Local universities also provide relevant education opportunities. The University of Bedfordshire is based in Luton, providing both undergraduate and post graduate courses relevant to those wanting to work at an airport, including engineering and accountancy courses. A specific aviation focussed course, the Aviation and Airport Management BSc, makes use of its proximity to the airport to give hands-on experience. Other local universities, such as Cranfield University (with its aviation-related post-graduate courses and existing close ties with aviation), University of Hertfordshire and Buckinghamshire New University, have students who move on to work for major employers in aviation and at the airport in wide ranging roles from engineering to business.
- 2.1.17 Understanding the strengths and weaknesses of today's economy helps key stakeholders understand what would be required to meet the employment needs of the Proposed Development and meet future operational requirements.

More people would be needed to work in Luton and the neighbouring counties – and those people would require new and different skills. The key opportunities for future jobs and skills development are set out in the following sections.

2.2 Opportunities highlighted by stakeholders

2.2.1 Engagement with key education institutions and local training providers has been undertaken to identify training and employment initiatives already in place and highlight potential gaps. This has included interviews with universities and FE colleges in the ETS Study Area (further details are set out in the **Consultation Report [TR020001/APP/6.01]**), and has provided the following insights:

- a. Existing initiatives are limited and include “meet the buyer” events, collaboration with the Prince’s Trust to provide placements for local young people (the “Get into Airports” programme) and other ad hoc activities. Some businesses at the airport, such as several airlines, are more active in their engagement and collaboration with universities and colleges.
- b. There is a need for a centralised point of contact for education institutions to regularly engage and work together with the airport, including the numerous businesses operating at the airport, as the airport can be perceived by individuals as difficult to navigate.
- c. Developing tailored training programmes to respond to the needs of the Proposed Development will take time and extensive planning, and therefore early engagement and preparation is key.
- d. Placements, apprenticeships, T-levels (2-year courses offering a mix of classroom learning and on-the-job experience) and training opportunities are considered highly valuable by education institutions, as are guest speakers and site visits, which are key to inform and inspire students about potential careers at the airport.
- e. Local educational institutions and training providers can provide extensive support with recruitment to the airport and airport businesses, helping local people access employment opportunities created by the Proposed Development.
- f. It was suggested that the airport could sponsor research activities, providing further support to students and helping to establish the airport as an aspirational place to work.

2.2.2 The opportunities identified above have been taken into consideration when developing the initiatives outlined in **Section 4** of this ETS.

2.3 Jobs created from the Proposed Development

2.3.1 The employment impacts of the Proposed Development have been assessed both for the construction and the operation of the airport (further information on the economic impact of the Proposed Development can be found in **Chapter 11** of the **Environmental Statement [TR020001/APP/5.01]** and in the **Need Case**

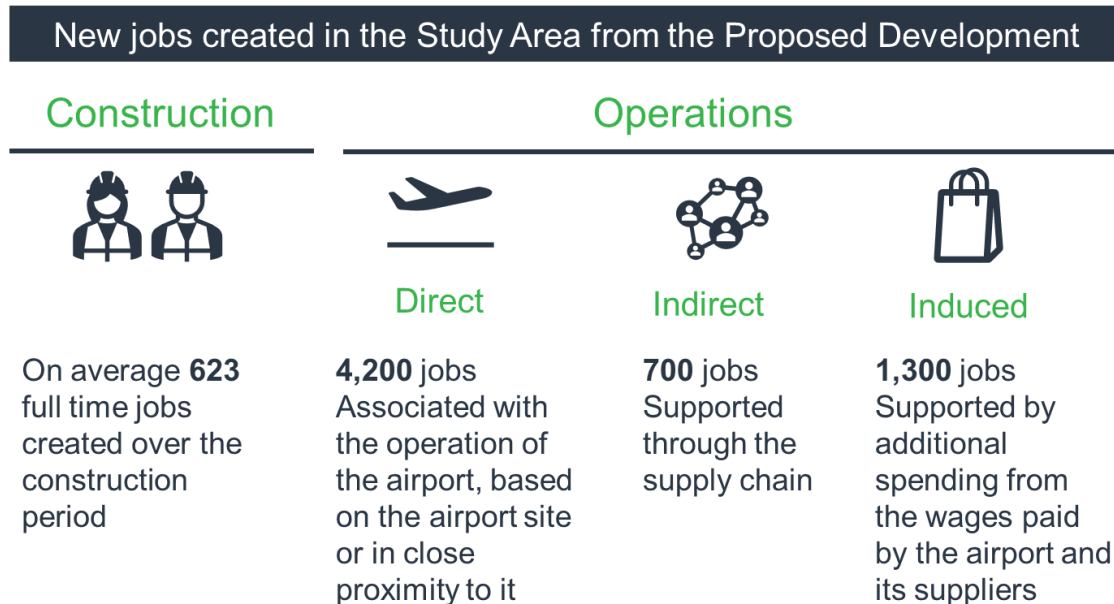
[TR020001/APP/7.04]). The works to deliver the Proposed Development will be presented with reference to two major elements:

- a. Works to facilitate the expansion of capacity in Terminal 1 in line with the demand forecasts contained in the application (i.e., a core case of 21.5 mppa but with the scope to accommodate up to 23 mppa with peak spreading).
- b. Works to build and operate Terminal 2, and any associated infrastructure, such that the airport can ultimately accommodate a maximum of 32 mppa across both terminals.

2.3.2 As outlined in Section 1.2 above, a significant number of jobs that are created by the Proposed Development will benefit residents in the ETS Study Area. These areas will benefit from both jobs created directly from the Proposed Development as well as indirect jobs created through the supply chain. Residents in the ETS Study Area will see further job creation from the additional spending power generated as a result of an increase in employment opportunities.

2.3.3 The following sections present first the job growth opportunities during construction, then during operation of the airport, and finally combined impacts of construction and operation. A summary of the job creation opportunities is presented below in **Figure 2.2**.

Figure 2.2: Jobs growth from the Proposed Development (compared to 2019 levels) by 32 mppa⁹



2.4 Opportunities in construction jobs

2.4.1 The **direct jobs during construction** – the employment supported by firms which are integral to the construction of the airport – would come in three

⁹ Operational jobs figure quoted for the three counties (Hertfordshire, Bedfordshire and Buckinghamshire) considered as the key focus of the ETS.

stages, noting that these phases are assessment phases and development may come forward differently:

- a. 2025 - 2027: There would be limited construction activity as the airport undertakes some incremental expansion to increase the capacity of Terminal 1, creating on average around 200 person years¹⁰ of employment per annum;
- b. 2033 - 2036: Most construction activity would occur during this period with the delivery of a new Terminal 2, creating up to 940 person years of employment per annum; and
- c. 2037 - 2040: This period would see a less intensive construction period as the capacity of the new terminal is expanded incrementally up to its full planned capacity, creating around 470 direct person years of employment per annum.

2.4.2 A significant number of construction jobs are expected to be created through the expansion program during construction leading to 623 Full Time Equivalent (FTE) jobs over the construction period.¹¹ Construction creates many opportunities for local people, but there will be a need to work with local training organisations and construction firms to ensure that local people have the skills to take advantage of the new jobs.

2.4.3 The construction of the Proposed Development is likely to create a significant number of direct jobs as well as indirect jobs. It is anticipated that the supply chain will benefit from job creation from the construction of the Proposed Development. **Chapter 11 of the Environmental Statement [TR020001/APP/5.01]** outlines that a further 3140 person years of employment (314 FTE) will be supported in industries supplying construction materials and services or will benefit from construction worker spend.

2.5 Opportunities in operational jobs

2.5.1 Based on findings outlined in the **Need Case [TR020001/APP/7.04]** it is anticipated that around 6,100 additional jobs (direct, indirect and induced)¹² could be supported by the airport's expansion in the ETS Study Area when 32 mppa is reached, when compared to figures for 2019. This comparison reveals the number of additional jobs that would be created as a result of the Proposed Development. Direct, indirect and induced jobs are defined as follows:

- a. **Direct operational jobs** – refers to jobs supported by firms which are integral to the operation of the airport. These jobs are projected to rise from 10,900 in 2019 and stabilise at around 11,700 by 2027 as 21.5 mppa is reached. By 2039, 27 mppa should be reached, at which point

¹⁰ Person years are the equivalent of one full year of work for a full time worker. For example, one full time job that lasts 6 months is 0.5 person years; 10 full time jobs that last 6 months equates to 5 person years.

¹¹ Full Time Equivalents (FTEs) are calculated based on ten person-years. When measuring the benefits of a new full time job, those benefits can be accounted for over ten years. So, one FTE is 10 person years.

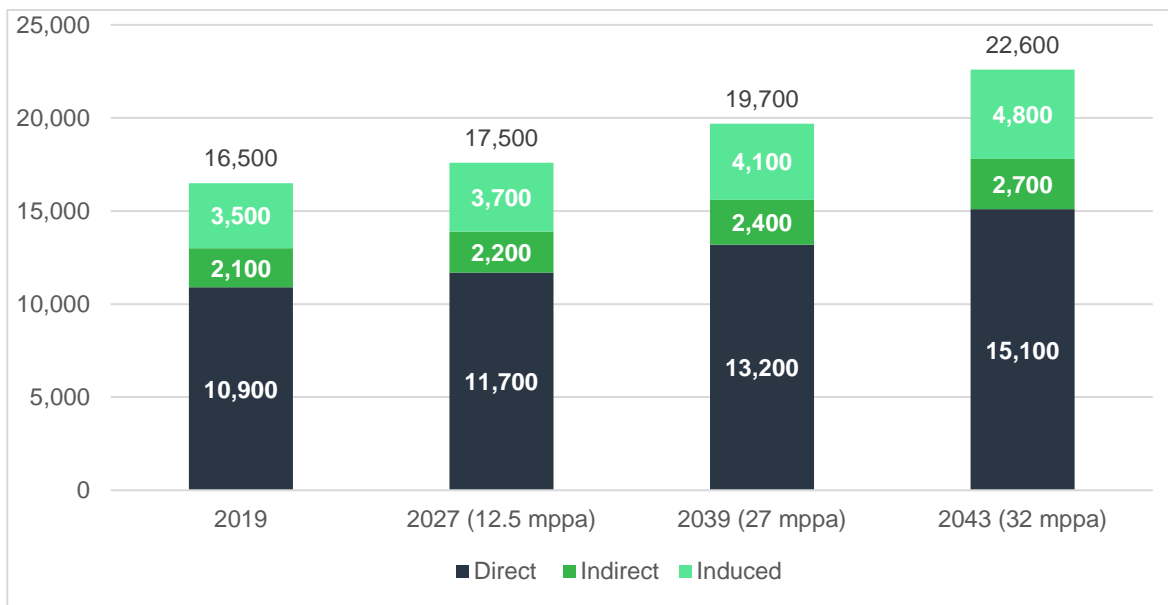
¹² Based on a comparison between the number of jobs which would have been created without the Proposed Development

numbers will rise to approximately 13,200. By 32 mppa, this figure is forecast to reach approximately 15,100.

- b. **Indirect jobs** – refers to jobs supported by supply chains of the firms which make up the airport’s direct impact. Indirect jobs created within the study area would increase to around 2,700 at 32 mppa (compared to 2,100 in 2019).
- c. **Induced jobs** – refers to jobs supported by those working at the airport and in its supply chain spending their earnings, for example in retail establishments. The induced jobs within the study area would increase to around 4,800 at 32 mppa (compared to 3,500 in 2019).

2.5.2 A summary of the ETS Study Area’s forecast total employment growth from the proposed development is set out in **Figure 2.3**. The Applicant is working with local stakeholder organisations to refine priority programmes and activities to support local people to access the jobs that will be created by the Proposed Development.

Figure 2.3: Operational employment growth in the ETS Study Area (direct, indirect and induced)

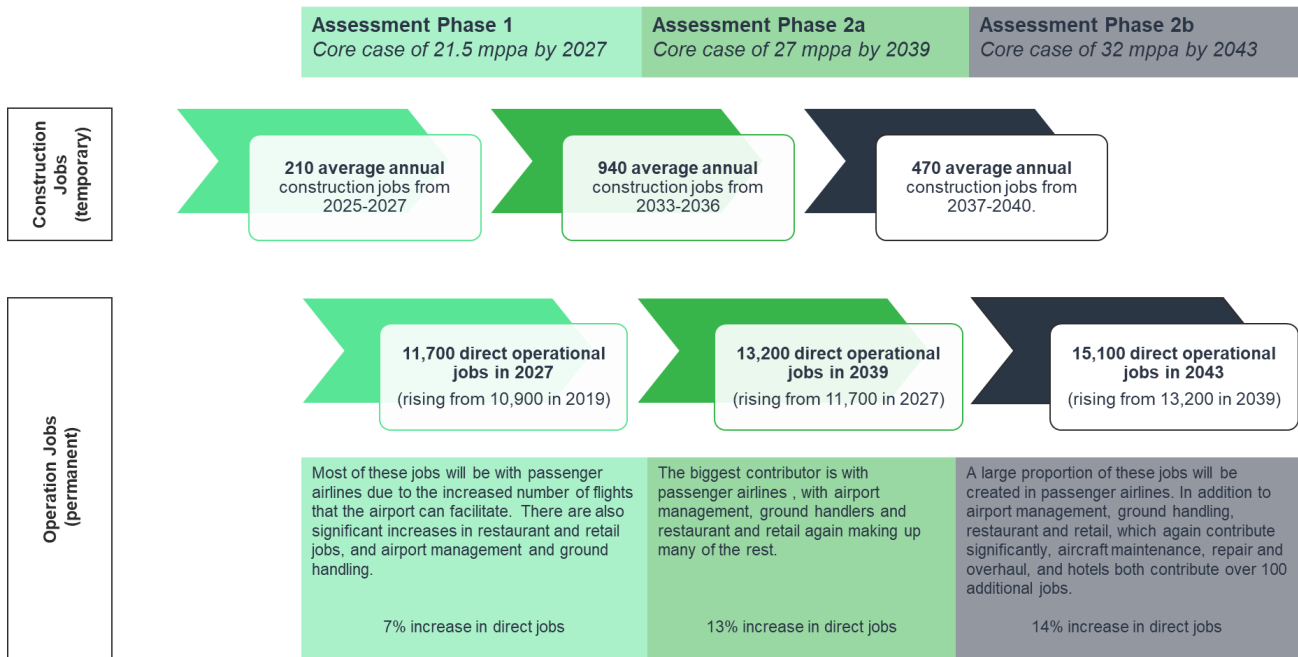


Source: Oxford Economics

*figures may not sum due to rounding The combined growth in construction and operational jobs

2.5.3 A summary of the construction and operational jobs which would be added through the airport expansion is set out below in **Figure 2.4**.

Figure 2.4: Summary of construction and direct jobs growth from the Proposed Development (core planning case)

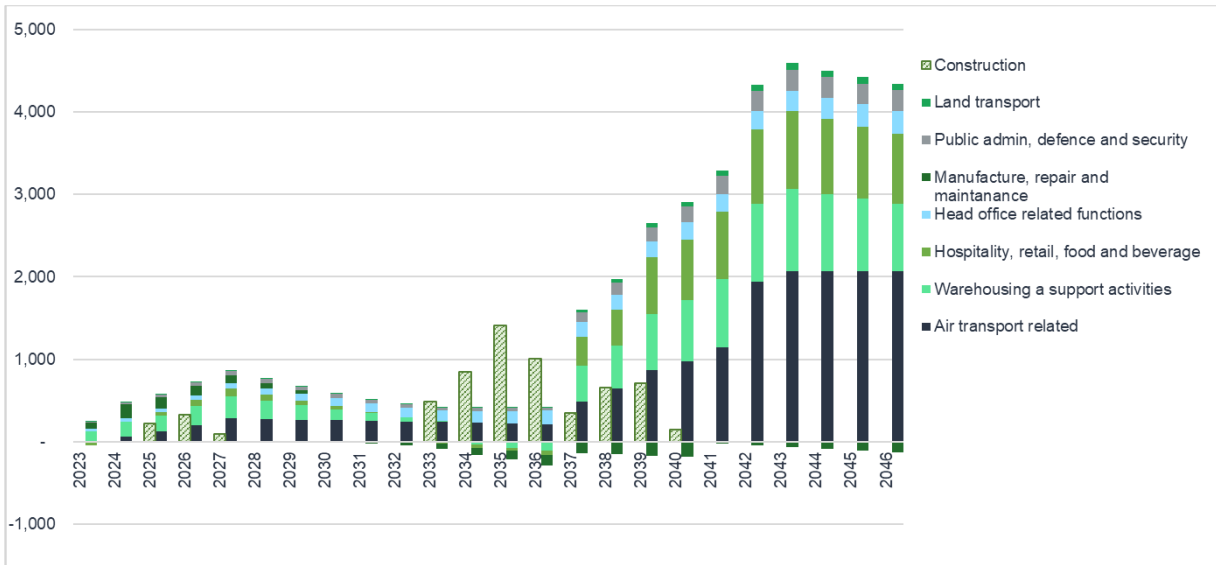


Source: Oxford Economics

*Some figures may not sum due to rounding

2.5.4 The types of jobs that would be created as a result of the construction and operation of the Proposed Development vary over time. Construction jobs would be significant, but relatively lower for enhancements to Terminal 1. The majority of new operational jobs will be in air transport (e.g., with people working for the airlines) and would therefore be created with the major expansion of air traffic enabled by the construction of a new Terminal 2. Other significant increases in jobs will come from hospitality, food and retail within the terminal, followed by warehousing and support activities, security, and land transport and tourism services. The additional jobs growth from construction and operation of the Proposed Development is presented in **Figure 2.5** below.

Figure 2.5: Additional jobs during construction and operation by sector



Source: Oxford Economics

2.6 Potential skills and employment change in airport jobs

2.6.1 Wider changes to the economy, technology and society will change the types of jobs available and the skills that will be needed to do those jobs, especially over the long-term.

2.6.2 **Table 2.1** sets out how these wider changes may affect jobs and skills requirements at the airport up to completion of the Proposed Development in 2043. These impacts have been considered in the employment projections presented in this section and in **Chapter 11** of the **Environmental Statement [TR020001/APP/5.01]**.

Table 2.1: Potential skills and employment changes to airport jobs

Job	Potential changes to skills and employment requirements due to technological and macroeconomic change
Aircrew (cabin and flight)	<p>Increased use of technology and automation would support cabin and flight crew to perform their jobs more efficiently and safely, but this would also increase the requirement for continued training and technological know-how on a regular basis. Given the requirement of skilled cabin and flight crew to maintain safe flights and provide customer service, the Applicant does not foresee technology or automation leading to staff reductions.</p> <p>There are minimum crew requirements that are dependent on passenger loads and so support cabin and flight crew will continue to be needed.</p>
Security	<p>Employment in security would grow with expansion in the airport, but employment per passenger would likely decrease. Changing (more sophisticated) technologies will likely require more training on their use, and additional technology support and repair staff will likely be required, in line with the uptake of new technology.</p>
Car parking management	<p>As the move to public transport and electric vehicles increases, it is likely car park management staff would be needed.</p> <p>In the long-term (30+ years), Luton (and other airports) may have growth in autonomous vehicles for transport into and around the airport.</p>
Check-in and baggage handling	<p>In the short term, the need for staff (on a per-passenger basis) would decrease with the increased prevalence in self-service boarding passes and bag tags. There would however, always be a need for customer service and physical baggage handling.</p>
Immigration	<p>Immigration staff would likely increase in total numbers, but they would decrease on a per-passenger basis due to the rise in e-gates and e-passports. These staff must go through security training and checks. Funding is expected to fall for the UK Border Force, so up-skilling and retaining qualified workers will become increasingly important.</p>
Retail and Catering	<p>The food and beverage and retail industries are experiencing demand for higher quality experiences and better customer service, which would likely require more training for lower-skilled and entry-level employees.</p>
Ramp and airside operations	<p>Technology may reduce ramp staff demand in the long-term, but the employment effect and efficiency gains are likely to be minimal.</p>
Green jobs	<p>Advances in sustainability will likely require changes to the way people conduct their jobs and the technology and tools that they use. In construction and maintenance (both building and aircraft) jobs, the move to more sustainable materials and design solutions would likely require re-skilling and up-skilling, rather than wholesale shifts or redundancies in occupations.</p>

- 2.6.3 Looking forward, three macroeconomic themes could influence employment and skills demand at the airport: technological change, continued focus on customer services, and increased focus on sustainability. Sometimes these go in line with one another - self-service functions have been enabled through technology and driven by customer services, and a more sustainable airport would be enabled by improved aviation technology. Altogether, self-service could reduce the demand for workers and the skills demanded from those jobs, and increased focus on sustainability should drive demand for high-skill jobs. (Note: this 'net productivity' effect has been considered in the employment forecast estimates). Both could also require employees to upskill or become more efficient, opening up time for new tasks which may require additional skills. Technology could therefore make some skills obsolete while demanding new skills from employees.
- 2.6.4 The drive for better customer service and more sustainable airport operations would likely increase demand for skilled work and new skills. Often, better customer service means better technical achievement in jobs throughout the airport (e.g. fewer lost bags, better understanding of IT booking systems, and customer support with self-service machines). Therefore, even in the face of automation and self-service, the demand for excellence in customer service will drive the demand for a wide range of customer-centred and technical skills.
- 2.6.5 These three macro trends – technological change, focus on customer service, and sustainability – will require an increased investment in adapting skills at the airport. Lifelong learning, both on-the-job and in the classroom, will be important to retain staff and ensure they have the skills required to adapt to changing workplace demands.

3 THE OBJECTIVES AND PRINCIPLES OF THE ETS

3.1 The objective of the ETS

3.1.1 The main aim of the ETS is to shape a brighter future for local people, create quality careers, and make the airport an inclusive and aspirational place to work through the delivery of the Proposed Development. The ETS would achieve this by delivering a wide range of employment and training opportunities for local communities, including a focus on those in need, and investing in lifelong learning for workers at the airport.

3.2 A forward-looking ETS

3.2.1 Given that most long-term jobs growth during operations are going to occur in the next decade (please refer to **Figure 2.3**), with increased annual passengers up to 32 mppa, the ETS needs to be forward-looking and flexible to be meet the employment and training needs of the Proposed Development over the next two decades.

3.2.2 This ETS cannot accurately predict all the skills needed for future jobs at the airport, especially looking 10 and 20 years in the future. Accordingly, setting out these principles to guide the goals and actions of the ETS will ensure that the initiatives are suitable for the future needs of the Proposed Development, airport businesses and local communities alike.

3.2.3 To ensure successful delivery, the ETS focuses on:

- a. Flexibility and adaptability of the ETS through completion of the Proposed Development: the strategy will be able to adapt to the changing needs of the development and external influences, such as technology or public policy.
- b. Strength of relationships developed and maintained between stakeholders: the strategy focuses on developing strong, mutually beneficial relationships between key stakeholders. Mature governance of any joint initiatives will support smooth implementation of programmes.
- c. Active engagement and forward-planning for skills programmes: this allows stakeholders to better plan, develop and implement the initiatives of the strategy and adapt as needed. Strong consideration is given to foresight planning and horizon scanning to plan for changes locally or in the industry that might affect skills and employment requirements.
- d. Inclusion, giving opportunities to a wide range of people across the ETS Study Area: the strategy works to ensure that the airport is an attractive, inclusive and accessible place to work for all skill levels.

3.3 Key stages of the ETS

3.3.1 The ETS sets out key initiatives for the Applicant, the airport operator, and key partners to achieve the vision and goals set out above. The ETS will focus separately on two different periods:

- a. Construction – planning and actions required to maximise job and training opportunities for local people during construction. The airport operator would appoint contractors, and the operator would encourage them, where possible, to support access to employment opportunities for local people and on-the-job training where the relevant skills and resources are available.
- b. Operation – mechanisms to deliver the ETS through the operation of the expanded airport, with an emphasis on the additional jobs created through the delivery of the Proposed Development.

The Applicant will work closely with the airport operator at the pre-construction phase to enable the proposed initiatives to be implemented once construction starts, to maximise the benefits from construction and operation employment, as well as training opportunities. The Applicant will also work closely with local government partners across the ETS Study Area, including LBC, to coordinate their current skills strategies. One such example is the “Employment and Skills Strategy for Luton” (2021) (Ref 3.20).

4 THE GOALS OF THE ETS

4.1 Overview

- 4.1.1 The ETS sets out six key goals to deliver its objective (stated above in **Section 3**). The development of the six goals has taken into consideration the needs of the local communities, regarding the employment and skills requirements of the airport. The aim of the Proposed Development is to deliver sustainable economic growth. The goals set out below have been established to ensure that jobs and skills created as a result of the Proposed Development will generate meaningful benefits throughout the wider ETS Study Area. It is envisaged that the six goals will be reviewed regularly by the Applicant and the airport operator so that they remain appropriate and fit for purpose throughout the duration of both the construction of the Proposed Development as well as when it is fully operational.
- 4.1.2 These Goals are presented in **Figure 4.1**. All elements taken together represent the **Luton Employment and Skills Programme (“The Programme”)**, which represent the joint goals and initiatives that the Applicant and the airport operator will pursue to deliver the ETS.
- 4.1.3 The initiatives set out within the ETS have been ordered so that, within each goal, general initiatives across both construction and operation are set out first, followed by those related to construction activities only and lastly those which are related to operational activities. This structure is followed across all six goals.

Figure 4.1: ETS Goals



Initiative 0.1 Luton Airport Employment and Skills Programme (Construction and Operation)

- 4.1.4 The Applicant, in collaboration with the airport operator, will set up a **Luton Airport Employment and Skills Programme (The Programme)**, the overarching name for the activities which will be undertaken to deliver the ETS. The Programme is organised into three parts:
- a. Engagement with local government partners to coordinate, at a strategic level, how their employment and training programmes can support people in the ETS study area into employment at the airport (Goal 1).
 - b. Recruitment and outreach activities to promote employment and training opportunities across the airport with local employment support and training institutions, helping people in the ETS Study Area into work at the airport (Goal 2).
 - c. Supporting employment and training good practice across the airport, during the construction phase as well as during operations, through an Airport Employer Community Forum (AECF), which will be a forum of HR representatives from across the airport businesses (Goals 3 – 6).
- 4.1.5 The focus would be on investing in and coordinating among existing good-practice education and training facilities in the region to build them up and create long-lasting ties between the airport and local institutions to ensure people in the ETS Study Area have the skills required for success at the airport.
- 4.1.6 Each Goal also sets out proposed initiatives which will help the Applicant and airport operator achieve the objectives of the ETS.
- 4.1.7 The section below sets out the series of proposed initiatives, which the Applicant and airport operator are committed to delivering. In order to ensure the commitment to delivering these initiatives and, in turn, meet the goals set out within the ETS, the Applicant will secure commitment to the ETS through s106 contributions so that initiatives can be funded and delivered.
- 4.1.8 The Applicant, with the airport operator, would monitor and report on goals, targets, and progress of employment and skills initiatives set out within the ETS to check that they remain applicable and relevant as the Proposed Development progresses through construction and into operation.
- ## **4.2 Engaging local partners to achieve employment and skills aims**
- 4.2.1 Local government plays an important role in developing the social and economic infrastructure in the ETS Study Area. Their engagement with education and training institutions plays an important role in ensuring the workforce has the skills required for future jobs. Given the long-term nature of the Proposed Development, the Applicant will need to regularly engage with local government partners to coordinate on how the growth plans at the airport align with the employment, skills and training strategies in the ETS Study Area.

Goal 1: Maximise the impact of the Proposed Development through engagement with local government partners who can coordinate with their skills and growth strategies

4.2.2 Overall, the ETS Study Area has high employment, high wages and a vibrant and growing economy, but there are also areas of deprivation. The growth strategies published by local authorities set out how they plan to help continue growth whilst ensuring the fruits of this growth are enjoyed by all residents. The Proposed Development would be used to support these aims, but the Applicant would also recognise that integrating with these plans is a way of helping the expansion to be a success.

4.2.3 Goal 1 is underpinned by one initiative throughout the life of the Proposed Development:

Initiative 1.1 Regularly engage with local authority stakeholders in the ETS Study Area to optimise impact from the Proposed Development (Construction and Operation)

4.2.4 A new **Local Economic Development Working Group (LEDWG)** would be created with a focus on sharing skills and employment strategy information between the airport and local stakeholders for planning and coordination during both construction and operations, where appropriate. The Applicant would chair the LEDWG, with representatives from the airport operator attending as well as the relevant teams (e.g. economic development or skills and employment) at the local authorities across the ETS Study Area and the LEPS. The LEDWG will also liaise with the Employment and Skills Partnership Board (ESPB). The focus of the LEDWG would be to discuss local employment and training priorities to consider how the airport could play its part in supporting local growth and regeneration. This Working Group would also share good practice between the airport and local programmes, where appropriate.

4.3 Promoting job and training opportunities with local institutions (Construction and Operation)

4.3.1 Educational opportunities, training courses and career support programmes run by local institutions would be encouraged and coordinated to support local residents to take advantage of new employment opportunities made available through the Proposed Development during operations. As new employment opportunities will come into fruition many years into the future, the skills, needs and training requirements of future jobs will change. Thus, meeting this goal will require regular engagement between the Applicant, the airport operator, other airport employers and local institutions to ensure training is timely, relevant, and inclusive across construction and operations. Relationships with the lead contractor would be utilised, to encourage opportunities arising from the construction of the Proposed Development to be advertised locally where appropriate.

Goal 2: Build on existing employment support programmes and training institutions to ensure residents of the ETS Study Area have the skills to fill jobs created by the Proposed Development

4.3.2 The Applicant and the airport operator would engage with airport employers, local employment support providers, and local training providers to run a programme of engagement aimed at getting ETS Study Area residents into work at the airport. It will also provide residents with the connections to training providers who can give them the necessary skills to enable them to work at the airport.

Initiative 2.1 Encourage the adoption of skills and training programmes during construction (Construction)

4.3.3 The construction of the Proposed Development offers a unique opportunity to provide different skills and training programmes of different levels such as apprenticeships, T-levels, graduate programmes, placements and other skills programmes. Where appropriate and possible, skills programmes will align to LBC's Local Employment and Skills Strategy and build on existing programmes run by LBC¹³.

4.3.4 LBC has a strict Social Value policy¹⁴ in place that goes beyond legal requirements, and which places a strong emphasis on employment and training. At the construction phase, through existing procurement frameworks that the airport operator has in place, the delivery of skills and training programmes can be incorporated into the tender process, with Invitation to Tenders outlining the need to interested contractors to outline key areas where they would deliver skills and training. The response to this requirement can then be tied into the overall tender scoring process.

4.3.5 During construction, the work contractors will be required to consider the latest green construction techniques and consider including them as part of the construction process, ensuring the skills required to use those techniques are understood. The lead contractor should engage with the Construction Industry Training Board to identify construction training programmes which may be required by the Tier 1 contractor, such as modern methods of construction and use of sustainable materials and methods. Pre-market engagement would also be undertaken by the airport operator to help contractors understand any new skills required for sustainable construction. The lead contractor will be encouraged to ensure training and job placements go to local residents, where possible.

¹³ Luton Borough Councils Local Skills Improvement Plan 2022-2026 can be found here: [chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.luton.gov.uk/Council_government_and_democracy/Lists/LutonDocuments/PDF/luton-employment-and-skills-strategy-2022-2027.pdf](https://www.luton.gov.uk/Council_government_and_democracy/Lists/LutonDocuments/PDF/luton-employment-and-skills-strategy-2022-2027.pdf)

¹⁴ Luton Borough Council's Social Value toolkit and policy (2020) can be found here: <https://m.luton.gov.uk/Page/Show/Business/Doing%20business%20with%20the%20council/Pages/default.aspx>

Initiative 2.2 Code of Construction Practice (CoCP) (Construction)

- 4.3.6 During the construction phase, the **Code of Construction Practice [TR020001/APP/5.02]** would deliver effective planning, management and governance throughout the construction period to manage potential impacts upon individuals, businesses and the natural and historic environment. It also outlines processes to engage with the local community and their representatives.

Initiative 2.3 Luton Jobs and Skills Engagement Programme (Operation)

- 4.3.7 During operations, the airport operator, alongside the Applicant, will seek to build on existing, proven activities to develop a jobs and skills engagement programme. This will include activities to help residents of the ETS Study Area into work at the airport and connect them with training providers who can give them the skills they need.
- 4.3.8 The airport operator and the Applicant would continue to deliver the existing “Get into Airports” scheme which currently provides placements in collaboration with the Prince’s Trust. This programme would create opportunities to provide workplace experience, alongside the opportunity to gain qualifications within the aviation industry for individuals who are currently unemployed or face barriers to employment.
- 4.3.9 These activities would be complemented by the Jobs and Training Fairs (Initiative 5.1) which would provide multiple opportunities throughout the year to bring together employers at the airport with local education, training and employment support organisations to promote opportunities for work at the airport.

4.4 Supporting employment and training good practice across the airport

- 4.4.1 Encouraging employment and training good practice across the airport during construction and operation remains a key priority for the Applicant and the airport operator. During construction, the airport operator will deliver those initiatives identified for the construction phase in the sections below (Initiatives 4.1, 4.2, 5.1 and 6.1).
- 4.4.2 During operation, to encourage and support good practice, the airport operator will set up the Airport Employers Community Forum (AECF) including human resources leaders from businesses across the airport, which will set the benchmark for good practice. The AECF will provide a space for which to discuss any issues relating to accessibility, equality, diversity and inclusion, recruitment or procurement. It will provide a platform of members to share knowledge and best practice to create a high quality work environment. Members of the AECF will include the airport operator and is intended to include contractors and third party businesses, and the airport operator will chair this Forum.

- 4.4.3 The AECF helps to meet four out of the six goals outlined earlier within **Section 4** of this strategy. A series of initiatives have been set out that underpin the ability to achieve these goals.

Goal 3: Reduce barriers to commuting to the airport

- 4.4.4 To ensure the employment needs of Luton airport are met, the airport needs to access as large a pool of potential workers as possible. To do this, the ETS would provide avenues for the airport operator and airport employers to work with partners to address transport barriers to work that many in the area face (distance, time, cost, convenience, and sustainability). In coordination with the vision and objectives embedded in the **Surface Access Strategy [TR020001/APP/7.12]**, improved accessibility with a focus on sustainable and active travel, technology and communications and new ways of working would also help meet wider economic and environmental ambitions of the ETS, including emphasising opportunities for local residents.

- 4.4.5 Goal 3 is underpinned by one initiative for airport operations:

Initiative 3.1 Coordination with the Airport Transport Forum (Operation)

- 4.4.6 Shift working is common amongst airport employees. These workers can struggle with commuting to and from the airport, as transport connectivity significantly decreases during times that some airport employees need to travel (i.e. night-time and early mornings).
- 4.4.7 The AECF would coordinate with the Airport Transport Forum to understand workers' needs and provide a channel for employers' and employees' views to be engaged, through the AECF Chair, with the Travel Plan Coordinator, a transport planner overseeing the on-going development and implementation of the **Framework Travel Plan [TR020001/APP/7.13]**.
- 4.4.8 Other interventions and measures to support employees' access to the airport as well as employment and training opportunities will be developed as part of the **Framework Travel Plan [TR020001/APP/7.13]**.

Goal 4: Be an inclusive and values-driven place to work

- 4.4.9 Although the ETS Study Area is mainly characterised by high wages, educational attainment and opportunity, there are areas of high deprivation and barriers to employment and training in Luton and across the ETS Study Area. The Proposed Development would provide a range of job opportunities, including quality jobs at good wages (Section 2.1.1), and should target these towards communities that are most in need. The Proposed Development presents a key opportunity to address barriers to work and ensures the opportunities of the airport are available to all, regardless of age, language proficiency, access to transport, wealth, or circumstance. The airport and employers within the airport should recognise the untapped labour potential of groups such as parents, carers and the young and inexperienced.
- 4.4.10 Goal 4 is underpinned by six initiatives across construction and operation:

Initiative 4.1 Ensure high working standards, including the Living Wage (Construction and Operation)

- 4.4.11 During construction, the airport operator will encourage adoption of the Real Living Wage (RLW) for its contractors through the procurement process.
- 4.4.12 During operations, the airport operator would work with employers at the airport to support the RLW to be adopted or maintained across the airport and that high quality employment standards are promoted, including aiming to reduce zero hours contracts. The airport operator has already implemented the Real Living Wage and they will support and encourage other businesses across the airport to adopt it. Adoption of RLW will be discussed through the AECF.
- 4.4.13 The AECF would work with other businesses at the airport to implement similar measures and create a **Luton Workplace Charter**, which airport businesses would be encouraged to sign up to. The Charter will promote the airport's values and high working standards, or alternatively encourage and coordinate airport businesses signing up to the "Good Business Charter," developed by LBC (Ref 4.21). The Workplace Charter would be owned and managed by the AECF, encouraging better inclusion practices and good working standards across the airport on issues raised through the AECF.

Initiative 4.2 Encourage local employment and local businesses (Construction and Operation)

- 4.4.14 The airport operator will continue to prioritise utilising local businesses within their supply chain. Using existing procurement frameworks that are currently in place, measures within the existing frameworks should be implemented to help ensure that opportunities are more accessible to local Small to Medium Enterprises (SMEs), who are key employers for local communities. The airport operator will also encourage contractors to draw on the local workforce allowing employment opportunities to be created within local communities.
- 4.4.15 During the construction phase, the existing procurement process will support, where possible and practical to do so, the development of standard procurement materials, easy-to-understand requirements, and provide support to ensure procurement opportunities are inclusive and accessible to various types and sizes of businesses. During this process, the relevant procurement teams will endeavour to implement the practices outlined above into the procurement process. The Skills Foresight Leader (encompassed within the role of the Capex Director) (see Initiative 6.2) will define any Invitation to Tenders, assess responses based on requirements, and ensure that the notification of potential tenders reach SMEs and that they are able to access these opportunities.
- 4.4.16 The Applicant and airport operator are committed to delivering the LPP allowing businesses within the ETS study area to be given the opportunity to bid/tender for the provision of goods and services for the construction of the Proposed Development. The airport operator will also promote the LPP to businesses operating at the airport in accordance with the LPP.

- 4.4.17 During operation, the airport operator and the Applicant will continue to work together to endeavour to recruit from local communities, and following existing agreements, they will continue to encourage the recruitment of local residents. For example, the Applicant and the airport operator will also continue to assess the outreach of local recruitment channels to allow jobs at the airport to be advertised locally and where possible made available to those within the ETS Study Area.

Initiative 4.3 Foster diversity and inclusion (Operation)

- 4.4.18 The Applicant supports the fair treatment of people from all groups and is interested in promoting the interests of customers, visitors and employees. Diversity and inclusion would continue to be promoted by the airport operator. This will be supported through the AECF, which would be used as a platform for the airport operator and AECF members to share best practice and facilitate Equality, Diversity and Inclusion (EDI) discussions between AECF members. The AECF would use this forum to consider any issues relating to EDI regarding airport operations and facilities. The AECF will seek to support those from vulnerable groups to have equality of opportunity within the working environment of the airport as well as with access to new employment opportunities.
- 4.4.19 The AECF will seek to understand barriers to employment and to creating a more diverse and inclusive airport, building on some of the existing policy currently in place such as the London Luton Airport Disability Policy (Ref 4.22). The airport operator will endeavour to expand the understanding and specific requirements of employers to create a more diverse and inclusive airport. Where possible, it is encouraged that the airport operator involves representatives from various groups in the AECF (i.e. disability groups, women, Black and Minority Ethnic (BME) groups) to ensure that proposals do not create barriers to access employment for vulnerable groups.
- 4.4.20 In addition to the above, where there are requests from supporting agencies, major suppliers, contractors, tenants, concessionaires and service partners to support more inclusive workplaces, the airport operator will share their own tools and good practice materials, where appropriate.

Initiative 4.4 Monitor employees' wellbeing through an annual employee survey (Operation)

- 4.4.21 Related to fostering diversity and inclusion and with the aim of monitoring and promoting employee wellbeing, one role of the AECF includes ensuring that initiatives to improve outcomes that reflect the Applicant's values are delivered. To do so, an annual survey, utilising the pass holder survey that is being implemented across the airport, will be conducted to request input on specific areas that the operator (in agreement with the AECF) considers would be helpful to understand further, including health and wellbeing as well as diversity and inclusion. In advance of the survey being circulated, the AECF will raise and agree topics and/or questions that should be included within the survey to try and capture employee feedback on any priority topics that have been raised through the AECF.

Initiative 4.5 Take care of seasonal workers (Operation)

- 4.4.22 Employment at the airport could fluctuate with additional workers being required during busier seasons when there are likely to be more passengers. Where there are opportunities to publicise future employment opportunities, Skills and Training Fairs organised by the operator will be made available.

Goal 5: Be seen as an attractive and aspirational place to work, embedding the airport within a supportive culture focused on employee development

- 4.4.23 A key challenge for the airport is securing future labour supply across all skill levels in highly competitive labour markets. The Applicant and the airport operator aim is for the airport to be a place known for an inclusive and positive work environment that provides development opportunities and career prospects at all levels. The airport operator and AECF would be encouraged to take into consideration staff satisfaction and retention, in addition to recognising the positive impacts of staff development. By re-orientating the airport within the minds of potential employees, the airport can continue to be a place where people aspire to work.
- 4.4.24 Goal 5 is underpinned by initiatives across construction and operation:

Initiative 5.1 Community outreach programme (Construction and Operation)

- 4.4.25 The Applicant and the airport operator will seek to build on existing activities, including community job fairs and attendance at the Luton Employability Day to ensure that engagement with local education institutions, charities, and community groups is undertaken to support the airport's embedment within local communities, and that the relevant groups are informed about employment and training opportunities related to airport activities.
- 4.4.26 The Applicant and the airport operator would develop appropriate ways to organise different activities including: guest speakers at training events, STEM outreach activities with local schools, and site visits to inspire and inform students and the local community. The team encourage and support the delivery of school outreach programmes, ensuring local students are exposed to the careers and opportunities at the airport. In particular, this outreach will focus on STEM-related opportunities to inspire more students, and those who may return to work, to take on the required education and training for jobs at the airport. Specific targets for ambassadors and the number of events would be set at the construction and operation phases.
- 4.4.27 Both the Applicant and the airport operator would consider further ways to work side-by-side with local groups and community leaders to ensure people can realise pathways into work at the airport.

Initiative 5.2 Recruitment services and career counselling (Operation)

- 4.4.28 To support recruitment of residents of the ETS Study Area into jobs at the airport, the AECF will expand the airport operator's existing Jobs Fairs to include Jobs and Skills Fairs. These Fairs will bring together employers at the airport with local HE and FE institutions, other training providers and employment support providers to help people either get into work at the airport or access the relevant local education and training programmes that can help them get the type of job they want at the airport. Jobs and Skills Fairs will be held multiple times throughout the year.
- 4.4.29 Airport employees often change employer within the airport as new opportunities arise. In recognition of this, the Programme would utilise the existing recruitment strategy and agreement between the airport operator and the Applicant, which is focused on ensuring that recruitment practices are fair and equitable across all groups. Both the airport operator and the Applicant would engage closely with airport employers (through the AECF), local education institutions and training providers to consider ways to develop access to employment opportunities and recruitment at the airport.
- 4.4.30 The airport operator, as part of the AECF, will encourage organisations working across the airport to advertise their jobs on the Working at Luton Airport website. The website advertises jobs across the airport and can be leveraged to advertise jobs created during construction and operation of the Proposed Development. The airport operator and main contractor should endeavour to advertise job opportunities within the local areas so that local residents can benefit from potential jobs.
- 4.4.31 The Working at Luton website can also be used to host readily available resources for career counselling from Job Centre plus or local authorities. These resources could be made available to employees of airport businesses, including online guidance, recommendations for training opportunities (depending on skills level) and career ambitions.
- 4.4.32 The Applicant and airport operator teams would work closely with key stakeholders in the local community to ensure any programmes developed more widely are accessible to the communities being engaged with locally.

Goal 6: Ensure the local workforce is prepared for a sustainable, digital and socially responsible future

- 4.4.33 Airports are seeing rapid change from technological advances in automation and digitalisation, whilst grappling with the challenge of sustainability in a carbon-intensive sector. To ensure the airport has access to the right skills at the right time, preparation and planning is needed to keep ahead of the curve with technological change and sustainability.
- 4.4.34 Goal 6 is underpinned by two initiatives which take place from construction onwards, as well as those initiatives covered by Goal 1:

Initiative 6.1 Provide skills foresight to ensure future skills needs are planned for in advance (Construction and Operation)

- 4.4.35 During construction, a **Skills Foresight Leader (SFL)** will be appointed as part of the Programme. This role will be held by the airport operator’s existing Capex Director. They will set out requirements for construction skills to meet the sustainability objectives and construction innovation requirements set out through this DCO and, where required, will draw on support from specialists to support the procurement process. The specialists will ensure that any new skills required for construction are identified and are available for the construction of the Proposed Development as well as ensuring that new construction methods feed into the procurement process.
- 4.4.36 The role of the SFL would encourage modern methods of construction and engagement with other infrastructure schemes and asset managers to make sure the Proposed Development leads the way in training employees on new and sustainable construction skills, which they can continue to apply in the future. The SFL would have oversight of how Tier 1 contractors should utilise the skills to take on new technology, new sustainable materials and methods of construction, and more inclusive work environments.
- 4.4.37 The SFL would work with contractors throughout construction to encourage opportunities for those in training to engage with new and more sustainable methods of construction as well as providing a platform for training initiatives to be delivered, both online and via an existing physical space provided by the Applicant where appropriate. This will help embed good practice and new technologies in construction at the airport.
- 4.4.38 During operation, as new technological solutions and ways of working emerge for more innovative and sustainable operations of the airport, the airport operator’s Human Resources team will provide input into project-specific initiatives. New technology and sustainable solutions will create requirements for new skills sets. As projects come forward, project teams will be supported by the airport operator’s Human Resources team to discuss how skills requirements could be shaped and embedded into the project.

4.5 Summary and Phasing of Initiatives

Table 4.1 Summary of initiatives, timeline and potential partners



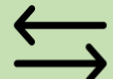
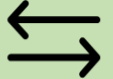
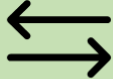


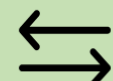
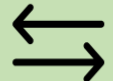
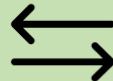


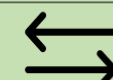
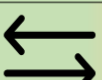



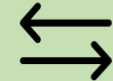
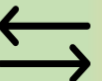



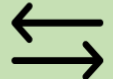
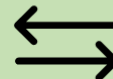




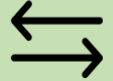
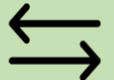
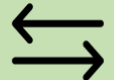
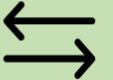
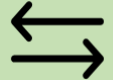
No.	Action	Timeline	Potential Partners
0.1	Luton Employment and Skills Programme	Construction & Operation	The Applicant and the airport operator
Goal 1: Maximise the impact of the Proposed Development through engagement with local government partners who can coordinate with their skills and growth strategies			
1.1	Regularly engage with local authority stakeholders in the ETS Study Area to optimise impact from the Proposed Development	Construction & Operation	The Applicant Local Authority Economics or Employment Leads in ETS Study Area HE and FE institutions, as appropriate





Goal 2: Build on existing employment support programmes and training institutions to ensure residents of the ETS Study Area have the skills to fill jobs created by the Proposed Development			
2.1	Encourage the adoption of skills and training programmes during construction	Construction	The Applicant and the airport operator LEPs Local authorities
2.2	Code of Construction Practice (CoCP)	Construction	Construction contractors
2.3	Luton Jobs and Skills Engagement Programme	Operation	The Applicant and the airport operator Education institutions Training providers Airport businesses Local charities and community groups CITB
Goal 3: Reduce barriers to commuting to the airport			
3.1	Coordination with the Airport Transport Forum	Operation	AECF



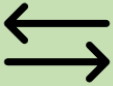
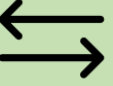
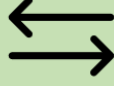


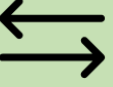
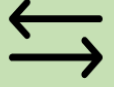


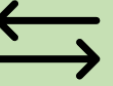
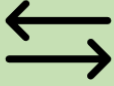


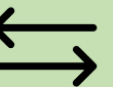
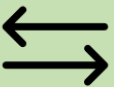


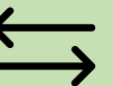
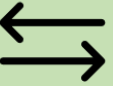
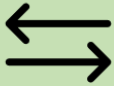


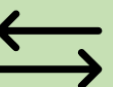
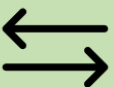


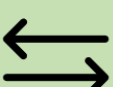
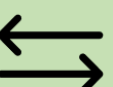
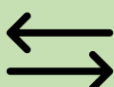
No.	Action	Timeline	Potential Partners
Goal 4: Be an inclusive and values-driven place to work			
4.1	Ensure high working standards, including the Living Wage	Construction & Operation	Airport businesses
4.2	Encourage local employment and local businesses	Construction & Operation	Construction contractors
4.3	Foster diversity and inclusion	Operation	Airport businesses
4.4	Monitor employees' wellbeing through an annual employee survey	Operation	Airport businesses
4.5	Taking care of seasonal workers, supporting them into other work and training	Operation	Airport businesses Training providers
Goal 5: Be seen as an attractive and aspirational place to work, embedding the airport with a supportive culture focused on employee development			
5.1	Community outreach programme	Construction & Operation	Education institutions Training providers Local charities Community groups Religious groups
5.2	Recruitment services and career counselling	Operation	Education institutions Training providers Airport businesses





Goal 6: Ensure the local workforce is prepared for a sustainable, digital and socially responsible future			
6.1	Provide skills foresight to ensure future skills needs are planned for in advance	Construction & Operation	Education institutions Training providers

Table 4.2 Summary of the phasing of initiatives

Initiatives	Scheme Stage			
	Enhanced Terminal 1 2023-2027	Enhanced T1 and T2 2028-39	Enhanced Terminal 2 2040-43	Operation
0.1 Luton Employment and Skills Programme	 + 			
1.1 Create a Local Economic Development Working Group to align growth strategies with local government partners and share good practice	 + 			
2.1 Encourage the adoption of skills and training programmes during construction	 + 		 + 	N/A
2.2 Code of Construction Practice (CoCP)	 + 		 + 	N/A
2.3 Luton Jobs and Skills Engagement Programme				
3.1 Coordination with the Airport Transport Forum			 + 	
4.1 Ensure high working standards, including the Living Wage				

Key	
	Develop & Implement
	Grow
	Maintain
	Ramp Down

Initiatives	Scheme Stage			
	Enhanced Terminal 1 2023-2027	Enhanced T1 and T2 2038-39	Enhanced Terminal 2 2040-43	Operation
4.2 Encouraging local employment and local businesses	 + 			
4.3 Foster diversity and inclusion				
4.4 Monitor employees' wellbeing through an annual employee survey				
4.5 Taking care of seasonal workers, supporting them into other work and training				
5.1 Community outreach programme	 + 			
5.2 Recruitment services and career counselling				
6.1 Provide skills foresight to ensure future skills needs are planned for in advance	 + 			

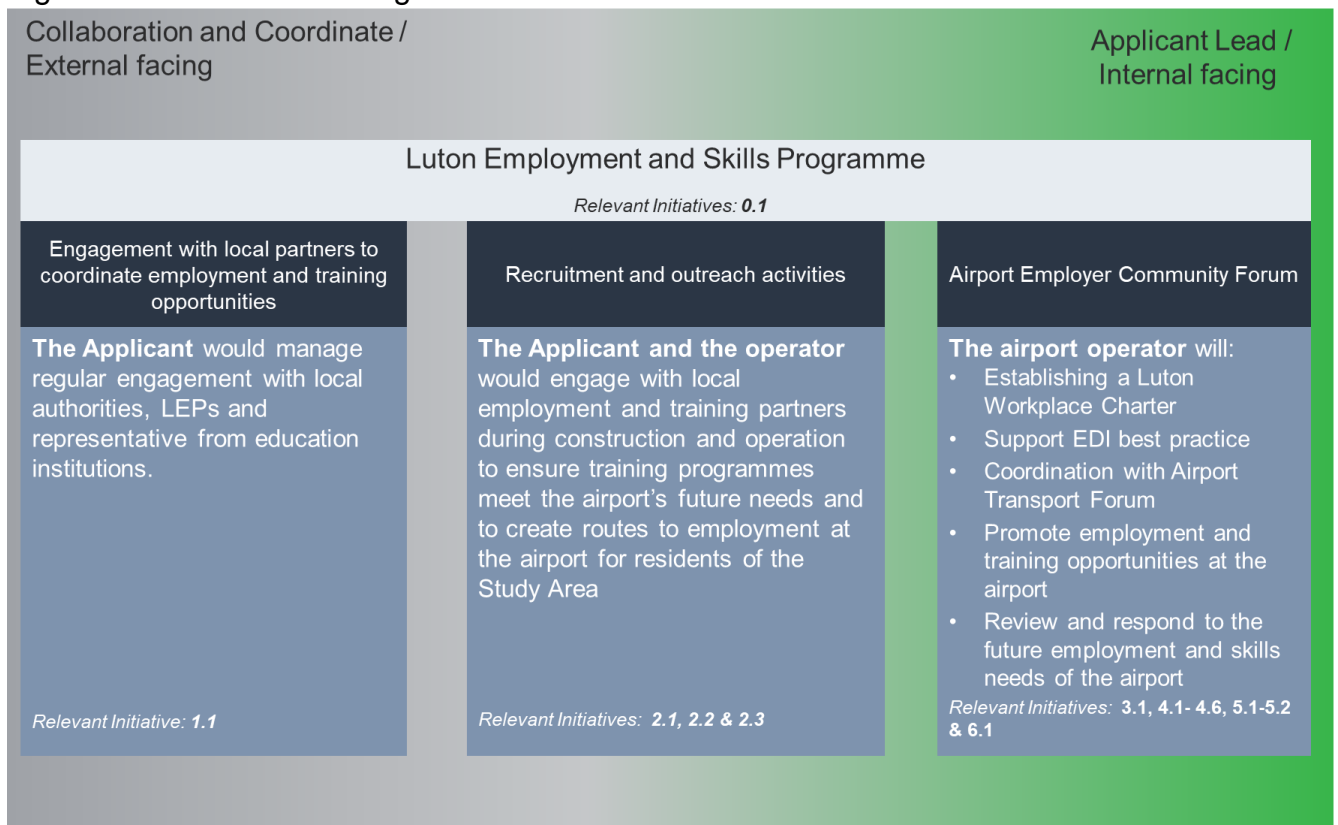
Key	
	Develop & Implement
	Grow
	Maintain
	Ramp Down

5 DELIVERING THE ETS

5.1 Governance

- 5.1.1 Delivering the ETS would require an appropriate governance structure which allocates resources and responsibilities to different teams and members of staff to be managed and resourced by the Applicant and the airport operator. As the project progresses from construction to operation, this governance structure would evolve and grow in line with the opportunities presented by each phase.
- 5.1.2 Key partners that the Applicant and the airport operator would work with to deliver these initiatives are expected to include businesses at the airport, FE colleges, HE institutions, and other organisations including charities supporting training, outreach programmes, and access to jobs.
- 5.1.3 An illustrative governance structure has been developed to deliver the initiatives set out in the previous section and achieve the overall ETS vision and goals. This governance structure is set out below in **Figure 5.1**.

Figure 5.1: Illustrative ETS governance structure



- 5.1.4 This structure is divided into three categories which are tasked with delivering the six Goals of the ETS.
- 5.1.5 **The Applicant** will lead on delivering engagement with local government partners to coordinate, at a strategic level, how their employment and training programmes can support people in the Study Area into employment at the airport. The Applicant, to deliver Objective 1 (Initiative 1.1), will regularly

convene relevant local government stakeholders to this end, and the airport operator will be invited to engage with this group.

- 5.1.6 **The Applicant and the airport operator** will jointly lead recruitment and outreach activities to promote employment and training opportunities across the airport with local employment support and training institutions, helping people in the ETS Study Area into work at the airport as well as the LPP. They will oversee the delivery of Objective 2 (Initiatives 2.1 and 2.2) through those outreach and coordination activities.
- 5.1.7 **The airport operator** will lead on supporting employment and training good practice across the airport, through an Airport Employer Community Forum (AECF). The AECF would be a forum of HR representatives from across the airport businesses alongside the airport operator working to deliver Objectives 3 – 6, which include:
- a. Helping to ensure the airport has the transport accessibility necessary for the workforce (Goal 3, Initiative 3.1);
 - b. Being an inclusive and values-driven place to work (Goal 4, Initiatives 4.1-4.6);
 - c. Conducting recruitment and outreach activities (Goal 5, Initiatives 5.1 - 5.2); and
 - d. Ensuring the workforce will have the skills required to deliver the construction and operation of the airport through the Proposed Development (Goal 6, Initiative 6.1).

6 NEXT STEPS

- 6.1.1 This document presents the ETS that is being submitted as part of the application for development consent and secured through a s106 agreement. The Applicant and the airport operator will continue to work with a wide range of stakeholders to ensure the vision and goals set a clear, ambitious and inclusive way forward for the Proposed Development through the initiatives set out across the construction and operational phases.
- 6.1.2 Any monitoring and evaluation of outcomes and initiatives outlined within the ETS will be agreed and scoped out once a decision on the DCO consent has been reached. The Applicant together with the airport operator will regularly monitor and review progress against its own objectives, to ensure their efficiency.

GLOSSARY AND ABBREVIATIONS

Term	Definition
AECF	Airport Employer Community Forum
ETS	Employment and Training Strategy
FE	Further Education
HE	Higher Education
JSA	Job Seeker's Allowance, an unemployment benefit one can claim while looking for work – a common measure of unemployment
LEDWG	Local Economic Development Working Group
LLAOL	London Luton Airport Operations Ltd., the company that operates the airport
LPP	Local Procurement Protocol (definition provided in Section 1.1.4)
Luton Rising	A trading name of London Luton Airport Limited, the company that owns the airport
SLF	Skills Foresight Leader
SMEs	Small to Medium Enterprises
AECF	Airport Employer Community Forum

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