



# Gatwick Airport Northern Runway Project

Environmental Statement

Appendix 17.8.1: Employment, Skills and Business Strategy

**Book 5**

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## Table of Contents

1	Executive Summary	1
2	Introduction	2
3	The Economic Context	4
4	ESBS Objectives and Underpinning Principles	4
5	ESBS Themes, Objectives and Actions	5
6	Governance, Performance Management and Monitoring	16
7	References	16
8	Glossary	17

# 1 Executive Summary

1.1.1 This Employment, Skills and Business Strategy (ESBS) sets out how Gatwick Airport Limited (GAL) would maximise economic benefits for communities and businesses generated by the proposal to make best use of Gatwick’s existing runways and infrastructure, referred to within this Strategy as ‘the Project’. GAL’s underpinning approach would be to create the conditions for:

- sustainable employment, skills development and career progression for communities; and
- enhancements to the productivity and growth of businesses.

1.1.2 By conditions we mean:

- the generation of insight into contemporary labour and skills needs and demands;
- good relationships with the right partner agencies;
- the availability of high quality, interconnected recruitment, training and business engagement infrastructure;
- effective, clear, practical processes required for residents and businesses to access opportunities in a timely way; and
- a strong recruitment framework within Gatwick, with Diversity, Equity and Inclusion (DE&I) at its heart.

1.1.3 The actions proposed would enhance the beneficial employment and labour market impacts of the Project that are expected to result from both the construction and operational periods. In addition, they would open up a wider range of opportunities than those that would be derived exclusively from the Project. These include harnessing Gatwick’s innovation and regional promotion expertise and potential to contribute to advances in technology and the health of the regional economy, as well as employment and skills development opportunities that arise in the day-to-day operations of the Airport.

1.1.4 An outline ESBS was published by GAL as part of its Autumn 2021 consultation. The ESBS has taken on board the comments received during the consultation and further engagement with key stakeholders including businesses and business representative organisations; education and skills providers; and borough, district and county council authority representatives. Two external advisers, with a long-standing interest and role in employment,

skills development and driving up the health of business, have helped to shape the detail of the ESBS. These are Julie Kapsalis who is the Principal and Chief Executive of the North East Surrey College of Technology (Nescot) and Chair of the Coast to Capital Local Enterprise Partnership (LEP), and Jeff Alexander who is the Executive Director of Gatwick Diamond Initiative, a business-led partnership focused upon the growth of new and established companies and inward investment.

1.1.5 The ESBS is underpinned by a series of overarching objectives:

- Harness the excitement and motivational potential of the Project to inspire the next generation of talent and more experienced people alike to confidently invest their careers and futures with Gatwick Airport and other employers within the Labour Market Area;
- Cultivate and promote conditions whereby people from all backgrounds can reach their full potential and share in the benefits of a healthy economy;
- Drive up growth and productivity across the business base through the expansion of capacity and enterprise acumen of Small to Medium Sized and Micro businesses; and
- Create a dynamic, connected and innovative business environment that is the destination of choice for technology field leaders and established business sectors alike.

1.1.6 These objectives would be supported by the following cross-cutting themes:

- The promotion of DE&I and breaking down barriers that prevent social mobility; and
- Embracing and promoting environmental sustainability and the development and embedding of green skills and technologies.

1.1.7 The activation of the ESBS would be set out within an Implementation Plan. This would describe, in detail, how GAL will collaborate with partners to deliver the ESBS. The Implementation Plan would be developed pursuant to the agreement of ESBS mitigations. The ESBS Implementation Plan will be secured via the Section 106 agreement.

1.1.8 The ESBS would deliver activity across 23 years – the full Environmental Impact Assessment period – but the level of resource would vary year-on-year in order to reflect contemporary

circumstances. Review and recalibration intervals would be built into the programme (which could be five years) to ensure that the strategy and activities reflect contemporary needs and opportunities and can effectively contribute to the policies, priorities and ambitions of key stakeholders.

1.1.9 For the ESBS to be most effective, there would be a need for GAL to focus ESBS investments and actions in locations and in ways that will deliver the greatest impact. However, it is envisaged that benefits would particularly flow to the areas most likely to be affected during the construction and operational phases. This includes the whole of Crawley and parts of Horsham, Mid Sussex, Mole Valley, Reigate and Banstead and Tandridge. It is expected that ESBS employment and skills activities would be delivered primarily within the same area (being careful to focus upon locations exhibiting the highest levels of deprivation and where social mobility is low) widening out to the Labour Market Area, whilst initiatives to engage and drive up the growth and productivity of business would be delivered more widely across the County Council areas of West Sussex, East Sussex, Surrey and Kent, Brighton and Hove Unitary Authority area and the London Borough of Croydon.

1.1.10 The ESBS envisages project activity across six core themes, which are:

- Inspire and Motivate;
- Construction;
- Employment and Skills (non-construction);
- Adding Value through Procurement;
- Innovation; and
- Regional Promotion.

1.1.11 The options for actions identified in the ESBS that could feature in the ESBS Implementation Plan include the following:

- An integrated education engagement strategy incorporating actions targeting specific age groups from 5 – 24 as well as wider family and other important career choice influencers;
- Employing employment brokers to reach into communities and work with community hubs, the GAL team, the Gatwick Family and contractors to identify vacancies; glean the knowledge, skills and aptitudes required of recruits to meet job requirements; and provide opportunities for residents to access them either directly or through upskilling /

wraparound support. This would include recruitment and skills actions to address construction workforce requirements specifically, consistent with the Construction Industry Training Board (CITB) National Skills Academy for Construction (NSAfC) model. GAL would ensure that there is effective reach into communities facing multiple barriers to gaining and sustaining work;

- 'Gateway to Jobs' actions, which would include securing Work Experience and Internships, Apprenticeships and Graduate Recruitment opportunities as well as upskilling opportunities for the existing workforce;
- A scholarship programme for young people;
- The development of an on-site Science, Technology, Engineering and Maths (STEM) Centre, subject to a year-long feasibility and piloting phase;
- Injection of funds to support Further or Higher Education curriculum development or release funds to support bids to national or other relevant funding regimes to supplement strategic infrastructure extensions or development;
- Facilitate access to construction contracting opportunities for SMEs;
- Leverage GAL goods and services procurement expertise to support the sustainability of business, generally, and open up opportunities for businesses with a compatible offer to become a Gatwick Preferred Supplier;
- Connect with SMEs and small businesses to engage them with GAL's innovation pipeline and roll out innovation challenges to businesses and educational institutions alike to provide opportunities to collaborate on solutions and enrich education curricula.
- Develop a Regional Inward Investment Service (in collaboration with the Gatwick Diamond Initiative) to bring together public and private sector partners to drive inward investment and growth and support the development of a clear Visitor Generation Strategy in collaboration with Gateway Gatwick Partnership members to promote regional tourism; and
- Develop a consortium of delivery agencies that will be tasked with delivering ESBS employment and skills outcomes, incorporating a range of interventions that would prepare potential candidates for the opportunities. GAL would envisage that the consortium has at its heart, the delivery partnership behind the Sussex and Surrey Institute of Technology, which will be located in Crawley. These are

Chichester College Group, Nescot and the Universities of Sussex and Brighton.

1.1.12 ESBS Governance and robust performance and financial management, monitoring and reporting systems will be established. This will be set out in detail within the ESBS Implementation Plan. However, this will include an ESBS Steering Group to ensure that the trajectory of the strategic direction of the programme, expenditure and the delivery of actions and outcomes reflects commitments set out within the Section 106 agreement. It will also include provision for the appointment of wider staff resource, consistent with delivery of a comprehensive, multi-faceted strategy.

## 2 Introduction

### 2.1 Purpose of the Employment, Skills and Business Strategy

2.1.1 This Employment, Skills and Business Strategy (ESBS) sets out how Gatwick Airport Limited (GAL) would maximise economic benefits for communities and business generated through the proposal to make best use of Gatwick's existing runways and infrastructure, referred to within this Strategy as 'the Project'. It describes how GAL would support the creation of the conditions required to successfully deliver the significant opportunities that are expected through the construction and operational phases of the Project for:

- sustainable employment, skills development and career progression for communities; and
- enhancements in the productivity and growth of business.

1.1.1 By conditions, we mean:

- the generation of insight into contemporary labour and skills needs and demands;
- good relationships with the right partner agencies;
- the availability of high quality, interconnected recruitment, training and business engagement infrastructure;
- effective, clear, practical processes required for residents and businesses to access opportunities in a timely way; and
- a strong recruitment framework within Gatwick, with Diversity, Equity and Inclusion (DE&I) at its heart, to make

sure we attract people from all sectors of the community and we minimise bias during the selection process.

2.1.2 This ESBS forms an integral part of how we will deliver the application submitted by Gatwick to the Planning Inspectorate for a Development Consent Order (DCO) for the Project. The Airport National Policy Statement (June 2018) sets out the Government expectation that the applicant will maximise employment and skills opportunities for residents, including apprenticeships. The Government 'Flightpath to the Future' (May 2022), sets a strategic framework for the future of aviation. Point seven of the framework's ten-point plan focuses on supporting and enhancing skills and workers in the sector and sets out the Government's ambition to deliver the skills needed by the UK aviation sector. There are no relevant requirements under the National Networks National Policy Statement.

2.1.3 The ESBS describes measures that would be funded through financial mitigation and managed by a governance and reporting process. The scope and scale of financial measures and their governance processes will be secured through the Section 106 agreement.

### 2.2 The Context for the Development of the ESBS

#### Outline Employment, Skills and Business Strategy

2.2.1 An Outline Employment, Skills and Business Strategy (OESBS) formed one of the suite of documents produced for the 12-week public consultation on the Project. The OESBS was informed by the analysis of the projected socio-economic and economic effects of the Project, described within the Preliminary Environmental Information Report (PEIR). It was also informed by the policies, priorities and insights of local authorities; the views of businesses, business membership and representative agencies; economic partnerships; and education and skills providers - key stakeholders with valuable insights into the challenges of, and potential mechanisms for, developing and sustaining healthy communities and a prosperous economy.

2.2.2 The OESBS described not only the construction and operational opportunities the Project is expected to generate, but how the Project would catalyse the opening up of a wider range of benefits than those that would be derived exclusively from the Project. These included harnessing Gatwick's innovation and

regional promotion expertise and potential to contribute to advances in technology and the health of the regional economy.

2.2.3 The OESBS set out core objectives, Gatwick’s proposed ways of working and key initiatives that aim to translate opportunities into tangible beneficial impacts.

2.2.4 The ESBS has full regard to the views expressed in the consultation.

### Stakeholder Engagement in Ongoing Strategy Development

2.2.5 The development of the ESBS has been influenced by additional, valuable mechanisms to exchange information and insights with local authorities and other stakeholders following the formal public consultations. These are:

- drawing upon learning from Gatwick and the Gatwick Family of businesses located on the Airport site, garnered through engaging with communities and businesses and delivering education, skills and business engagement initiatives;
- discussions between Gatwick and local authorities in the Project Socio-Economic and Economic Topic Working Groups (TWGs) that were scheduled beyond the two formal Project consultations, in the run up to DCO submission. Discussions focused upon the methodology underpinning employment projections and the degree of potential for the impact of Project construction and operational recruitment and skills requirements on the wider labour market and associated needs of other businesses;
- five Insight Workshops with groups of borough, district and county council authority representatives. Invitees were Socio-economic/Economic TWG members, but the Workshops were facilitated outside of the Topic Working Group structure. Representation was extended to maximise participation from staff with an economic development, business engagement and skills remit. The Workshops provided the local authorities with an opportunity to advise Gatwick how best to engage effectively with communities and business and skills infrastructure within their areas; and
- further discussions with local authorities, focused specifically upon the key tenets of the ESBS.

2.2.6 In addition to gaining very valuable intelligence on organisations, partnerships and approaches that are able support the delivery of the ESBS, the local authorities were clear that the ESBS should be informed by insights from employment, skills and business engagement representatives.

2.2.7 In the summer of 2021, Gatwick engaged two external advisers; representatives from external agencies with a long-standing interest and role in employment, skills development and driving up business growth and productivity to support and advise Gatwick in a 2021/22 piloting and testing phase and help Gatwick to shape the detail of the ESBS. These are:

- Julie Kapsalis: Julie is Chair of the Coast to Capital Local Enterprise Partnership. At the point of engagement as ESBS adviser, Julie was Managing Director of Chichester College Group and Chair of the Advisory Group for the Sussex and Surrey Institute of Technology, which will be developed adjacent to the Airport’s boundary in Crawley. Julie is now Principal and Chief Executive Officer of the North-East Surrey College of Technology (NESCOT). Her roles include Chair of the Catalyst South strategic group of Local Enterprise Partnerships (LEP).
- Jeff Alexander: At the point of engagement as ESBS adviser, Jeff was Chief Executive of Gatwick Diamond Business, a member organisation that has been operating more than 70 years at the heart of the Coast to Capital LEP area, informing and promoting its members and championing public and private sector investment to help businesses prosper and grow. He is currently Executive Director of Gatwick Diamond Initiative, a business-led partnership focused upon the growth of new and established companies and inward investment.

2.2.8 The advisers have been instrumental in shaping all aspects of the ESBS. Their knowledge and long experience of working at a senior level in partnership with key relevant organisations within the Coast to Capital region and beyond, with roles in the education, skills and business fields, led to clear advice from the outset that in order to generate real, sustainable benefit, the ESBS should be anchored by three major elements, which were reflected in the OESBS and expanded by the ESBS. These are:

- ongoing support for the Sussex and Surrey Institute of Technology;

- innovation; and
- inward investment.

2.2.9 Importantly, this takes Gatwick’s commitments beyond core education, employment, skills and supply chain actions that have been characteristic of most, if not all, other significant infrastructure DCO submissions. This would create a more rounded and inclusive economic development strategy with the necessary breadth of interrelationships to generate real, sustainable impact.

2.2.10 Both advisers support the themes and key principles underpinning the ESBS and, additionally, they have requested the following, which Gatwick would incorporate in the delivery of ESBS actions:

- the need to weave Environmental, Social and Governance (ESG) considerations right across the Strategy;
- the need for Gatwick to forge relationships with partners based on shared vision and values that are long term, with Gatwick playing a proactive, leadership role that goes beyond financial investment; recognising and acknowledging through actions, the interconnectedness of the health of the Airport and the geographies within which it sits;
- the importance of Gatwick working collectively with the Gatwick Family, and businesses beyond the Airport’s boundaries, on as broad a range of ESBS-related issues as possible; and
- inspiration and motivational activity needs to include, but extend beyond Science, Technology, Engineering and Mathematics (STEM), to encourage those new to the world of work and returners alike to engage with the full range of opportunities available.

2.2.11 In addition to the above advisers, Gatwick has been supported by two other stakeholders in particular, in relation to shaping the detail of the ESBS:

- the Customer Engagement Manager for the South East-Central Region at the Construction Industry Training Board (CITB), who is supporting Gatwick through the process becoming accredited as a National Skills Academy for Construction (NSAfC), including the application of the CITB NSAfC toolkit to develop effective relationships, delivery arrangements and monitoring frameworks with regard to the

- delivery of pilot construction initiatives connected to a major capital works scheme, Pier 6, in 2023; and ensuring readiness for a full roll out as part of the Project; and
- the Executive Director of the Civil Engineering Contractors Association (Southern) Ltd. (CECA), who has been supporting Gatwick to raise the profile of the Pier 6 pilot, other capital works schemes and the Project across the contractor base within the South-East – including organising presentations by Gatwick staff, webinars and early messaging around capacity and expertise required through the supply chain. CECA has also supported GAL to create connections with Diversity, Equity and Inclusion (DE&I) groups to promote the creation of new talent pools for the Project and the construction industry generally.

2.2.12 It is GAL's aim to continue working with the organisations and people (or individuals in an equivalent role) listed in paragraphs 2.2.7 to 2.2.11. They would be represented within the ESBS governance structure, which would guide and oversee ongoing strategy development and implementation. Their engagement in the developmental stages has been very valuable in honing the strategy and aligning actions to contemporary economic conditions and the priorities of other agencies. Going forward, should there be changes to the employment, skills and business engagement institutional landscape that affects the continuation of particular organisations GAL would seek to collaborate with alternative bodies with an equivalent remit.

2.2.13 More detail on Gatwick's approach to engaging key, specialist stakeholders in the development of the six ESBS theme areas and associated actions is set out in section 4 below.

### 3 The Economic Context

#### 3.1 A Complex and Dynamic Labour Market

3.1.1 The Project will be delivered against a backdrop of a highly dynamic, complex, labour market, which is closely linked to wider economic trends and conditions. For example, by the indicative operational date in 2029, it is predicted that across the UK, 50% of jobs will have been changed by automation and at least 10% of labour demand will be in occupations that have never existed before. Further detail on the dynamism of the labour market is set

out in Section 17.6 of Chapter 17 and in Appendix 17.9.3 (Assessment of Population and Housing Effects).

3.1.2 The successful transition of people and businesses to new roles and ways of working and ensuring timely access to the right talent, requires support infrastructure that is informed, fleet of foot, appropriately resourced and capable of scaling and reimagining job retraining and skills development. There will also need to be a step change in practical collaborative working between businesses generally, and the construction industry in particular, around planning for and enabling movement of the workforce between infrastructure providers/developers. Gatwick understands that it needs to contribute fully to enabling regular and accurate dialogue with education, employment and skills, other businesses and business engagement agencies to embed greater flexibility to adjust within the employment and skills network of providers if it is to adequately support economic stability and growth. There will be a need to invest to achieve the required coherence and ensure that there are clear routes to benefits for communities and businesses alike to sustainable opportunities. Securing and embedding high quality, interconnected skills and business engagement infrastructure is, therefore a key and central plank in the ESBS.

## 4 ESBS Objectives and Underpinning Principles

### 4.1 Objectives

4.1.1 This strategy is underpinned by the following overarching objectives:

- Harness the excitement and motivational potential of the Project to inspire the next generation of talent and more experienced people alike to confidently invest their careers and futures with Gatwick Airport and other employers within the Labour Market Area;
- Cultivate and promote conditions whereby people from all backgrounds can reach their full potential and share in the benefits of a healthy economy;
- Drive up growth and productivity across the business base through the expansion of capacity and enterprise acumen of Small to Medium Sized and Micro businesses; and

- Create a dynamic, connected and innovative business environment, that is the destination of choice for technology field leaders and established business sectors alike.

4.1.2 These objectives will be supported by the following cross-cutting themes:

- The promotion of Diversity, Equity and Inclusion (DE&I) and breaking down barriers that prevent social mobility; and
- Embracing and promoting environmental sustainability and the development and embedding of green skills and technologies.

### 4.2 ESBS Underpinning Pillars and Implementation Plan

4.2.1 Our strategy is underpinned by the three operational pillars, corresponding to requests that stakeholders have made of Gatwick, signalling how we need to relate to other agencies as a partner. Gatwick would:

- play to its strengths and support others to play to theirs, connecting into and supporting wider education and business-related infrastructure that already exists or is proposed;
- reflect and support the policies and priorities of partners; and
- collaborate rather than duplicate – work together with a variety of stakeholders, the Gatwick Airport Family of businesses that operate on the site and businesses located beyond, within the Gatwick Diamond and broader region.

4.2.2 The activation of the ESBS would be described within an Implementation Plan. The Implementation Plan will describe, in detail, how Gatwick will collaborate with partners to deliver the ESBS. It will set out:

- the activities that will be delivered;
- the partners and stakeholders Gatwick will work with and how;
- governance, monitoring and reporting arrangements; and
- milestones, targets, outcomes and projected impacts.

4.2.3 The Implementation Plan would be developed in general accordance with this ESBS. The Implementation Plan will, collectively, ensure that Gatwick, in collaboration with partners:

- maximises benefit from the Project, articulated through the range, type, quantity and sustainability of outcomes;
- delivers benefits consistent with the nature, scale and location of overarching adverse Project impacts that would be experienced by communities, places and businesses;
- provides an appropriate framework for the definition and achievement of ambitious but realistic objectives, milestones and targets;
- demonstrates a robust and credible framework for delivery, but clearly signposts the need for review, ongoing scoping work and benchmarking over time in order to maintain relevance to contemporary circumstances and maintain capacity to import learning;
- engages in appropriate and timely ways with external organisations in shaping (Governance/Steering Group) and delivering actions (a consortium of providers, collaborating to deliver required outcomes - each playing to its strengths) and builds upon existing and planned infrastructure and co-ordination mechanisms (notably the Sussex Local Skills Improvement Plan, the Sussex and Surrey Institute of Technology and the Crawley Innovation Centre);
- applies sufficient resource and expertise to developing, effectively managing, honing and continuously refining projects; building, confirming and managing partnerships (with Gatwick Family, contractors and supply chain businesses, business representative agencies, education and training institutions, professional bodies and community groups);
- incorporates a robust monitoring, evaluation and reporting system that efficiently and accurately measures progress and impact; and
- promotes environmental sustainability, diversity, equity and inclusion (DE&I) and the enhancement of social mobility for local communities as key cross-cutting themes, with associated goals being clearly evident in the design of activities.

### 4.3 Geographical Targeting

- 4.3.1 Two key factors would guide the geographical targeting of proposed ESBS initiatives:

- focusing activity where GAL is able to use its skills, resources, expertise and other assets to create the greatest beneficial impact; and
- ensuring that benefits are delivered consistent with the nature and scale of the impacts of the Project that will be experienced by communities, places and businesses.

4.3.2 The Labour Market Assessment defines specific geographical areas within which particular impacts might reasonably be predicted to arise. These areas have guided our approach to how and where actions should be focused:

- Project Boundary: the Development Consent Order (DCO) boundary.
- Local Study Area: the area most likely to be affected during the construction and operational phases. This includes the whole of Crawley and parts of Horsham, Mid Sussex, Mole Valley, Reigate and Banstead and Tandridge.
- Northern West Sussex Functional Economic Market Area (FEMA): This reflects the area within which the majority of local economic activity is contained, defined to include the local authority areas of Crawley, Horsham and Mid Sussex.
- Labour Market Area: the area from which Gatwick Airport currently draws the majority of its operational workforce and can be expected to in the future. This area is centred on the airport and extends to include Crawley, Mole Valley, Reigate and Banstead, Croydon, Tandridge, Wealden, Lewes, Brighton and Hove, Mid Sussex, Horsham, Eastbourne, Adur, Worthing and Arun. This area includes the Gatwick Diamond and is largely consistent with the boundary of the Coast to Capital Local Enterprise Partnership.
- Six Authorities Area: the widest extent of the area where the socio-economic effects of the Project could be evident. These are the County Council areas of West Sussex, East Sussex, Surrey and Kent; Brighton & Hove (unitary authority); and the London Borough of Croydon.

4.3.3 Notwithstanding there would be a need for a nuanced approach that enables Gatwick to focus ESBS investments and actions in locations and in ways that will deliver greatest impact, it is envisaged, from a high-level perspective, that benefits would particularly flow to the Local Study Area, then to the wider Labour Market Area and to a lesser extent the wider Six Authorities Area.

4.3.4 It is expected that ESBS employment and skills activities would be delivered primarily within the Local Study Area (being careful to focus upon areas exhibiting the highest levels of deprivation and where social mobility is low), whilst initiatives to engage and drive up the productivity of business would be delivered across the wider Six Authorities Area.

## 5 ESBS Themes, Objectives and Actions

### 5.1 Introduction

5.1.1 The ESBS envisages project activity across six core themes. Each theme has a set of objectives, consistent with the overarching ESBS objectives set out in 4.1.1 above. The thematic objectives are separated into those that support one of the two ESBS Strands - Employment and Skills (Strand 1) and Business Growth and Productivity Enhancements (Strand 2).

5.1.2 The package of themes introduces a comprehensive suite of potential options for action that are, collectively, capable of both mitigating adverse impacts on the local labour market that could arise from the volume and nature of Gatwick's recruitment requirements, and maximising benefits. However, although finer grained detail will be generated in relation to workforce demand and supply in the run up to, and during the course of, Project delivery, the Labour Market Assessment indicates that direct adverse impacts arising from Project-related workforce sourcing would be negligible across the assessment geographies. Thus, the prime focus of the ESBS is to maximise Gatwick's potential as an effective facilitator of opportunity and benefit.

5.1.3 The six ESBS themes, together with their objectives and options for action are set out in six summary charts, commencing on page 6. The charts are accompanied by supporting information, where it is helpful to describe in more detail the rationale or highlight key features as appropriate, including demonstrating that delivery approaches are realistic and robust. This includes summarising pilots and examples of preparatory activity and relationship building that has already taken place, or is in progress, which would ensure readiness for effective ESBS delivery.

## 5.2 Reflection and Review

5.2.1 The duration of the Environmental Impact Assessment period is 23 years. The ESBS would deliver activity across this whole period, but the level of financial resource would vary year on year in order to reflect contemporary circumstances. This would be dependent upon Project-specific needs (such as recruitment and skills actions to address construction workforce requirements, particularly in the run up to peak periods) and the need for sufficient flexibility to enable the strategic application of funds to best effect and add maximum value to allied projects (such as the timely injection of funds to support Further or Higher Education curriculum development or to release funds to support bids to national or other relevant funding regimes, like the Construction Innovation Centre proposal being spearheaded by the University of Brighton).

5.2.2 Review and recalibration intervals would be built into the programme to ensure that the strategy and activities reflect contemporary needs and opportunities and can effectively contribute to the policies, priorities and ambitions of key stakeholders. These intervals would be subject to agreement with the Local Planning Authorities. It is suggested, however, that reflection at five year intervals would be appropriate. Major changes in prevailing economic circumstances could catalyse a review outside of this time frame.

5.2.3 The scope of the review would primarily focus upon whether the balance of activity / finance against each theme and the package of key activities still has potential to maximise benefits, or whether adjustments would benefit the achievement of the original objectives and sustainable impact. Such adjustments would need to safeguard the continuation of effective actions. However, the reviews would enable the ESBS to respond, on a regular basis, to new and different opportunities and challenges that could enhance potential benefits.

## 5.3 Common Delivery Approaches for Employment and Skills Actions

5.3.1 There is a wealth of learning and good practice on successful approaches to driving up skills and providing access to employment. It is envisaged that a suite of interlocking initiatives would be required to achieve employment and skills outcomes

within the context of the overarching ESBS objectives. In summary, these are:

### Employment Outreach and Brokerage

5.3.2 Effective employment brokerage would be key and critical to the success of the Project in attracting local talent pools into Gatwick and accessing candidates into employment and skills opportunities including those generated by the Project, but also opening up opportunities that arise in the day-to-day operations of the Airport. Key here is the ability to reach into communities facing multiple barriers to gaining and sustaining employment, which is essential to drive up social mobility within geographies exhibiting high levels of multiple deprivation.

5.3.3 Brokerage activity would involve enlisting within ESBS delivery mechanisms and processes, the capability to reach into local authority-sponsored employment hubs, residential communities and public and charitable bodies that connect with them. Employment brokers would work with the Gatwick team, the Gatwick Family and contractors to identify vacancies; glean the knowledge, skills and aptitudes required of recruits to meet job requirements; and provide opportunities for residents of the Local Study Area, as a priority, and then the wider Labour Market Area to access them either directly or through upskilling/wraparound support.

### Skills Provision and Opening Up Routes to Work Experience and Careers

5.3.4 ESBS actions would maximise opportunities to capture the imagination of potential talent pools in pursuing careers not only with Gatwick, the Gatwick Family and our suppliers, but also with businesses located within the Local Study Area and Labour Market Areas. We view this as a great potential contribution to the objective to keep emerging talent within West Sussex and Surrey, encouraging young people in particular to invest in local career futures and stem the outward flow of talent to London and beyond.

5.3.5 Gateway to jobs actions would include securing Work Experience and Internships, Apprenticeships and Graduate Recruitment opportunities.

5.3.6 A range of training and upskilling packages would be provided as necessary. Where possible existing provision will be used ensuring that we connect with existing infrastructure rather than duplicate, but there may also be a need for customised or specialised training.

5.3.7 Also, there would be potential to upskill the existing workforce, which could include cascading Apprenticeship Levy down the supply chain.

### Consortium-based Delivery

5.3.8 Core to Gatwick's proposed delivery methodology across employment and skills actions, would be to establish a relationship with a consortium of delivery agencies, with each playing to its strengths. The consortium would be tasked with delivering ESBS employment and skills outcomes, incorporating a range of interventions that would prepare potential candidates for the opportunities. This would range from entry level, work preparation and wraparound support designed to address barriers to work through to connecting with graduates and supporting higher level skills development. Outcomes would relate to both Project-specific and other contemporary Gatwick and Gatwick Family recruitment needs.

5.3.9 The precise make-up of the consortium would be shaped by the generation of more detailed intelligence on precise construction and operational workforce requirements. However, Gatwick would envisage that the consortium has, at its heart, the delivery partnership behind the Sussex and Surrey Institute of Technology, which will be located in Crawley. These are Chichester College Group, North East Surrey College of Technology (Nescot) and the Universities of Sussex and Brighton. This would ensure that the consortium has a robust basis of well-established, reputable agencies experienced in the education, employment and skills arenas. Gatwick has already entered into discussions with some key stakeholders to conduct a discreet pilot of the consortium approach to support Gatwick's immediate recruitment and upskilling needs.

5.3.10 The approach of promoting consortium working reinforces one of the key planks of the ESBS – to support the development of mature, collective cross-agency working that enables the swift development of effective delivery approaches in response to contemporary circumstances not only to support Gatwick, but



businesses right across the Labour Market Area. It would connect to or incorporate employment outreach and brokerage capability, providing access to charitable and community and voluntary sector groups in order to effectively reach into communities and potential talent pools. Connecting into, building upon and expanding existing provision where possible and avoiding duplication, will be important underpinning factors.

5.3.11 Whilst the outreach, brokerage and consortium of providers would work closely in tandem with Gatwick and its contractors and partners, it is recognised that organisations involved in delivery would also be supporting other employers in addressing their recruitment and skills needs. Gatwick welcomes the connectedness to other employers involved in the built environment and beyond. This will help to ensure that the Airport has a mutually beneficial relationship with a wider ecosystem matching workforce demand with need that could potentially, provide progression routes to and from other employers, particularly as construction skills and labour requirements fluctuate on-site as the Project progresses.

5.3.12 Gatwick would welcome opportunities to extend collaborative working to address common recruitment needs to businesses beyond the Airport boundary; notably the Manor Royal and Crawley Business Improvement Districts.

### Building upon Existing Relationships

5.3.13 Gatwick has already established a close working relationship with key agencies, which will be required for effective employment and skills actions delivery. These relationships have offered opportunities to learn lessons in what works, what can be improved and how – important intelligence to transfer to ESBS delivery. Some examples of existing relationships upon which we would build are:

- collaborations with organisations in delivering previous or existing Gatwick projects involving engagement with schools on airport opportunities, Gatwick staff mentoring activity and sponsorship of neighbourhood-based organisations through the Gatwick Foundation Fund. These include the Love Local Jobs Foundation and Learn Live programmes which provide live information and motivational video broadcasts by Gatwick staff on the full spectrum of airport careers and connect Gatwick staff to mentoring opportunities;

- pilots designed to address the volume recruitment needs of Gatwick and the Gatwick Family associated with the build back of the Airport during 2021 and 2022. This has resulted in a close working relationship with the Department for Work and Pensions (DWP) and Jobcentre Plus regional and local offices, formalised by a joint Working Group and catalysing a very successful, ongoing series of six-weekly job fairs and associated collaborative practices, which the DWP wishes to roll out to other Airports. We have recently harnessed our potential to offer direct contact with employers to inspire and motivate young people in their final school year, by inviting pupil groups from local schools to the Gatwick / DWP job fairs to speak directly to the many Airport brands in attendance. DWP has also levered Gatwick’s contacts to develop relationships with other employers and business groups like the Manor Royal Business Improvement District, beyond the Airport site; and
- Gatwick’s engagement in supporting the establishment of important employment, skills and business development and growth infrastructure. This includes working with the founding partners of the Sussex and Surrey Institute of Technology and the Crawley Innovation Centre to secure support for this important infrastructure and, subsequently, contributions to their strategic development through Gatwick’s Executive Director and Management-level participation on the Institute of Technology Strategic Consortium Panel and Curriculum Innovation Committee, and the Crawley Innovation Centre Project Board.

### Promoting Health Equity Through Benefits to Local Vulnerable Groups

5.3.14 The common delivery approaches together with initiatives set out within the activity themes described below would, collectively, promote and drive up health equity by increasing accessibility to employment for local vulnerable groups. The ESBS includes a series of training, employment and procurement initiatives that would aid in addressing existing barriers to a range of employment opportunities locally, including measures specifically to target local vulnerable groups. Specifically, as far as reasonably practicable (e.g. subject to standards and security checks), it would provide a targeted scheme of access to operational Airport training schemes and apprenticeships for young people in the local and regional area who are Not in

Education, Employment, or Training (NEET). It would enable work with local education and training providers to support opportunities to provide local adult learning linked to operational Airport related (or wider supply chain) job opportunities relevant to disadvantaged adults facing skills barriers to employment opportunities.

5.3.15 The ESBS monitoring and reporting arrangements would include annual monitoring of the proportion of people who enter employment with GAL, whose circumstances have been affected by long-term unemployment, job instability or low incomes, in order to contribute to ascertaining benefit and inform the tailoring of initiatives to target vulnerable groups effectively. Additionally, GAL would monitor those who are NEET who take up and complete training opportunities with GAL to assess benefit and inform ongoing tailoring initiatives to ensure relevance to, and impact for, local vulnerable groups. This information would be shared on an annual basis with West Sussex Public Health Team via the Council.

### The Activity Themes

5.3.16 The six activity themes are:

- Inspire and Motivate;
- Construction;
- Employment and Skills (non-construction);
- Adding Value through Procurement;
- Innovation; and
- Regional Promotion.

5.3.17 Each theme is set out below, including thematic objectives and options for action in six summary charts. The charts are accompanied by supporting information, highlighting key features as appropriate, including demonstrating that delivery ambitions are realistic and robust. This includes summarising pilots and examples of preparatory activity and relationship building that has already taken place, or is in progress, which would ensure readiness for effective ESBS delivery.

Table 5.1: Inspire and Motivate

Inspire and Motivate – Theme Summary	
Theme Objectives	Options for Employment and Skills Actions
<p>Employment and Skills Objectives:</p> <p>1. Harness the excitement and motivational potential of the Project to inspire the current and next generation of talent to confidently invest their careers and futures at Gatwick Airport and with other employers within the Local Study Area and Labour Market Area.</p> <p>2. Ensure that young people develop the knowledge, behaviours, and skills required to enable them to successfully access jobs and careers that match their aspirations and capabilities.</p>	<ul style="list-style-type: none"> <li>Gatwick would support the delivery of an integrated education engagement strategy. This could incorporate actions targeting specific age groups from 5 – 24 as well as wider family and engagement with other important career choice influencers. The detail of the actions and how they will be implemented would be discussed and agreed with education authorities and the consortium of skills providers.</li> <li>Diversity, equity and inclusion (DE&amp;I) and social mobility would be supported through the development of collaborative projects with education and voluntary and community sector partners to engage with young people facing multiple barriers to sustaining education and work who are Not in Employment, Education or Training (NEET) and have Special Education Needs and Disabilities (SEND). This could include bursaries and scholarships for young people from areas exhibiting multiple deprivation. Gatwick would include within target schools those with high Pupil Premium percentages for STEM-related and other potential interventions</li> </ul>

Inspire and Motivate – Theme Summary	
Theme Objectives	Options for Employment and Skills Actions
	<p>designed to drive up motivation, enthusiasm and achievement.</p> <ul style="list-style-type: none"> <li>Gatwick would identify ways to expand existing work to drive up delivery of habitat management, volunteering, environmental education and community engagement. This could focus on working in partnership with the Gatwick Greenspace Partnership to encourage biodiversity awareness.</li> </ul>
<p>3. Challenge perceptions of STEM careers to encourage new and different talent pools to pursue careers in STEM, particularly groups that are underrepresented in STEM careers.</p>	<ul style="list-style-type: none"> <li>Subject to a year-long feasibility and piloting phase, the education engagement strategy could be underpinned by the development of an on-site Science, Technology, Engineering and Maths (STEM) Centre – a cross-Gatwick resource for all departments driven by the need for strong STEM acumen. It would be an expansion of the current Engineering Youth Development Programme</li> </ul>

Inspire and Motivate – Theme Summary	
Theme Objectives	Options for Employment and Skills Actions
	<p>delivered within schools. Management and delivery would draw upon successful 2022 pilot projects trialed at Viewpoint on the South Perimeter Road and Concorde House, which is part of the Airport complex.</p>

**Inspire and Motivate – Additional Contextual Information**

- 5.3.18 The central plank of this theme could be the development of an on-Airport Science Technology Engineering and Maths (STEM) Centre. The catalyst for the project has been a consistent increase in demand for Gatwick’s current schools-based STEM motivational work. Feedback from schools on the experience of pupils and staff alike is consistently excellent.
- 5.3.19 The concept of providing a STEM Centre arose out of a significant expansion of Gatwick’s Engineering team’s STEM initiatives between 2018 and 2021 and the creation of an Engineering Youth Development Programme. The delivery model is based upon the highly successful Engineering Tomorrow scheme, originating in the United States of America and which has, to date, successfully increased the interest of participants in pursuing engineering careers by an average of 76%.
- 5.3.20 Gatwick’s Engineering and Construction Departments already work closely with schools, collaborating with teaching staff to deliver interesting and motivational projects designed to capture the imaginations of primary and secondary school pupils and encourage them to pursue STEM studies and careers. Gatwick has also customised the model for use with young people with barriers to education attainment and has already delivered to a school and projects supporting pupils with SEND needs, in order to promote the inclusivity of the programme – an approach Gatwick could expand with additional capacity. However, all provision is currently conducted at the school sites, but this is

constrained by availability of space and logistical challenges which significantly limits the scope of learning options that can be delivered. Greater on-Airport capacity would enable a substantial increase both in the range of inspirational activity that could be delivered and the volume of pupils engaged.

- 5.3.21 The STEM Centre could provide accommodation for:
- motivational and exciting project-based programmes for schools, which would combine practical STEM-based project work at the Airport site and tours of the Airport to see technology in action;
  - expanding the existing suite of programmes for schools. These include Gatwick’s engineering and construction team, together with apprentices and graduate entrants, pairing with schools and working with teachers to deliver STEM-based lessons supported by exciting, practical project challenges;
  - providing opportunities for those who are traditionally under-represented in STEM careers to have taster experiences on site, with tours of the Airport;
  - extending the concepts and space for learning to all departments across the Airport that have a STEM focus – broadening the Airport’s learning offer and showcasing the full range of STEM opportunities including Procurement, Finance and IT;
  - providing opportunities to collaborate with Higher and Further Education institutions. We envisage that this would include opportunities for students to work alongside Gatwick staff on practical projects like deep dives into a technology or innovation challenge. The additional capacity would also help to create a platform for collaborative working with business to develop and test new technology solutions;
  - positively responding to requests from Further and Higher Education institutions in the Coast to Capital LEP area, to provide accommodation for learning at the Airport site, both to supplement their own available accommodation, but also to optimise the cache and inspirational potential of holding classes and events right next to the Airport site; and
  - providing accommodation for Project-specific employment and skills activity, including recruitment, assessment, allied employability support and training space for contractors and other skills providers. This has great potential as an inspiration and motivational experience for all who aspire to

work on-Airport, but particularly those who may be struggling with becoming engaged or re-engaged with work.

- 5.3.22 The space itself would provide a combination of classroom accommodation, space for learning rigs and modelling and testing of equipment relating to innovation projects.
- 5.3.23 We would ensure that provision at the STEM Centre is delivered in close collaboration with other STEM learning provision within the Coast to Capital LEP area. Our advisory role in the development of Sussex and Surrey Institute of Technology and the Crawley Innovation Centre in particular will ensure cohesion across all of these important infrastructure developments. The consortium of learning providers, which would support and deliver the Project’s recruitment, community engagement and skills provision would be the key mechanism for ensuring that STEM Centre provision complements and adds value to, rather than duplicates, other STEM-focused initiatives being delivered or planned within the Coast to Capital LEP area and beyond.
- 5.3.24 The establishment of the Centre offers great potential as a contribution to raising the profile and visibility of the Airport from the perspective of local people; particularly local young people. We are confident that its location a very short distance from the local Jobcentre Plus office at Spectrum House – a short walk from the Airport where we now have experience of delivering Gatwick Job Fairs – will, similarly, be a strong motivator to those seeking work to look to the Airport as a potential employer.
- 5.3.25 Gatwick has embarked on a proof-of-concept phase for young people and other stakeholders to support testing the requirements and feasibility of on-site delivery models, the requirements of a physical base, accessibility issues and participant feedback. Pupil and teacher feedback to date has been very positive.
- Other mechanisms to engage and stimulate interest from schools**
- 5.3.26 In addition to our existing STEM work with schools, Gatwick has a number of other potential routes to schools. This includes the provision of online insights and interactive events into careers available on-Airport, which reach many thousands of pupils and students every year (e.g. as a “Cornerstone Employer”, Gatwick is currently working in partnership with the Coast to Capital LEP

Careers Hub to ensure young people in our region have access to employer insight and understand the potential opportunities open to them). Gatwick has been involved in a number of associated initiatives that have enabled us to build good working links with schools, LEP staff and other delivery agencies involved in the Careers Hub. This has placed us well to engage successfully with a range of education providers, including schools with a high pupil premium.

**Table 5.2: Construction**

Construction – Theme Summary	
Theme Objectives	Options for Construction Actions
<p><b>Employment and Skills Objectives:</b></p> <p>1. Create clear pathways to construction employment, skills development and other employment and skills related opportunities for residents of the Local Study Area as a priority, then residents of the Labour Market Area;</p> <p>2. Ensure that these pathways are in place sufficiently in advance of recruitment to maximise opportunities for take up by residents.</p>	<p>Employment and Skills Actions:</p> <ul style="list-style-type: none"> <li>▪ Facilitate recruitment and access to training for construction-related jobs with Gatwick’s Tier 1 and supply chain contractors.</li> <li>▪ Establish operational model consistent with the CITB National Skills Academy for Construction (NSAfC), with target outcomes consistent with established NSAfC benchmarks, with stretch targets that contribute specifically to Diversity, Equity and Inclusion (DE&amp;I) objectives.</li> </ul>

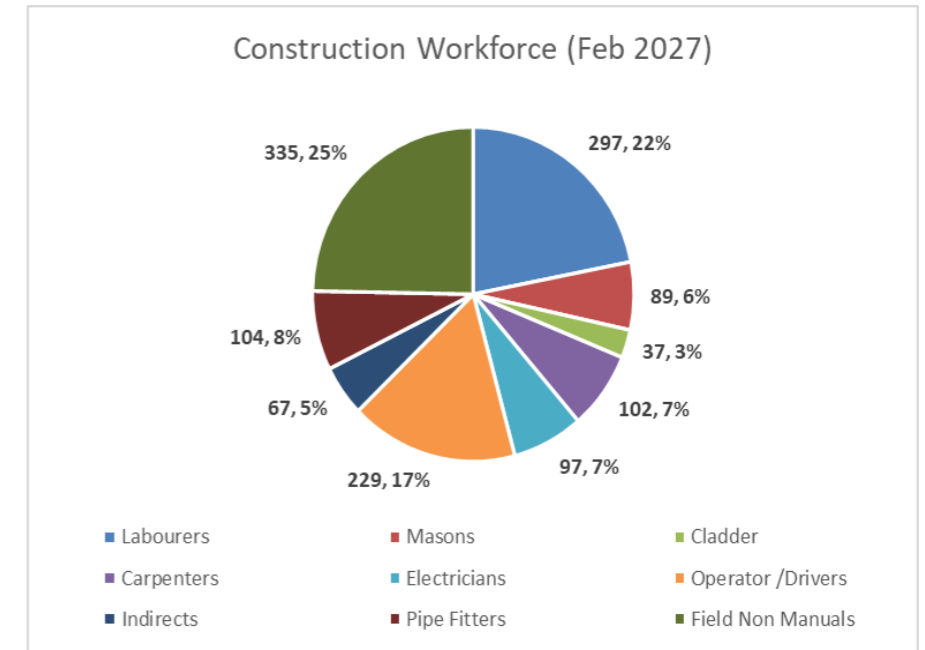
Construction – Theme Summary	
Theme Objectives	Options for Construction Actions
<p><b>Business Objective:</b> 3.Lever the procurement process to facilitate access by SMEs from the Local Study Area and Labour Market Area to gain contracting opportunities and achieve sustainability benefits.</p>	<p><b>Business Actions:</b></p> <ul style="list-style-type: none"> <li>In accordance with the NSAfC model and in collaboration with CITB and CECA, connect Gatwick’s Tier 1 and other supply chain contractors and businesses from across the Six Authorities Area, to maximise opportunities for local businesses, (primarily SMEs), to win contracts. This would include awareness raising events and provision of other support to businesses to meet supply chain contractor standards.</li> <li>Collaborate with the Supply Chain Sustainability School, to support the roll out of continuous sustainability learning and good practice, relevant to the Airport’s needs, throughout supply chain.</li> <li>In collaboration with research specialists and industry bodies, contribute to the development of research and new training solutions for a sustainable, decarbonised construction industry.</li> </ul>

requirements throughout the construction supply chain and in the procurement of materials and services.

5.3.28 The indicative programme set out in the ES Chapter 5: Project Description shows that the Project will take place between 2024 and 2038. However, most of the construction activity is expected to be focused between 2024 and 2032. This is set out in ES Chapter 5: Project Description, Table 5.3-1: Indicative Sequencing of the Construction Works. The dates below are based on this indicative programme.

5.3.29 The workforce would start increasing from mid-2024 with over 1,000 workers being on-site daily through to mid-2025, followed by a second increase in late 2025 to mid-2026 when a daily average of 1,200 workers is forecast. The third and largest peak is between late 2026 and early 2027 with approximately 1,350 workers being on site daily in February 2027. The final peak is expected between early 2030 to early 2031. During this period there will be approximately 1,320 workers on-site during July and August 2030.

5.3.30 Figure 5.1 below shows the potential workforce split during the forecast peak of the construction workforce in February 2027. There are three key occupations that comprise almost two thirds of the workforce; labourers (22%), operators and drivers (17%) and field non-manuals (25%). These are followed by smaller proportions of pipe fitters, carpenters, masons and electricians. The same trends are observed across the entire construction period.



**Figure 5.1: Gatwick NRP Construction Workforce Distribution during the peak in February 2027**

5.3.31 The precise definition of the workforce that will be required to construct the Project will be supplemented as the detailed design of the Project progresses and following the appointment of the Tier 1 contractors.

5.3.32 It is expected that the ESBS framework would avoid adverse construction labour supply effects arising from the Project. In addition, Gatwick is committed to supporting the nurturing of local talent in order to boost construction labour pools.

5.3.33 Gatwick is alive to the many construction opportunities the Project presents. Although workforce volumes and roles will vary across the construction phases, the Project’s build programme of well over a decade provides a very valuable opportunity for job seekers to gain and sustain employment. There will be opportunities for people that start careers in construction to continue to reach their full potential (e.g. there will be an opportunity for young people who are still at school to access apprenticeship opportunities and complete their apprenticeships, advancing to higher level craft skills and occupations within the duration of the construction period). In order to facilitate this, a package of construction initiatives would be designed to create pathways to opportunities for local people, maximising

**Construction – Additional Contextual Information**

**Workforce and Skills Requirements**

5.3.27 The first employment and wider economic opportunities that can be directly attributed to the Project would arise from the construction phase. These will be generated by workforce

opportunities to match the needs and aspirations of the community with the specific workforce demands created by the Project.

5.3.34 Gatwick is committed to using the Project to create a positive influence on the construction industry through recruiting and employing a construction workforce that is diverse and inclusive. The employment and skills activities would be underpinned by a policy of opening up opportunities to groups or people in the community who have traditionally been underrepresented within the construction workforce.

5.3.35 As a direct employer, we will recruit with DE&I front of mind, finding leaders who make everyday inclusion a core part of how they lead. We will increase the diversity of our own teams at all levels, ensuring we always recruit or promote the best person for the job. We will use our strategic position to help influence the industry we work in. We will work with our partners and suppliers to set expectations, educate and challenge each other, so we all improve together. This commitment to diversity extends to the engagement of SMEs in the supply chain. Gatwick would work with its contractors to ensure that those in a supervisory or management role are appropriately trained to ensure that the right processes, behaviours, attitudes and levels of understanding are embedded across the construction initiatives, to enable the Project to embrace diversity. The Project's construction and other projects designed to support more and different routes into STEM studies and careers would support this as will our connections to Diversity, Equity and Inclusion (DE&I) Groups and other organisations that are able to provide links to demographic groups that are underrepresented in the construction industry.

**Construction Employment and Skills Initiatives**

5.3.36 The construction skills development programme would be demand- and intelligence-led. Effective and detailed labour market forecasting in combination with close Tier 1 and supply chain partner liaison, would provide a clear evidence base for Gatwick to work collectively with employment brokers and education and skills providers with the dual objectives of Gatwick and its contractors having access to a workforce with the right skills at the right time and ensuring the opportunities are opened up to local communities in a timely way.

5.3.37 A delivery model for construction recruitment and skills development would be shaped in close collaboration with the Construction Industry Training Board (CITB) and the Civil Engineering Contractors Association (CECA). Building on established good practice and what works, the model would reflect the tried and tested National Skills Academy for Construction (NSAfc), which was developed by the CITB and endorsed by the construction industry. The purpose behind the CITB's NSAfc model is to provide a structure and direction to ensure that:

- construction projects are supplied with the right skills at the right time;
- economic and social returns are maximised through investment in training and skills and new, achievable opportunities in work-based learning are created;
- training standards are raised across the sector;
- approved and established benchmarks across industry are created;
- guidance is available to suppliers on meeting tendering requirements and related social obligations;
- organisations are able to demonstrate compliance with employment and skills plans and engaging with local businesses throughout procurement;
- there is access to sustainable local employment to transform communities; and
- a lasting social legacy is created as a result of construction-related activity.

5.3.38 The NSAfc is one of 19 National Skills Academies supporting UK industries by developing training infrastructure to address sector-by-sector skills challenges. The NSAfc was launched in 2006 with the aim of providing dynamic on-site training and skills opportunities wherever there is a suitable project.

5.3.39 The NSAfc has already successfully supported more than 400 projects across the UK, enhancing skills throughout the industry and helping organisations demonstrate their commitment to creating social value in the community. Thus, the Project's construction interventions are supported by a robust platform of learning on what works.

5.3.40 Although not essential to the Project, Gatwick would welcome an opportunity to partner with another organisation within the Gatwick Diamond that has NSAfc status. We feel that connecting

up to other, complementary provision would be the most efficient and effective use of collective resources; particularly if education and skills institutions are required to develop or customise training provision to address contemporary requirements of an increasingly dynamic construction industry and participate in a broader effort to boost the construction workforce generally. This would not affect the delivery of outcomes agreed for the ESBS, responsibility for which lies with Gatwick.

5.3.41 The NSAfc would apply across all of Gatwick's large construction projects. Gatwick began its pursuit of NSAfc status in April 2023 and will be piloting the ways of working embedded within the model to existing projects in readiness for Project construction roll out.

5.3.42 The achievement of NSAfc status would require Gatwick to develop an overarching Employment and Skills Plan, approved by the CITB. That Plan would include a suite of Key Performance Indicators, which are standard, core NSAfc outcomes designed to maximise the potential social value of construction projects, which is their contribution to delivering socio-economic benefits that go beyond their primary purpose.

5.3.43 The CITB has committed to working alongside Gatwick for the duration of the construction phase. Its role will include:

- representation on ESBS governance;
- providing advice on the ongoing development and delivery of the Implementation Plan, including the assessment of risk and introduction of mitigation measures in a timely way if required;
- ensuring that the Project is connecting, effectively, to the right recruitment brokerage and skills provision, bringing the knowledge and insights of its two in-house advisors for West and East Sussex. Importantly, this will include government sponsored organisations and initiatives including the Department for Work and Pensions, Jobcentre Plus and local authority jobs brokerage agencies as well as local charitable organisations;
- advising on the drafting of contracts, so that they reflect the requirements of GAL regarding the delivery of local employment commitments and also engage local suppliers within the supply chain;
- attending early meetings between Tier 1 and other suppliers to help to articulate clearly the requirements of the ESBS

strategy and projected outputs, to ensure that all elements, including the need for monitoring and record keeping are clear right across the supply chain;

- providing information to contractors on how they can draw down CITB funding for skills development and apprenticeships; and
- engaging Gatwick and Project partners to a practitioners' group to develop and share best practice.

**Resourcing and Piloting**

5.3.44 Gatwick will employ a fixed term (two-year) Employment and Skills Lead, who will support piloting and preparatory work in relation to employment and skills.

5.3.45 The ESBS Implementation Plan will set out a resourcing strategy for all themes. This will include capacity for the co-ordination of the Project's construction-specific outcomes and will be the focus for connecting the client (Gatwick), its contractors and their labour requirements with:

- employment brokers with an excellent reach into communities seeking skills and jobs;
- education and skills providers; and
- local authorities and other public and charitable sector stakeholders that have strategies for maximising value to communities arising from development.

5.3.46 Gatwick would ensure that a co-ordination function is resourced, which would ensure a clear line of sight between, and delivery of, the following:

- Negotiation with contractors to secure access into work for people from the local community;
- Implementation of the development of a contractor mobilisation process which results in clear action plans for engagement on recruitment and skills;
- Creation of an effective interface with Project contractors to ensure the timely release of jobs and vacancies for local employment brokerage;
- Working with contractors to clearly articulate workforce and skills requirements to all stakeholders that will be involved in referring candidates to the Project;
- Maintaining regular communication with the Project contractors and other skills intervention initiatives to ensure

training supply is relevant to current vacancies and that the construction initiatives are a cohesive element of all employment, skills and business initiatives; and

- Ensuring that the employment brokerage agencies are achieving sufficient reach into communities not traditionally engaged in construction, to meet the Project's Diversity, Equity and Inclusion (DE&I) objectives.

**Delivery Responsibility and Outcomes**

5.3.47 With very few exceptions, responsibility for almost all of the delivery of employment and skills outcomes will fall to contractors rather than Gatwick. However, Gatwick will ensure that a robust framework is in place to enable all target outcomes to be achieved.

5.3.48 All tenderers and contractors would be made aware of this ESBS and will enter into contracts that commit them to delivering ESBS outcomes. It can reasonably be expected that the size, status and track record of the Tier 1 contractor(s) means that they would be able to demonstrate existing good practice, policies and processes that are consistent with, and complementary to, the commitments within this ESBS. As part of the procurement process, Gatwick would require plans from each Tier 1 contractor, which details their approach to delivering against the objectives of the ESBS. The ESBS will act as the framework for the formulation of these plans.

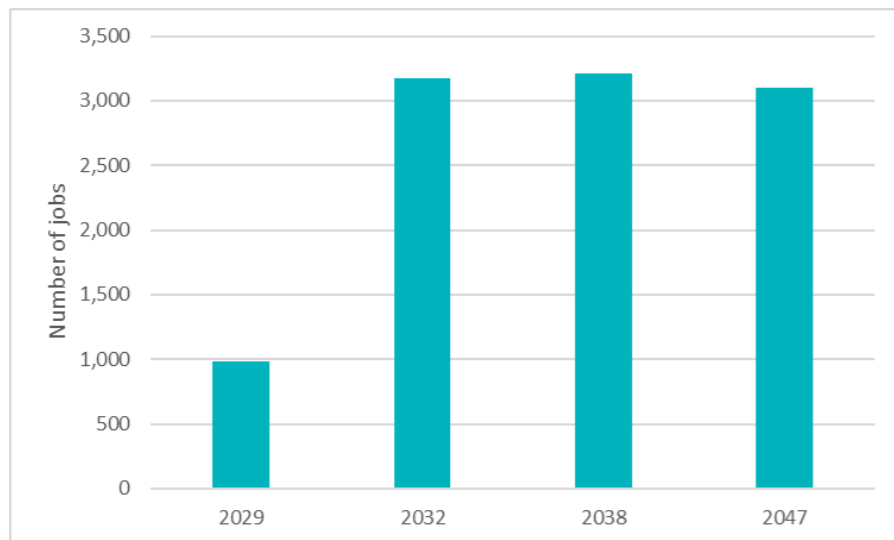
**Table 5.3: Employment and Skills (non-construction)**

Employment and Skills (non-construction) – Theme Summary	
Theme Objectives	Options for Employment and Skills (non-construction) Actions
<p>Employment and Skills Objectives:</p> <p>1. Create clear pathways to Gatwick and Gatwick Family employment, skills development and other employment and skills related opportunities arising from the operational phases of the Project for residents of the Local Study Area as a priority, then residents of the Labour Market Area;</p> <p>2. Ensure that these pathways are in place sufficiently in advance of commencement of recruitment to maximise opportunities for take up of these opportunities by residents.</p> <p>3. Create opportunities to target Gatwick and Gatwick Family employment and skills related opportunities arising from business-as-usual operations, from the time of DCO approval, for residents of the Local Study Area as a priority, then residents of the Labour Market Area.</p>	<p>Employment and Skills Actions:</p> <ul style="list-style-type: none"> <li>▪ Engage with the Gatwick Family, education and skills providers, sector skills development institutions and businesses in close proximity to regularly predict workforce and skills requirements to inform curriculum development and plan recruitment and skills delivery;</li> <li>▪ Embed processes for raising awareness of the full range of employment and skills opportunities on-Airport;</li> <li>▪ Optimise the deployment of diversity, equity and inclusion (DE&amp;I) actions aiming to attract new and different talent pools and returners to the labour market. Actions targeting young people could include the development of a scholarship programme.</li> </ul>

**Employment and Skills (non-construction) – Additional Contextual Information**

**Workforce and Skills Requirements**

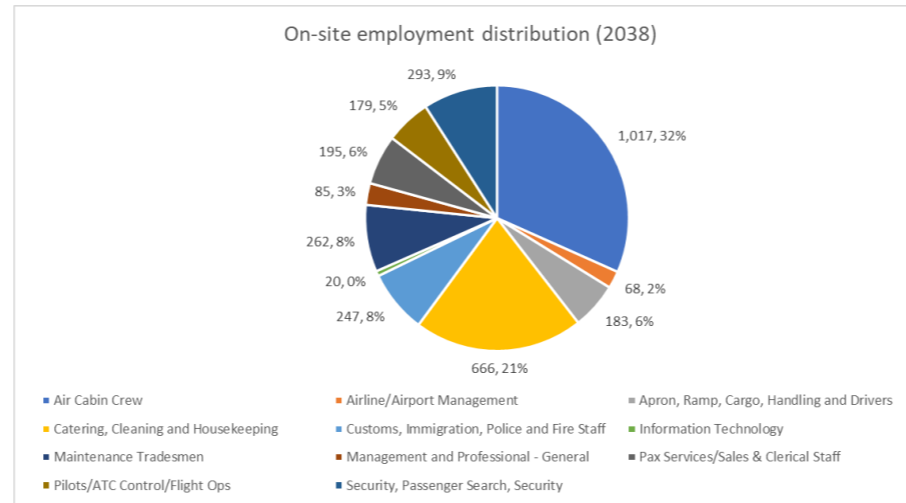
- 5.3.49 The majority of on-site non-construction jobs would be generated directly by the Project between 2029, when the Project is expected to open, and 2038, when the Project is expected to be completed.
- 5.3.50 A total of 1,000 jobs are expected to be generated in 2029 based on ICF forecast utilised by Oxera (2023) Economic Impact Report: Local Impact Assessment (ES Appendix 17.9.2). This will increase to 3,100 jobs in 2032 and peak at 3,200 in 2038. In the longer term (i.e. by 2047), the net additional jobs on-site are estimated to be around 3,100 jobs (Figure 5.2).



**Figure 5.2: On-Airport Employment**

Source: Oxera (2023) ES Appendix 17.9.2, Table A3.2

- 5.3.51 As presented in Figure 5.3 below, air cabin crew is the largest type of occupation expected to be generated (32%), followed by catering, cleaning and housekeeping occupations (21%). Over 250 employees will be required in each of security, maintenance tradesmen and customs occupations from 2032 onwards. There would also be over 180 jobs created in higher skilled roles, such as pilots, air traffic control and flight operations, management/professional and information technology roles.



**Figure 5.3: On-airport Employment (by type) in 2038**

Source: Oxera (2023) ES Appendix 17.9.2, Table A3.2

- 5.3.52 This ESBS theme would open up not only Project-related employment and skills opportunities, but would be the catalyst to opening up opportunities right across the Airport that become available on an ongoing basis. Gatwick would aim to marshal support across the Gatwick Family to incorporate a 'look local first' approach to recruitment, which would include using ESBS brokerage initiatives and the consortium of delivery agencies to achieve this.
- 5.3.53 It would also be the key to instilling cohesion and co-ordination right across Airport-based businesses around the generation of valuable, comprehensive contemporary intelligence on recruitment and skills requirements and gaps. This would inform future curriculum development and enable a much greater level of collaboration by businesses (on- and off-Airport) to develop collective approaches to tackling skills and recruitment challenges.
- Resources**
- 5.3.54 The ESBS would make provision for sufficient dedicated resource to establish robust, working links between Gatwick and the Gatwick Family of businesses to galvanise efforts right across the Airport to achieve employment and skills objectives created not only by the Project but during the course of the Airport's day to day operations. This could extend to contributing to the development and implementation of sector-based recruitment

campaigns by Gatwick campus-based businesses (like the Gatwick Hotels Association) and those based external to the Airport site (Manor Royal BID tenants). Gatwick has employed a Business Engagement Lead on a temporary (two-year) basis to build these relationships.

**Table 5.4: Adding Value Through Procurement (goods and services)**

Adding Value Through Procurement (goods and services) – Theme Summary	
Theme Objectives	Options for Adding Value Through Procurement (goods and services) Actions
<p><b>Employment and Skills Objective:</b></p> <p>1. Leverage the procurement process to support local recruitment and enhance workforce development</p> <p><b>Business Objective:</b></p> <p>2. Create the conditions for GAL to increase the sustainability of local businesses and add maximum value to local economy.</p>	<p>Employment and Skills and Business Actions:</p> <ul style="list-style-type: none"> <li>▪ Gatwick would create a 'Local Procurement Champion' resource to reach out into business communities and organisations that represent and work closely with businesses, to identify and implement actions that would enable Gatwick to contribute to the sustainability and health of the local business base through our Procurement activity. This would include identifying businesses providing compatible goods and services that have potential to become a Gatwick Preferred Supplier and lead the charge to bring 'look local first' front of mind across Gatwick staff with purchasing responsibilities where there is potential for this to add value to local business prosperity.</li> <li>▪ Gatwick would investigate and roll out mechanisms to communicate how to do business with Gatwick and drive up business capability to do so. This could be supported by use of the Apprenticeship Levy.</li> </ul>

**Adding Value Through Procurement – Additional Contextual Information**

- 5.3.55 There is significant potential to use the scale of GAL’s purchasing power and processes to open up opportunities for more local businesses, including small to medium sized enterprises (SMEs), to benefit from Gatwick contracts or through the supply chain and to drive up business productivity. Gatwick’s commitment to this extends beyond Procurement relating to the construction phases.
- 5.3.56 Gatwick is currently considering how it can deploy its expenditure and expertise most effectively to add value to the business base. We see this as a key plank in our efforts to drive up local investment and business productivity generally and it is crucial to maximising sustainable and early value from the Project.
- 5.3.57 This extends beyond purchasing locally. Although this is an important feature of embedding purchasing behaviours that maximise financial value to the local economy, it is limited without the implementation of a broader range of measures that will support the sustainable productivity and competitiveness of business. Crucially, Gatwick aims to influence practice to develop and safeguard the health and competitiveness of businesses by influencing the implementation of sustainable practice and social value actions through the supply chain, beyond Tier 1 suppliers.
- 5.3.58 Linked to the above, we are defining ‘local’ in terms of the business characteristics that maximise value to communities. This goes beyond location of the business and would include the location of the workforce and that of its supplier base.
- 5.3.59 Over the last two years, GAL has introduced a number of Procurement-related preparatory work areas that will help to shape how we enhance our practice, to contribute to sustaining and improving the health of the local business base. These include:
  - Creation of a database of all suppliers that would be interested in providing goods and services for GAL. We adjusted our procurement online presence to include a dedicated webpage, where SMEs located in the following regional postcodes can complete and submit an expression of interest, listing key details and capabilities (RH, BN, TN, GU, KT, CR, PO, CT, ME, DA, SM and BR). The development of the database of local suppliers has been actively supported by Gatwick Diamond Business, Chambers of Commerce, Coast to Capital LEP, Manor Royal Business Improvement District, the CITB and CECA, communicating the opportunity to register to their members and wider communities of interest;
    - Undertaking more rigorous and detailed interrogation of the location and characteristics of our existing and potential suppliers. In January 2023, the construction team appointed a Supply Chain Lead and a Supply Chain Analyst, who are working with the business representative organisations, CITB and CECA to extend Gatwick’s intelligence on the contracting base;
    - Investigating the merits of an online supplier portal to support greater visibility of Gatwick opportunities; a clear understanding of how to work with Gatwick; and clarity about what Gatwick values from our supply chain, which would include support for local recruitment and workforce development;
    - Considering how best Gatwick can support businesses to gain and sustain the necessary acumen to reach sustainability and competitiveness thresholds required to contract with Gatwick. This includes ongoing relationship building and development with suppliers that enables both client and contractor to excel and drives up the quality and nature of outcomes; and
    - Reviewing Gatwick’s Procurement practices in ways that are appropriate to provide clarity on Gatwick requirements and wider support to promote SME success in tendering, whilst maintaining quality and supply/service continuity.
- 5.3.60 By way of preparation, Gatwick’s Business Engagement Lead will be working closely with the Procurement, Innovation and External Engagement and Policy teams on relationship building and pilot working with partners and will set in place building blocks for practice change in Procurement and associated business engagement practices.
- 5.3.61 The Construction Procurement phase will meet the dual objectives of delivering a high quality Project with a reliable supply of goods and materials and offering opportunities to local businesses, including SMEs, to be involved in the supply chain. A strategy will be produced, which will cover all goods and services procured as part of the construction of the Project.

- 5.3.62 The construction phase is extensive and will require a wide variety of goods and services to be provided quickly and at scale; some of which will be specialist and that can only, practically, be provided by national agencies. Notable here will be the Tier 1 contractors. However, we will ensure that local companies are represented as extensively as possible within the supply chain and at Tier 1 if capability is available locally.
- 5.3.63 We would develop an awareness campaign, which signposts potential opportunities for local contractors and suppliers.
- 5.3.64 We would establish a system to monitor the effectiveness of activities designed to promote the inclusion of local suppliers, including contractor compliance with the tenets of the procurement and wider ESBS strategy.

**Table 5.5: Innovation**

Innovation – Theme Summary	
Theme Objective	Options for Innovation Actions
<p><b>Business Objective</b> 1. Maximise the full potential of the Project to drive up entrepreneurship, business productivity and the development of cutting-edge technology</p>	<p>Business Actions: Extend engagement and collaboration with Small to Medium Sized Enterprises (SMEs) beyond the Crawley Innovation Centre, across the Six Authorities Area, to deliver the following:</p> <ul style="list-style-type: none"> <li>▪ Actively connect with small businesses to engage them with Gatwick’s innovation pipeline. This will involve staff reaching out to build intelligence on the local business community and creating practical connections with businesses with interests / activity focus that matches contemporary Gatwick innovation needs and our trajectory of interests;</li> <li>▪ Deliver, in collaboration with partners, an awareness raising campaign for businesses and education institutions on Gatwick contemporary and predicted innovation challenges and</li> </ul>



Innovation – Theme Summary	
Theme Objective	Options for Innovation Actions
	<p>opportunities to develop solutions for Gatwick and the wider Gatwick Family;</p> <ul style="list-style-type: none"> <li>Roll out innovation challenges to inspire businesses and students alike to develop innovation solutions for Gatwick, with allied support to build capacity to develop solutions, particularly in relation to green technology development;</li> <li>Offer the Airport as a test bed for businesses and research institutions for innovative products and processes - both at the South Terminal Innovation team space and within the STEM Centre; and</li> <li>Curriculum enrichment opportunities for STEM students.</li> </ul> <p>Provide funding for investments in key strategic skills, education and innovation infrastructure in accordance with the strategic priorities of major research and Further and Higher Education Institutions.</p>

**Innovation – Additional Contextual Information**

- 5.3.65 Gatwick views collaboration on innovation with businesses and education providers and the sharing of technology and technology learning to be absolutely key to the health of the Gatwick business as well as increasing business productivity and growth of businesses located right across the Six Authorities Area. Also, the potential of innovation to inspire and motivate young people to pursue STEM studies and careers is pivotal to our commitment to drive up STEM capability across the region.
- 5.3.66 The innovation interventions set out above build upon commitments that Gatwick has already offered to Crawley

Borough Council, notably in support of the Crawley Innovation Centre. This includes:

- Sharing the Gatwick innovation pipeline to explore potential collaborations;
- running an annual Innovation Challenge event for Crawley Innovation Centre tenants;
- Gatwick Senior Management Team providing strategic support to the Crawley Innovation Centre Management Team and practical support to on-site businesses through networking events; and
- Exploring potential to progress the Crawley Innovation Centre Innovation Pipeline/Roadmap through possible testing opportunities at the Airport.

5.3.67 The key differentiating factor between Gatwick’s delivery offer through the Project is our commitment to engaging with businesses and innovation networks across the wider innovation ecosystem, which goes beyond the Crawley Innovation Centre.

5.3.68 Gatwick is engaging on an ongoing basis with external agencies to enable us to reflect and review how we would best work with external partners in the field of innovation through the Project and beyond going forward:

- In August 2022, Gatwick visited the Fareham Innovation Centre and met with the operator Oxford Innovation to understand the role of innovation centres in a wider innovation ecosystem.
- Conversations with Oxford Innovation took place during 2022 and are continuing in 2023, to share insight and explore opportunities to promote innovation further.
- In January 2023, Gatwick visited the Sussex Innovation Centre in Brighton & Hove to further understand the opportunities for potential future collaboration on Innovation with local businesses. We also met with Universal Quantum at University of Sussex to understand the opportunities that Quantum technologies could provide for regional long-term growth and future inward investment.
- Gatwick and other local stakeholders met with Innovate Local in January 2023 to discuss the opportunity for an Innovate Local event to be held in Crawley in 2023 to help businesses to innovate and maximise their success. The Innovate Local Programme is a suite of regional

- engagement events delivered by Innovate UK KTN that promote Innovate UK & UKRI objectives.
- In February 2023, GAL joined the Crawley Innovation Centre Project Board, chaired by Crawley Borough Council. The board members include representatives of Coast to Capital LEP, Crawley Town Deal Board, Manor Royal BID, Gatwick Diamond Initiative, University of Sussex and University of Chichester. The board provides a strategic overview for the development, delivery and monitoring of the Project and its principal delivery goals. Further conversations with Crawley Borough Council are planned to shape and agree GAL’s future involvement in the Innovation Centre.

**Table 5.6: Regional Promotion**

Regional Promotion – Theme Summary	
Theme Objectives	Options for Regional Promotion Actions
<p><b>Employment and Skills Objective</b></p> <p>1. Create the conditions for driving up high level skilled jobs within the Labour Market Area</p> <p><b>Business Objective</b></p> <p>2. Showcase and actively promote the economic benefits of the Gatwick region to generate foreign direct investment and expansion of existing businesses and drive up the value of the visitor economy</p>	<p>Employment and Skills and Business Actions</p> <ul style="list-style-type: none"> <li>Develop a Regional Inward Investment Service, informed by the recommendations of the Gatwick Airport Economic Zones research (June 2022) and Gatwick Diamond Initiative (GDI) Regional Inward Investment Business Case (September 2022). Gatwick would collaborate further with GDI to scope an active Regional Inward Investment Service, designed to bring together public and private sector partners with a collective remit to promote a healthy, high value added and resilient economy to drive inward investment and growth across the Gatwick Diamond and wider Labour Market Area.</li> </ul>

Regional Promotion – Theme Summary	
Theme Objectives	Options for Regional Promotion Actions
	<ul style="list-style-type: none"> <li>Support the development of a clear visitor generation strategy and set of targeted projects, to be agreed with Gateway Gatwick Partnership members. These will consolidate and underpin the ongoing strategic direction of the Gateway Gatwick Partnership, promoting regional tourism. This could include its integration under the umbrella of the Regional Inward Investment Service, if this progresses.</li> </ul>

### Regional Promotion – Additional Contextual Information

- 5.3.69 The Project would constitute a significant opportunity to promote future domestic and international trade and investment opportunities for the region.
- 5.3.70 In July 2022, Gatwick published the Airport Economic Zone (AEZ) research report. Gatwick commissioned Coast to Capital Local Enterprise Partnership (LEP) to carry out research to provide an understanding of how other airports and their surrounding economic zones function and promote themselves. This builds upon efforts to explore with partners the potential to define a clear regional identity, emphasising regional economic strengths and opportunities as we emerge from the pandemic, and showcasing the area for inward investors as part of Global Britain. Conclusions on what constitutes a successful AEZ included a clearly articulated identity created from attributes that make a region stand out, leverage of both local and national political power and having skills, innovation, and technical education at its heart.
- 5.3.71 The inaugural Gatwick Airport Economic Summit “Local Economy. Global Opportunity”, which took place in November 2022 brought together over 125 key stakeholders to discuss long-term sustainable economic growth and future inward investment in the region. A key focus of this inaugural event looked at how the region could better define and promote its economic identity, compete for inward investment, attract new, diverse industries and jobs, and secure its long-term economic prosperity. This included international speakers, maximising opportunities to impart a range of learning.
- 5.3.72 Gatwick’s formal Strategic Partnership with Gatwick Diamond Initiative (GDI) was also announced at this event. GDI launched its new inward investment website and platform, reinvigorating the Gatwick Diamond’s online presence and reflecting the changes to the inward investment and business world post-Brexit and the Covid pandemic. Digitally welcoming visitors and existing businesses to the region, the GDI website provides an overview of the all the area has to offer and signposts to specific partners and organisations for further information. This Strategic Partnership currently supports a limited inward investment service, largely confined to place promotion, sign-posting and keeping stakeholders updated and informed.
- 5.3.73 Following the Summit, in 2023 Gatwick has continued to engage with stakeholders to explore opportunities to progress the next steps set out within the AEZ research recommendations.
- 5.3.74 Gatwick engages with local tourism partners to promote the region to international inbound passengers, primarily through the Gateway Gatwick partnership. In addition, in 2022 GAL joined the Sussex Visitor Economy Initiative sub-group to work with partners to develop the Sussex Story. This engagement continues in 2023.
- 5.3.75 The Project would enable Gatwick to contribute to a step change in the promotion of inward investment on the ground; leveraging a greater level of funds, strategic connections, intelligence and leadership from Gatwick’s Executive and Airline Relationship team.

## 6 Governance, Performance Management and Monitoring

- 6.1.1 ESBS Governance and robust performance and financial management, monitoring and reporting systems will be established. This will be set out in detail within the ESBS Implementation Plan. However, this will include an ESBS Steering Group to ensure that the trajectory of the strategic direction of the programme, expenditure and the delivery of actions and outcomes reflects commitments set out within the Section 106 agreement. It will also include provision for the appointment of wider staff resource, consistent with delivery of a comprehensive, multi-faceted strategy. This will include the employment of an ESBS Co-ordinator, who will be responsible for delivery in accordance with the requirements of the Section 106 agreement.
- 6.1.2 All aspects of the management and monitoring systems will adhere to data protection requirements. They will incorporate systems for quantitative and qualitative analysis that will enable the embedding of continuous reflection, review, evaluation and recalibration to both deliver against ESBS commitments and to provide learnings on contemporary need, demand, opportunity and the gathering of intelligence on what works and what needs to improve. This will inform decisions on whether and when adjustments to the ESBS need to be made, to ensure continued relevance to communities and business beneficiaries.

## 7 References

Coast to Capital Local Enterprise Partnership, (2022), *Airport Economic Zones*, Gatwick Airport Ltd

Department for Transport, (2018), *Airports National Policy Statement, new runway capacity and infrastructure at Airports in the South East of England*, HMSO

Department for Transport, (2022), *Flightpath to the Future: a strategic framework for the aviation sector*, HMSO

## 8 Glossary

### 8.1 Glossary of terms

**Table 8.1: Glossary of terms**

Term	Description
CECA	Civil Engineering Contractors Association is the representative body for companies who work day-to-day to deliver, upgrade, and maintain the country's infrastructure
CITB	The Construction Industry Training Board
Crawley Innovation Centre	The Centre will be a major technological innovation asset to support existing advanced engineering businesses in Manor Royal, enable growth in new and emerging business sectors, boost innovation, research and development capacity and provide 'grow on' space for hi-tech small businesses
DWP	Department for Work and Pensions
ESBS	Employment, Skills and Business Strategy, setting out how Gatwick would maximise economic benefits for communities and business
Gatwick Diamond Initiative	Business led private/public sector partnership promoting economic growth in a defined area between Croydon and Brighton. Part of the Coast to Capital Local Enterprise Partnership area
Gatwick Family	Businesses operating at Gatwick Airport
NSAfC	National Skills Academy for Construction, a training model developed by the CITB
SMEs	Small to Medium-Sized Enterprises
STEM	Science, Technology, Engineering and Maths
Sussex and Surrey Institute of Technology	Led by Chichester College Group, the North East Surrey College of Technology (NESCOT) and the Universities of Surrey and Brighton, it will create cutting-edge facilities for higher technical educations with a focus on digital and sustainable technologies, with the aim to widen

	participation into Higher Education and provide a pipeline of talent for local and regional employers
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