



Gatwick Airport Northern Runway Project

Draft Section 106 Agreement Annex: ESBS Implementation Plan

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1 Introduction

- 1.1.1 As part of the Development Consent Order (DCO) application, Gatwick Airport Limited (GAL) submitted **Environmental Statement Appendix 17.8.1 Employment, Skills and Business Strategy (ESBS)** [[APP-198](#)]. This document sets out how Gatwick Airport Limited (GAL) would work with partners to maximise economic benefits for communities and businesses generated by the proposal to make best use of Gatwick's existing runways and infrastructure.
- 1.1.2 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.
- 1.1.3 The ESBS is intended to operate through both construction and operation of the Northern Runway Project (NRP). In that time, the activities will need to change and there is a high likelihood that the delivery partners will also change. These changes can be accommodated by updating the ESBS Implementation Plan periodically. The initial ESBS Implementation Plan (and any updates) will be prepared by GAL and submitted to an ESBS Steering Group for approval.
- 1.1.4 At Issue Specific Hearing 3 (ISH3), the Applicant was given an Action (**Action Points arising from Issue Specific Hearing 3 (ISH) on 5 March 2024** [[EV8-005](#)]) to submit to the examination a draft of the ESBS Implementation Plan and for such draft ESBS Implementation Plan to be appended to the draft DCO s106 Agreement.
- 1.1.5 At Deadline 2 the **Deadline 2 Submission Draft Section 106 Agreement** [[REP2-004](#)] was submitted with the ESBS included as Appendix 4. A placeholder was included at Appendix 6 of the draft DCO s106 Agreement for this Draft ESBS Implementation Plan. Paragraph 2.1 of Schedule 5 to the draft DCO s106 Agreement requires GAL to prepare and submit an ESBS Implementation Plan to the ESBS Steering Group for approval on or before Commencement of the development. Paragraph 2.2 requires the ESBS Implementation Plan to be substantially in accordance with the ESBS (Appendix 4) and to include the following:
- the activities that will be delivered in the relevant time period;
 - the partners and stakeholders GAL will work with and how;
 - governance, monitoring and reporting arrangements;
 - a resourcing strategy for all themes in the ESBS; and

- milestones, targets, outputs and projected impacts.

- 1.1.6 The ESBS Implementation Plan shall be reviewed by GAL every 5 years and at any other time that GAL considers that there has been a major change in prevailing economic circumstances. Following its review, GAL must submit a report of the review with recommendations for amendments to the ESBS Implementation Plan to the ESBS Steering Group for discussion.
- 1.1.7 This document is the draft Implementation Plan for the ESBS and needs to be read in conjunction with the **Environmental Statement Appendix 17.8.1 Employment, Skills and Business Strategy (ESBS)** [\[APP-198\]](#).
- 1.1.8 It is drafted as the final version, so for example makes statements like “it has been agreed” in anticipation of agreement being reached. These matters are still being discussed with the local authorities.

2 Background

- 2.1.1 Delivery of the ESBS is intended to be a collaborative process with GAL and its local partners agreeing a package of activities during both the construction and operational phases that will deliver important local benefits. Some of these will be delivered directly by GAL, some will be delivered exclusively by third parties, funded by the ESBS Fund, and some will be delivered through partnership, e.g. matching suitably skilled local residents with job vacancies on the airport.
- 2.1.2 To achieve maximum effective impact, it is expected that a range of initiatives will be delivered through partnerships with organisations with specialist skill sets and networks to reach beneficiaries. This may include, but is not limited to, the initiatives mentioned in **Error! Reference source not found..**

Table 2.1: Examples of initiatives

Education	Businesses	Business Organisations	Economic Stakeholders
Schools – for example, local partnership schools of Thomas Bennett and The Gatwick School, but will	Tier 1&2 Construction firms.	Accredited Chambers of Commerce, such as Sussex Chamber, Surrey Chambers	Local Authorities in the spatial areas.

Education	Businesses	Business Organisations	Economic Stakeholders
include a wide range of primary and secondary schools from the relevant spatial areas		and Kent Invicta Chamber	
Colleges – for example, Chichester Colle Groups, NESCOL and East Surrey College.	Supply Chain Firms	Inward Investment organisations, such as Gatwick Diamond Initiative, Invest Crawley, Opportunity Mid Sussex, and Invest West Kent	Visitor Economy stakeholders, such as the Gateway Gatwick partnership, East Sussex Brighton & Hove and West Sussex Local Visitor Economy Partnership, Tourism South East, and Destination Management Organisations
Universities – for example, Sussex University, University of Brighton, and Surrey University.	On Campus Firms, for example Airlines, Ground Handling Agents, Retail, F&B concessions, and engineering firms.	Business membership organisations, such as Gatwick Diamond Business	Job brokerage organisations, such as Employ Crawley and Job Centre Plus
Specialist skills providers, including Sussex and Surrey Institute of Technology, and CITB.		Business community representatives, such as Manor Royal BID, Crawley Town Centre BID, local Chambers of Commerce, FSB	Consultancy, such as Coast to Capital.

Education	Businesses	Business Organisations	Economic Stakeholders
		Sussex and Surrey, and Develop Croydon Forum	

2.1.3 Where required memorandums of understanding and / or contracts will be in place to support the partnerships.

2.1.4 GAL is therefore collaborating with the local authorities and other stakeholders to prepare the first draft Implementation Plan which will then be submitted to the ESBS Steering Group prior to Commencement for its approval. Table 2.2 summarises the delivered and planned activity:

Table 2.2: Delivered and planned activity

Activity	Purpose
Stakeholder Round Tables <ul style="list-style-type: none"> ▪ 21st April 2020 & 29th July 2021: Business Membership Organisations ▪ 22nd April 2020 & 30th June 2021: Education Providers ▪ 22nd April 2020 & 1st July 2021: Economic Partnerships ▪ 23rd April 2020 & 2nd July 2021: Local Businesses 	<ul style="list-style-type: none"> ▪ To gain understanding of insights key issues for businesses going forward. ▪ Development of initial ESBS theme ideas. ▪ Input to benefits and wider opportunities. ▪ What could address concerns and other considerations
Topic Working Groups with local Authorities (including ESBS): <ul style="list-style-type: none"> ▪ 28 August 2019 – In-Person Meeting – TWG Economics and Employment ▪ 3 August 2021 – Virtual Meeting – MS Teams – TWG on Economy, Employment, Housing and Health ▪ 16 May 2022 – Virtual Meeting – MS Teams (Recorded) – TWG on Econ & Soc-Econ 	<ul style="list-style-type: none"> ▪ To share updates on the development of the ESBS and seek feedback from the local authorities.

Activity	Purpose
<ul style="list-style-type: none"> ▪ 14 June 2022 Virtual Meeting – MS Teams (Recorded) – TWG on Econ & Soc-Econ ▪ 7 July 2022 – Virtual Meeting – MS Teams (Recorded) – TWG on Econ & Soc-Econ ▪ 28 September 2022 – Virtual Meeting – MS Teams (Recorded) – TWG on Econ/Soc-Econ ▪ 18 November 2022 – Virtual Meeting – MS Teams (Recorded) TWG on Econ/Soc-Econ 	
<p>Topic Working Groups with Local Authorities – ESBS specific:</p> <ul style="list-style-type: none"> ▪ 2 August 2023 - ESBS Topic Working Group 	<ul style="list-style-type: none"> ▪ Share how Gatwick will maximise opportunities for communities and businesses created by the project. ▪ Confirm how the ESBS will be secured as part of the DCO process. ▪ Seek local authority feedback on how focus/resource should be balanced across the themes. ▪ Agree practical next steps in developing ESBS Statements of Common Ground
<p>Topic Working Groups with Local Authorities – ESBS specific:</p> <ul style="list-style-type: none"> ▪ 12 December 2023 – ESBS Topic Working Group with local authorities. Draft skeleton Implementation Plan shared on 30/11/23 	<ul style="list-style-type: none"> ▪ Receive further feedback on the submitted ESBS. ▪ Explain how the Implementation Plan would secure delivery of the ESBS. ▪ Receive and discuss feedback on the draft skeleton Implementation Plan.
<p>25 March 2024 – ESBS Draft Implementation Workshop with stakeholders. Attendees were drawn from proposed future ESBS Steering Group membership, including Crawley Borough Council</p>	<ul style="list-style-type: none"> ▪ Receive and discuss feedback on the draft Implementation Plan. ▪ Discuss the six ESBS themes to gather further input develop priority activities for delivery.

Activity	Purpose
8 April – ESBS Draft Implementation Plan workshop with representatives of Joint Local Authorities.	<ul style="list-style-type: none"> ▪ Receive and discuss feedback on the draft Implementation Plan. ▪ Discuss the six ESBS themes to gather further input to develop priority activities for delivery.
15 May	<ul style="list-style-type: none"> ▪ Circulate draft documents to workshop attendees for review prior to workshop on 30 May.
30 May	<ul style="list-style-type: none"> ▪ Combined stakeholder workshop (ESBS SG representatives and joint local authorities) to further develop draft Implementation Plan.
June – TBC	<ul style="list-style-type: none"> ▪ Further workshop if required.
26 June – ExA Deadline 6	<ul style="list-style-type: none"> ▪ Submit draft Implementation Plan to ExA.

2.1.5 This draft reflects the feedback received at the April workshops. Further workshops are planned for May and June with the aim of producing a more complete draft Implementation Plan for ExA Deadline 6. The final ESBS Implementation Plan must be submitted to the ESBS Steering Group prior to Commencement if the DCO is granted and must be substantially in accordance with the ESBS and the draft ESBS Implementation Plan appended to the completed DCO s106 Agreement.

3 Draft ESBS Implementation Plan Structure

3.1 Introduction

3.1.1 This is the first ESBS Implementation Plan of the Northern Runway Project (NRP) Employment Skills and Business Strategy (ESBS). It covers the first five years after Commencement as defined in the DCO.

3.1.2 It has been prepared in line with the requirements of Schedule 5 of the S106 Agreement and the ESBS and sets out:

- the activities that will be delivered in the relevant time period;
- the partners and stakeholders GAL will work with and how;
- governance, monitoring and reporting arrangements;
- a resourcing strategy for all themes in the ESBS; and
- milestones, targets, outputs and projected impacts.

3.1.3 It also sets out the areas where measures will be targeted. Some will be targeted locally and some are more appropriately delivered on a regional basis, with an overarching principle of proximity – those closest to the airport should be the greatest beneficiaries.

3.2 Project Overview and Summary

3.2.1 This section provides a summary overview of the Northern Runway Project (NRP) at Gatwick Airport Limited (GAL) and a summary overview of the Employment Skills and Business Strategy (ESBS).

[Gatwick Airport Northern Runway Project Overview](#)

3.2.2 Gatwick Airport is one of the six international airports serving the London area. It has been an aerodrome since the 1930s and in 2019 facilitated approximately 46 million passengers to travel nationally and internationally. Gatwick is 30 minutes from central London by train and has the largest rail catchment of any UK airport with 15 million people (more than a quarter of the population of England) able to access Gatwick by road or rail within 60 minutes.

3.2.3 Currently, only the main runway of the airport is used as such in normal operations, and this dictates the capacity of the airport. The northern runway is used as such at times when the main runway is unavailable. The airport hosts two terminals and other facilities to support passengers as they use the airport including hotels and car parks. These have been developed to support the current throughput of the airport.

3.2.4 The Proposed Development involves alterations to the existing northern runway which, together with the lifting of the current restrictions on its use, would enable dual runway operations. It also includes the development of a range of infrastructure and facilities which, with the alterations to the northern runway, would enable an increase in the airport's passenger throughput capacity. This includes substantial upgrade works to certain surface access routes which lead to the airport. The overall scheme represents an investment of £2.3 billion by London Gatwick. The construction phase, at peak levels of delivery, will generate 1,350 construction jobs, and in the operational phase 14,000 additional jobs of which just over 3,000 will be on the airport itself with the rest spread through the supply chain and the wider economy.

3.2.5 The main project activities during this time period will be construction, although there will also be passenger growth and so more operational employment and opportunities to enhance the region's business activity. The indicative construction sequencing for the project is set out in **Environmental Statement Appendix 5.3.3: Indicative Construction Sequencing** [\[APP-088\]](#) and comprises the following broad activities:

- Pre-Construction (surveys, ground investigations etc).
- Early Works / enabling Works (compounds, diversions & replacement services).
- Flood mitigations.
- IDL extensions.
- Alterations to existing airfield (NRW widening & resurfacing, taxiway Juliet and taxiway Lima reconfigurations).
- Reconfiguration of existing maintenance airfield facilities to enable the above alternations.
- Car park works.
- Continuation of works in the reconfiguration of the airport facilities.
- Works to Longbridge roundabout.
- Continuation of works on the water management foul water and substation.

3.3 Aims and Objectives of the ESBS Implementation Plan

3.3.1 The NRP presents an opportunity to strengthen and enhance Gatwick's significant economic role in the region. This means ensuring more local people can work at the airport and develop their skills and progress into careers. It means using the airport and the NRP particularly to engage school children, students and hard to reach adult groups in programmes and activities that help them develop their learning and career pathways. It also means supporting

businesses to get into the airport's wider supply chain (during both construction and operation) as well as supporting the competitiveness of the wider economy.

3.3.2 The ESBS is a framework to enable partners to work with GAL, using GAL's funding and resources alongside their own to deliver better economic and social outcomes both immediately around the airport and more widely.

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.

3.3.3 These objectives will be delivered through the six ESBS Themes:

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

3.3.4 There are also two 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

3.4 Spatial Areas

3.4.1 Delivery of the ESBS Implementation Plan will ensure appropriate targeting of activity, for example, some activities such as intensive employment support will be more focused in the communities closer to the airport, whilst other activities

such as inward investment and tourism will have a more strategic sub-regional approach – in particular across two of the spatial scales assessed in the Socio-Economic chapter of the Environmental Statement:

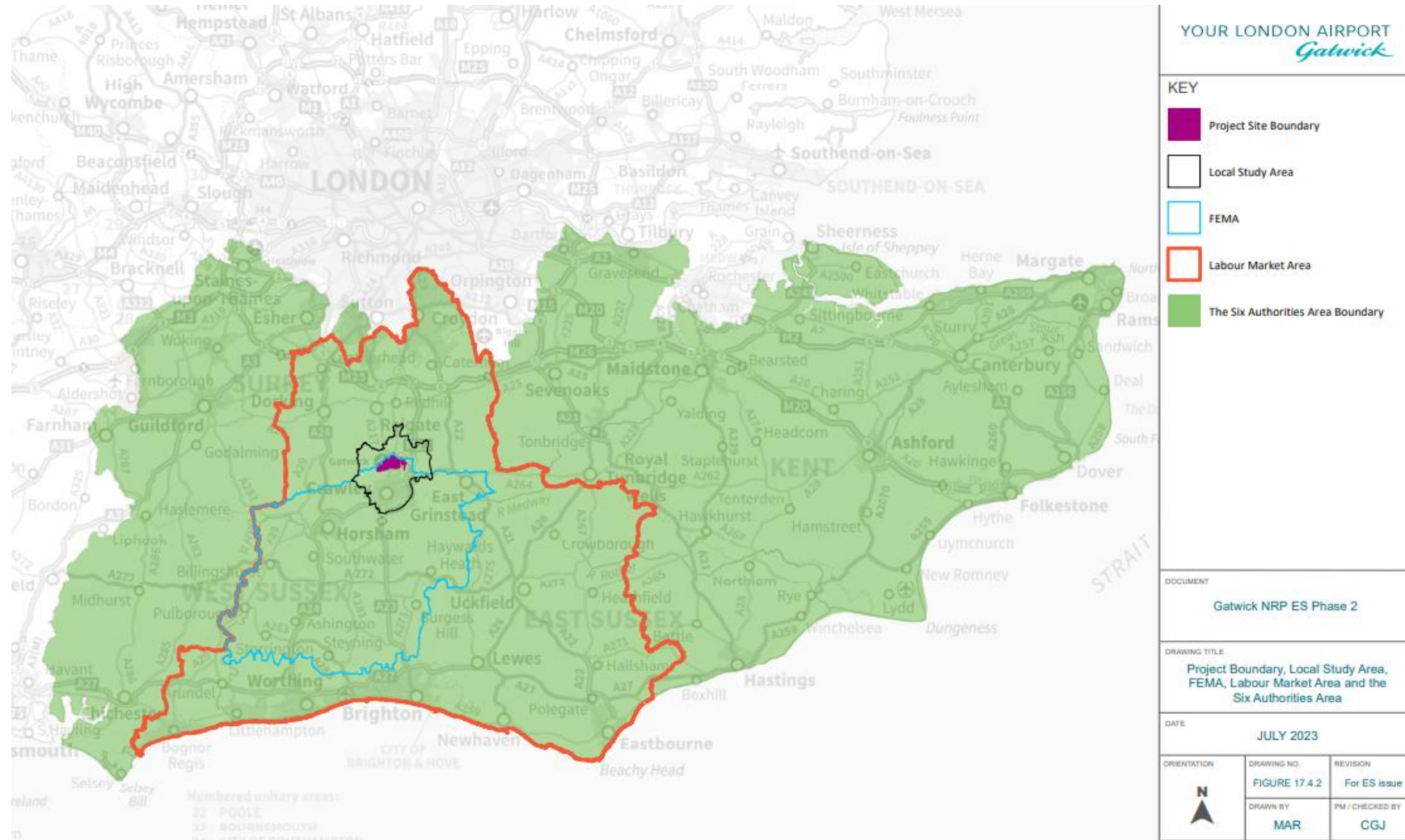
- **Labour Market Area** – the area from which Gatwick currently draws most of its employees i.e. Crawley, Mole Valley, Reigate and Banstead, Croydon, Tandridge, Wealden, Lewes, Brighton and Hove, Mid Sussex, Horsham, Eastbourne, Adur, Worthing and Arun.
- **Six Authorities Area** – County Council areas of West Sussex, East Sussex, Kent, Surrey, Unitary Authority of Brighton & Hove, London Borough of Croydon.

3.4.2 In addition, some measures may be targeted at other spatial scales:

- **Local Study Area** - whole of Crawley and parts of Horsham, Mid Sussex, Mole Valley, Reigate and Banstead and Tandridge.
- **Functional Economic Market Area** - defined to include the local authority areas of Crawley, Horsham and Mid Sussex.

3.4.3 These are shown in Figure 3.1:

Figure 3.1: ESBS Spatial Areas (Figure 17.4.2 of Environmental Statement Socio-Economic Effects Figures [APP-052])



3.5 ESBS Implementation Plan Priorities and Targets

3.5.1 GAL and its partners have agreed the following priorities for this ESBS Implementation Plan period:

- TBC [NB These will be relatively high level objectives that have shaped the choice of key activities].

3.5.2 The headline targets/KPIs for this ESBS Implementation Plan are:

- TBC [NB These are likely to include targets for local employment, apprenticeships, contracts with local businesses etc and could include specific target groups (eg women returners, looked after children, ex service personnel)]

3.6 Key Activities and Delivery Partners

3.6.1 The following tables set out the key activities under each ESBS Theme, who will be involved in delivering them and where they will be targeted. Overall, delivery breaks down into three key areas:

- Working in partnership with third party providers to deliver ESBS outcomes.
- Providing direct funding to organisations that will achieve ESBS outcomes.
- Delivery of activity by GAL to support ESBS outcomes.

3.6.2 [NB the examples in the following table are illustrative of the level of detail that we expect to be in the ESBS Implementation Plan. The actual activities and partners are still being discussed with the local authorities. GAL's activity is most advanced around the Procurement and Construction themes so these are included below as examples only]

Table 3.1: Example Theme - Adding Value through Procurement

Activity	Partners	Key target areas (e.g. Local Authorities, FEMA, LMA, etc.)
Create GAL Procurement Portal	<ul style="list-style-type: none"> ▪ Supply Chain ▪ On Campus Partners 	Six Authority Area
Supply Chain Development Programme	Business Associations	LMA > Six Authority Area

Table 3.2: Example Theme – Construction

Activity	Partners	Key target areas (e.g. Local Authorities, FEMA, LMA, etc.)
NSAFC Accreditation	<ul style="list-style-type: none"> ▪ Tier 1 & 2 Contractors ▪ CITB 	LMA

Table 3.3: Example Theme - Employment and Skills (non-construction)

Activity	Partners	Key target areas (e.g. Local Authorities, FEMA, LMA, etc.)

Table 3.4: Example Theme – Innovation

Activity	Partners	Key target areas (e.g. Local Authorities, FEMA, LMA, etc.)

Table 3.5: Example Theme - Inspire and Motivate

Activity	Partners	Key target areas (e.g. Local Authorities, FEMA, LMA, etc.)

Table 3.6: Example Theme - Regional Promotion

Activity	Partners	Key target areas (e.g. Local Authorities, FEMA, LMA, etc.)

3.6.3 Further details on these are set out in the thematic Delivery Plans.

3.7 Resources

3.7.1 Implementation of the ESBS is supported by commitments to funding and resources. The s106 includes the ESBS Fund of £14million (index linked) that GAL is making available until nine years following the commencement of dual runway operations.

3.7.2 The ESBS Fund for this ESBS Implementation Plan is £[#] million and is allocated between themes as shown in Table 3.7:

Table 3.7: ESBS Themes

Theme	Five Year Funding Allocation
Adding Value through procurement	TBC
Construction (skills)	TBC
Construction (procurement)	TBC
Employment & skills (non-construction)	TBC
Innovation	TBC
Inspire & Motivate	TBC
Regional Promotion	TBC
Cross-cutting Themes	TBC
Administration & evaluation (10% maximum)	TBC
Contingency	TBC
TOTAL	TBC

3.7.3 This is to support five years of activities. If this ESBS Implementation Plan is reviewed and amended prior to that, the update will set out what happens in the remaining time after that point, taking account of how much of each theme's budget has already been spent.

3.7.4 In addition to providing the ESBS Fund, GAL will deliver the following activities in Table 3.8:

3.7.5 [NB the examples in the following table are illustrative of the level of detail that we expect to be in the Implementation Plans. The actual activities are still being developed]

Table 3.8: Activities to be delivered

Theme	GAL Activities
Adding Value through Procurement	<ul style="list-style-type: none"> ▪ Subscription to business database (e.g. mnAi) to allow GAL procurement teams the opportunity to source diverse and SME suppliers. ▪ Development of full procurement portal on GAL website, building on the current supplier registration form to include how to supply to GAL, tender opportunities with GAL and GAL on campus partners. ▪ Supply Chain development activity, delivered in partnership with local business associations, to build capacity in SMEs to be fit to supply to larger more complex organisations. ▪ Work with internal GAL procurement teams to develop SME / local procurement champions to ensure that creating opportunities for SMEs is built into procurement processes and policies.
Construction (skills)	TBC
Construction (procurement)	TBC
Inspire & Motivate	TBC
Innovation	<ul style="list-style-type: none"> ▪ Support green innovation in businesses and innovative start-ups including Innovation Challenges for regional businesses and students ▪ Linking innovation support through and working closely in partnership with the Crawley Innovation Centre and with universities ▪ Opening the GAL (and on campus partners) innovation pipeline more to the region. ▪ Allow opportunities for businesses to use GAL as an innovation test bed.
Regional Promotion	TBC

3.8 Governance and Monitoring

3.8.1 All recipients of ESBS Fund money, together with GAL, will be required to report to the ESBS Steering Group against KPIs annually. The KPIs are split into the following themes:

- Administration/delivery – measuring progress on delivery and spending against key milestones
- Outputs – what each project has delivered
- Impacts – the contribution each project has made to the overall priorities set out above

3.8.2 Targets for each project have been agreed with each delivery lead partner. The ESBS Steering Group will review performance annually.