



# Gatwick Airport Northern Runway Project

## Section 106 Agreement – Clean Version

### Book 10

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HERBERT  
SMITH  
FREEHILLS

..... **2024**

**GATWICK AIRPORT LIMITED**  
and  
**WEST SUSSEX COUNTY COUNCIL**  
and  
**CRAWLEY BOROUGH COUNCIL**  
and  
**REIGATE AND BANSTEAD BOROUGH COUNCIL**  
and  
**SURREY COUNTY COUNCIL**

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**DEED**

Pursuant to section 106 of the Town and  
Country Planning Act 1990, section 111  
of the Local Government Act 1972 and  
section 1 to the Localism Act 2011  
relating to Gatwick Airport

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Herbert Smith Freehills LLP

## TABLE OF CONTENTS

<b>Clause</b>	<b>Headings</b>	<b>Page</b>
1.	DEFINITIONS AND INTERPRETATION.....	3
2.	LEGAL EFFECT .....	5
3.	CONDITIONALITY .....	6
4.	OBLIGATIONS .....	6
5.	GAL AND COUNCILS MEETING.....	7
6.	LOCAL LAND CHARGES .....	7
7.	RELEASE .....	7
8.	CERTIFICATES OF COMPLIANCE.....	8
9.	INDEXATION.....	8
10.	INTEREST .....	9
11.	RESOLUTION OF DISPUTES .....	9
12.	GOOD FAITH AND APPROVAL .....	9
13.	NOTICES PROCEDURE .....	10
14.	VAT.....	10
15.	RIGHTS OF THIRD PARTIES .....	11
16.	JURISDICTION .....	11
17.	EXPIRY .....	11
18.	DATE OF DELIVERY .....	11
	PLAN.....	13
	SCHEDULE 1 AIR QUALITY .....	15
	SCHEDULE 2 NOISE .....	21
	SCHEDULE 3 SURFACE ACCESS .....	23
	SCHEDULE 4 LONDON GATWICK COMMUNITY FUND.....	31
	SCHEDULE 5 EMPLOYMENT, SKILLS AND BUSINESS.....	40
	SCHEDULE 6 BIODIVERSITY AND LANDSCAPING.....	42
	SCHEDULE 7 HEALTH .....	44
	SCHEDULE 8 HOMELESSNESS PREVENTION FUND.....	47
	SCHEDULE 9 COUNCIL RESOURCES .....	49
	APPENDIX 1 AIR QUALITY MONITORING SITE LOCATIONS.....	52
	APPENDIX 2 DRAFT AIR QUALITY ACTION PLAN .....	55
	APPENDIX 3 POVEY CROSS ACCESS PLAN .....	76
	APPENDIX 4 TRANSPORT MITIGATION FUND DECISION GROUP TERMS OF REFERENCE .....	78
	APPENDIX 5 EMPLOYMENT, SKILLS AND BUSINESS STRATEGY.....	84
	APPENDIX 6 DRAFT ESBS IMPLEMENTATION PLAN .....	128
	APPENDIX 7 HARDSHIP SCHEME PLAN .....	183
	APPENDIX 8 HOMELESSNESS PREVENTION FUND PLAN.....	185

THIS DEED is made on

2024

**BETWEEN:**

- (1) **GATWICK AIRPORT LIMITED** (company registration number: 01991018) whose registered office is at Destinations Place, Gatwick Airport, West Sussex, RH6 0NP ("**GAL**");
- (2) **WEST SUSSEX COUNTY COUNCIL** of County Hall, West Street, Chichester, West Sussex, PO19 1RQ ("**WSCC**");
- (3) **CRAWLEY BOROUGH COUNCIL** of The Create Building, Town Hall, The Boulevard, Crawley, West Sussex, RH10 1UZ ("**CBC**");
- (4) **REIGATE AND BANSTEAD BOROUGH COUNCIL** of Town Hall, Reigate, Surrey, RH2 0SH ("**RBBC**"); and
- (5) **SURREY COUNTY COUNCIL** of Woodhatch Place, 11 Cockshot Hill, Reigate, Surrey, RH2 8EF ("**SCC**").

**RECITALS:**

- (A) GAL is the operator of Gatwick Airport under Part 1 of the 2012 Act and is the freehold owner of the Land registered at the Land Registry under the title numbers that are shown on the Plan.
- (B) On 6 July 2023 GAL submitted the Application to the Secretary of State to enable dual runway operations at Gatwick Airport and to deliver the upgrades or additional facilities and infrastructure required to increase the passenger throughput as further set out in the definition of 'authorised development' as set out in the Development Consent Order (the "**Project**"). The Application was accepted for examination on 3 August 2023. The Secretary of State is responsible for determining the Application.
- (C) WSCC is a highway authority within the meaning of Section 1(2) of the Highways Act 1980 and a local planning authority within the meaning of Section 1 of the 1990 Act for the area in which the Land is situated; a local authority for the purposes of Section 111 of the Local Government Act 1972; and a local authority for the purposes of Section 1 of the Localism Act 2011.
- (D) CBC is a local planning authority within the meaning of Section 1 of the 1990 Act for the area in which the Land is located; a local authority for the purposes of Section 111 of the Local Government Act 1972; and a local authority for the purposes of Section 1 of the Localism Act 2011.
- (E) RBBC is a local planning authority within the meaning of Section 1 of the 1990 Act for the area in which the Land is located; a local authority for the purposes of Section 111 of the Local Government Act 1972; and a local authority for the purposes of Section 1 of the Localism Act 2011.
- (F) SCC is a highway authority within the meaning of Section 1(2) of the Highways Act 1980 and a local planning authority within the meaning of Section 1 of the 1990 Act for the area in which the Land is situated; a local authority for the purposes of Section 111 of the Local Government Act 1972; and a local authority for the purposes of Section 1 of the Localism Act 2011.
- (G) Under Article 2 of the Development Consent Order, GAL will be the "undertaker" for the purposes of the Development Consent Order. GAL intends to continue to operate Gatwick Airport in accordance with the licence granted by the CAA and all relevant laws and regulations, and to construct and operate the Project as authorised by the Development Consent Order.
- (H) On 12 January 2009, a Memorandum of Understanding (the "**2009 MoU**") was entered into between WSCC, CBC, and the Adjoining Authorities. To ensure that the interests of the Adjoining Authorities continue to be taken fully into account, it is intended that a new Memorandum of Understanding (or other form of agreement) between the Councils and the Adjoining Authorities will be entered into to replace the 2009 MoU.

- (l) The parties have agreed to enter into this Deed in order to secure the development consent obligations contained in this Deed.

## 1. DEFINITIONS AND INTERPRETATION

- 1.1 Where in this Deed the following defined terms and expressions are used, they shall have the following respective meanings unless otherwise stated:

"**1990 Act**" means the Town and Country Planning Act 1990;

"**2008 Act**" means the Planning Act 2008;

"**2012 Act**" means the Civil Aviation Act 2012;

"**Adjoining Authorities**" means each and all of the following local authorities:

- (a) Mole Valley District Council of Pippbrook, Dorking, Surrey, RH4 1SJ;
- (b) Tandridge District Council of Council Offices, Station Road, East Oxted, Surrey, RH8 0BT;
- (c) Horsham District Council of Parkside, Chart Way, Horsham, West Sussex, RH12 1RL;
- (d) Mid Sussex District Council of Oaklands, Oaklands Road, Haywards Heath, West Sussex, RH16 1SS; and
- (e) East Sussex County Council of Pelham House, St Andrews Lane, Lewes, East Sussex, BN7 1UN.

"**Airfield Works**" means Work Nos. 1, 2, 3, 4, 5, 6 and 7 as set out in Schedule 1 of the Development Consent Order;

"**Application**" means the application for the Project made under section 37 of the 2008 Act given reference number TR020005;

"**Civil Aviation Authority**" or "**CAA**" means the statutory body which oversees and regulates all aspects of civil aviation in the United Kingdom;

"**Committed**" means that the relevant Council has:

- (a) entered into a contract to use the relevant monies in accordance with the terms of this Deed; or
- (b) resolved by committee to use the relevant monies in accordance with the terms of this Deed; or
- (c) issued an internal order or generated a financial code for the relevant works or services in question;

"**Commence**" means the carrying out of any material operation (as defined in section 155 of the 2008 Act) forming part, or carried out for the purposes, of the Project other than operations consisting of Preparatory Works, and "Commencement" and "Commenced" are to be construed accordingly;

"**Commencement Date**" means the date on which works are Commenced pursuant to the Development Consent Order;

"**Commencement of Dual Runway Operations**" means the first day on which aircraft movements are scheduled to depart from both the repositioned northern runway and the southern runway (being Gatwick Airport's main runway at the date of this Deed), which for the avoidance of doubt shall exclude any days on which both runways are used by GAL to test dual operations following approval by the CAA of dual operations;

"**Contributions**" means the financial contributions to be made by GAL and funds to be made available by GAL pursuant to the Schedules of this Deed, and the word "Contribution" means any one of these;

"**Councils**" means all of WSCC, CBC, RBBC and SCC;

**"Development Consent Order"** means the development consent order to be made pursuant to the Application;

**"GATCOM"** or **"Gatwick Airport Consultative Committee"** means the statutory consultation body established to meet the requirements of section 35 of the Civil Aviation Act 1982;

**"Gatwick Airport"** means the operational airport as defined by Part 1 of the 2012 Act located between the towns of Crawley and Horley;

**"Gatwick Officer Group"** means a group of officers representing each of the Councils and Adjoining Authorities who manage matters related to Gatwick Airport;

**"Gatwick Joint Local Authorities Meeting"** means a meeting of councillors representing each of the Councils and the Adjoining Authorities which convenes as agreed between the attendees;

**"Index"** means the consumer prices index including owner-occupiers' housing costs excluding indirect taxes published by the Office for National Statistics or any official publication substituted for it for the United Kingdom;

**"Interest Rate"** means 3% above the Bank of England base rate applicable at the Payment Date;

**"Land"** means the area of land shown shaded green on the Plan and registered at the Land Registry under the title numbers that are shown on the Plan;

**"Monitoring Period"** means the period of time from and including the Commencement of Dual Runway Operations until the ninth anniversary of the Commencement of Dual Runway Operations;

**"Payment Date"** means the date when a Contribution (including a part of a Contribution where such Contribution is to be paid in tranches) or other sum of money is due to be paid, provided or made available by GAL pursuant to this Deed;

**"Preparatory Works"** means operations consisting of:

- (a) remedial work in respect of any contamination or adverse ground conditions;
- (b) environmental (including archaeological) surveys and investigation;
- (c) investigations for the purpose of assessing ground conditions;
- (d) site or soil surveys;
- (e) erection of fencing to site boundaries or marking out of site boundaries;
- (f) removal of hedgerows, trees and shrubs;
- (g) installation of amphibian and reptile fencing;
- (h) the diversion or laying of services;
- (i) ecological mitigation measures;
- (j) receipt and erection of construction plant and equipment;
- (k) erection of temporary buildings and structures;
- (l) site preparation and site clearance;
- (m) establishment of construction compounds;
- (n) establishment of temporary haul roads; and
- (o) the temporary display of site notices, advertisements or information;

**"Project"** means the authorised development as defined in and authorised by the Development Consent Order;

**"Project Period"** means the period from and including the Commencement Date until the ninth anniversary of the Commencement of Dual Runway Operations;

**"Secretary of State"** means the Secretary of State for Transport; and

**"Working Day"** means any day (apart from Saturday, Sunday and any statutory bank holiday) on which clearing banks are open in England for the transaction of ordinary business.

1.2 In this Deed, unless stated otherwise:

- 1.2.1 reference to any party to this Deed shall include the successors in title to that party and to any person deriving title through or under that party and, in the case of the Councils and the Adjoining Authorities, the successors to their respective statutory functions;
- 1.2.2 words denoting an obligation on a party to do any act or matter or thing include an obligation to procure that it is done and words placing a party under a restriction include an obligation not to cause, permit or allow infringement of that restriction;
- 1.2.3 references to recitals, clauses, paragraphs and schedules are references to the relevant clauses and paragraphs of and schedules to this Deed;
- 1.2.4 the Interpretation Act 1978 shall apply to this Deed;
- 1.2.5 references to any statute or statutory provision include references to:
  - (A) all Acts of Parliament and all other legislation having legal effect in the United Kingdom as enacted at the date of this Deed;
  - (B) any orders, regulations, instruments or other subordinate legislation made or issued under that statute or statutory provision; and
  - (C) in each case shall include any re-enactment thereof for the time being in force and any modifications or amendments thereof for the time being in force;
- 1.2.6 references to "the parties" shall mean the parties to this Deed and reference to a "party" shall mean any one of the parties;
- 1.2.7 references to "including" and "include" shall mean including without limitation;
- 1.2.8 the table of contents and headings in this Deed are for ease of reference only and shall not affect its construction, interpretation or otherwise have any binding legal effect;
- 1.2.9 words incorporating the singular include the plural and vice versa and words importing any gender include every gender;
- 1.2.10 if any provision of this Deed shall be held to be invalid, illegal or unenforceable, the validity, legality and enforceability of the remaining provisions shall not in any way be deemed thereby to be affected, impaired or called into question; and
- 1.2.11 references to numbered articles are unless otherwise stated references to the numbered articles comprised within the draft Development Consent Order submitted at Deadline 8 of the examination of the Application but are to be interpreted as being adjusted to the extent necessary to accord with the provisions of the Development Consent Order as made.

## 2. **LEGAL EFFECT**

- 2.1 This Deed is made pursuant to Section 106 of the 1990 Act, Section 111 of the Local Government Act 1972, Section 1 of the Localism Act 2011 and all other enabling powers.
- 2.2 The covenants contained in the Schedules are development consent obligations (to the extent that they are capable of being so) for the purposes of Section 106 of the 1990 Act and bind GAL's interest in the Land and are enforceable by each of the Councils as local planning authority or local highway authority as appropriate.
- 2.3 Nothing in this Deed shall fetter the statutory rights, powers or duties of the Councils.

3. **CONDITIONALITY**

3.1 Subject to clauses 3.2, and 3.3, the parties agree that clause 4, with the exception of paragraphs 2.1.1, 3.1.1 and 5 of Schedule 9 shall not have operative effect unless and until the Project has Commenced.

3.2 Provided that the Project has not been Commenced, where the Development Consent Order is granted and becomes the subject of any judicial review proceedings under section 118 of the 2008 Act:

3.2.1 until such time as such proceedings including any appeal have been finally determined, the terms and provisions of this Deed will remain without operative effect unless the Project is Commenced;

3.2.2 if following the final determination of such proceedings the Development Consent Order is quashed and, in the event that the court orders the Application to be remitted to the Secretary of State, the Application is subsequently refused and no appeal or further appeal may be made in respect of such refusal, this Deed will cease to have any further effect and any money paid to the Councils pursuant to the Schedules and not spent or Committed by the Councils (or such other person as the money has been paid to under this Deed) shall be repaid in full within 56 Working Days of the final determination of such proceedings; and

3.2.3 if following the final determination of such proceedings (and, any redetermination of the Application by the Secretary of State in the event of quashing) the Development Consent Order is capable of being Commenced, then this Deed will take effect in accordance with its terms subject to any modifications to its terms necessitated through the redetermination process as are agreed by the parties through a deed of variation or (where relevant) are determined by the Secretary of State in accordance with Section 106A of the 1990 Act.

3.3 Where the Application is refused, but the Development Consent Order is subsequently granted following redetermination by the Secretary of State following the final determination of judicial review proceedings under Section 118 of the 2008 Act, this Deed will, upon granting of the Development Consent Order, take effect in accordance with its terms subject to any modifications to its terms necessitated through the redetermination process as are agreed by the parties through a deed of variation or (where relevant) are determined by the Secretary of State in accordance with Section 106A of the 1990 Act.

3.4 Wherever in this Deed reference is made to the final determination of judicial review proceedings under Section 118 of the 2008 Act (or cognate expressions are used), the following provisions will apply:

3.4.1 proceedings by way of judicial review under Section 118 of the 2008 Act are finally determined:

(A) when permission to bring a claim for judicial review has been refused and no further application may be made (excluding any application under CPR 52.30);

(B) when the court has given judgment in the matter and the time for making an appeal expires without an appeal having been made or permission to appeal is refused and any time for appealing such a refusal expires without such an appeal having been made or having been refused (excluding any application under CPR 52.30); or

(C) when any appeal is finally determined and no further appeal may be made (excluding any application under CPR 52.30).

4. **OBLIGATIONS**

4.1 GAL covenants with the Councils to perform the obligations contained in the Schedules.

4.2 WSCC, CBC, RBBC and SCC each covenant with GAL to perform the obligations on their respective parts contained in the Schedules.



4.3 The parties agree that the development consent obligations contained in this Deed will not be enforceable against any owner of any land interest in the Land who is not a party to this Deed nor against any successors in title to or permitted assignees or any person claiming through or under other such owner's interest in the Land unless that person itself becomes the undertaker as defined in article 2(1) of the Development Consent Order or is the operator of Gatwick Airport.

## 5. **GAL AND COUNCILS MEETING**

5.1 The Councils (each represented by planning officers) shall meet with GAL (represented by a planning manager) on at least two occasions in a calendar year, unless agreed otherwise between the Councils and GAL.

5.2 At the meetings between GAL and the Councils pursuant to clause 5.1, the Councils shall:

5.2.1 provide feedback on any issues that have been raised through the Gatwick Joint Local Authorities Meetings and the Gatwick Officer Group meetings and provide a summary of the content discussed at each of the meetings;

5.2.2 share any emerging planning, housing, transport or environmental policies or issues of relevance to the operation and development of Gatwick Airport, including updates on local plans, any supplementary planning guidance relating to the area surrounding Gatwick Airport and any forthcoming third party proposals likely to require consultation with Gatwick Airport; and

5.2.3 share employment trends and other matters bearing on the economy of the sub-region.

5.3 At the meetings between GAL and the Councils pursuant to clause 5.1, GAL shall:

5.3.1 provide a status overview of how GAL is meeting the obligations within this Deed;

5.3.2 provide a status overview of the programme for submission of Development Consent Order discharge applications;

5.3.3 share details of publicly available annual air traffic movements and passenger throughput numbers;

5.3.4 share details of GAL employment and recruitment figures, which are capable of being made publicly available; and

5.3.5 provide a status overview of any relevant future plans, projects and capital programme schemes run or funded by GAL.

## 6. **LOCAL LAND CHARGES**

This Deed shall be registered by CBC and RBBC as a local land charge in the register of local land charges maintained by CBC and RBBC (respectively) promptly after the date of this Deed.

## 7. **RELEASE**

7.1 Subject to clause 7.2 and 7.3, GAL shall, upon transfer of the entirety of the benefit of the provisions of the Development Consent Order from GAL to another person or persons under the provisions of article 8 of the Development Consent Order, be released from all obligations in this Deed but without prejudice to the rights of the parties in relation to any antecedent breach of those obligations.

7.2 For the purposes of clause 7.1 and clause 7.3 a transfer of the entirety of the benefit of the provisions of the Development Consent Order shall be deemed to have occurred if GAL transfers to another person the entirety of the remaining benefit of the provisions of the Development Consent Order, some benefit having already been transferred under article 8.

7.3 GAL shall not transfer the entirety of the benefit of the provisions of the Development Consent Order under article 8 thereof to another person unless that person:

- 7.3.1 has first entered into a Deed with the Councils on terms equivalent to this Deed; and
- 7.3.2 has an interest in the Land such that this Deed or the Deed entered into under clause 7.3.1 is enforceable against that person in accordance with section 106(3) of the 1990 Act.
- 7.4 Subject to clause 7.5, GAL shall not be liable for any breach of the terms of this Deed occurring after the date on which it parts with its interest in the Land or the part of the Land in respect of which such breach occurs, but it will remain liable for any breaches of this Deed occurring before that date.
- 7.5 In the event that GAL no longer has an interest in the Land but is still the undertaker for the purposes of the Development Consent Order, this Deed shall remain enforceable against GAL by the Councils.

**8. CERTIFICATES OF COMPLIANCE**

- 8.1 WSCC will, within 30 Working Days following receipt of a written request by GAL, certify compliance or partial compliance (as and if appropriate) with the provisions of this Deed and if so requested by GAL, will (as and if appropriate) thereafter execute a deed of release or partial release from the relevant provisions of this Deed subject to payment by GAL of WSCC's reasonable legal fees for so doing.
- 8.2 CBC will, within 30 Working Days following receipt of a written request by GAL, certify compliance or partial compliance (as and if appropriate) with the provisions of this Deed and if so requested by GAL, will (as and if appropriate) thereafter execute a deed of release or partial release from the relevant provisions of this Deed subject to payment by GAL of CBC's reasonable legal fees for so doing, and shall promptly register the same in the register of local land charges maintained by CBC in respect of any interest against which this Deed is so charged.
- 8.3 RBBC will, within 30 Working Days following receipt of a written request by GAL, certify compliance or partial compliance (as and if appropriate) with the provisions of this Deed and if so requested by GAL, will (as and if appropriate) thereafter execute a deed of release or partial release from the relevant provisions of this Deed subject to payment by GAL of RBBC's reasonable legal fees for so doing and shall promptly register the same in the register of local land charges maintained by RBBC in respect of any interest against which this Deed is so charged.
- 8.4 SCC will, within 30 Working Days following receipt of a written request by GAL, certify compliance or partial compliance (as and if appropriate) with the provisions of this Deed and if so requested by GAL, will (as and if appropriate) thereafter execute a deed of release or partial release from the relevant provisions of this Deed subject to payment by GAL of SCC's reasonable legal fees for so doing.

**9. INDEXATION**

- 9.1 All payments and financial contributions to be paid, provided or made available pursuant to this Deed and all maximum or capped liabilities under this Deed will be increased by reference to the amount of the increase in the Index from the date of this Deed until the date payment is due or until the date on which the fund is to be made available in accordance with the following formula (where the Index at Payment Date / Index at today's date is equal to or greater than one (1)):

Amount Payable = (Sum x Index at Payment Date) / Index at today's date

where:

"Amount Payable" is the amount of money required to be paid;

"Sum" is the amount of the Contribution or other sum of money stated in this Deed;

"Index at Payment Date" is the Index published two months before the Payment Date (for example, the Index published in January where the Payment Date is in March); and

"Index at today's date" is the relevant Index published two months prior to the date of this Deed.

## 10. **INTEREST**

Where any obligation in this Deed is expressed to require GAL to pay any sum of money on a Payment Date, interest at the Interest Rate shall be payable in addition to the sum of money itself calculated from the Payment Date to the date on which the sum of money is actually paid.

## 11. **RESOLUTION OF DISPUTES**

11.1 In the event of any dispute between the parties to this Deed as to any of the provisions of this Deed the parties shall attempt to resolve the dispute at senior management level.

11.2 If the parties are unable to resolve the dispute in accordance with clause 11.1, any of the parties may refer such dispute to arbitration whereupon the following provisions of this clause 11 shall apply.

11.3 The party referring the matter to arbitration shall serve a notice on the other party specifying:

11.3.1 the nature, basis and brief description of the dispute;

11.3.2 the clause or paragraph of this Deed pursuant to which the dispute has arisen; and

11.3.3 the proposed expert who shall be an independent and fit person holding appropriate professional qualifications (the 'Expert').

11.4 In the event that the parties are unable to agree whom should be appointed as the Expert within 20 Working Days the parties may request that the President (or equivalent person) for the time being of the professional body chiefly relevant in England to such qualifications nominate the Expert.

11.5 The Expert shall act as an expert and their decision shall be final and binding on the parties to this Deed as to the dispute, and their costs shall be payable by the parties to this Deed in such proportion as they shall determine (or failing such determination in equal shares).

11.6 The Expert will be appointed subject to an express requirement that they reach a decision and communicate it to the parties within the minimum practicable timescale allowing for the nature and complexity of the dispute and in any event not more than 20 Working Days from the date of the Expert's appointment to act.

11.7 The Expert will be required to give notice to both parties inviting each of them to submit to the Expert within 10 Working Days written submissions and supporting material and will afford to each of the parties an opportunity to make counter submissions within a further 10 Working Days in respect of any such submission and material.

11.8 In the absence of agreement between the parties to this Deed as to the appropriate professional qualifications of the Expert or as to the appropriate professional body, then the question of the appropriate professional qualifications or professional body shall be referred to a solicitor to be appointed by the President (or equivalent person) for the time being of the Law Society of England and Wales on the application of any of the parties to the Deed, and the decision of the solicitor as to the professional qualifications or the appropriate professional body shall be final and binding on the parties to the Deed, and their costs shall be payable by the parties to the Deed in such proportion as they shall determine (or failing such determination in equal shares).

## 12. **GOOD FAITH AND APPROVAL**

12.1 The parties agree with each other to act reasonably and in good faith in the discharge of the obligations contained in this Deed.

12.2 Where any approval, agreement, consent, confirmation or an expression of satisfaction is required under the terms of this Deed such approval, agreement, consent, confirmation or

expression of satisfaction shall be given in writing and shall not be unreasonably withheld or delayed.

### 13. NOTICES PROCEDURE

- 13.1 Any notice required to be given under this Deed must be in writing and must be delivered by hand or by pre-paid recorded delivery post or by email.
- 13.2 A notice shall conclusively be deemed to have been received:
- 13.2.1 if delivered by hand, on the next Working Day after the day of delivery; and
  - 13.2.2 if sent by pre-paid recorded delivery post, at 9:00am on the second Working Day after the date of posting; and
  - 13.2.3 if sent by email, unless the actual time of receipt is proved, at 4pm on the first Working Day after the date of its despatch (unless an automated response is received that the intended recipient is out of the office in which case it shall be deemed to have been received before 4pm on the day the intended recipient is shown by such response as returning to the office).
- 13.3 A notice received or deemed to be received in accordance with clause 13.2 on a day which is not a Working Day, or after 5pm on any Working Day, shall be deemed to be received on the next following Working Day.
- 13.4 A notice shall be served:
- 13.4.1 on GAL at its address given above or such other address for service as shall have been previously notified in writing to the Councils and any such notice shall be marked for the attention of the Chief Planning Officer and the General Counsel or by email to [northernrunwayplanning@gatwickairport.com](mailto:northernrunwayplanning@gatwickairport.com);
  - 13.4.2 on WSCC at its address given above or such other address for service as shall have been previously notified in writing to the other parties and any such notice shall be marked for the attention of Planning Services Information Management Team or by email to [land.charges@westsussex.gov.uk](mailto:land.charges@westsussex.gov.uk);
  - 13.4.3 on CBC at its address given above or such other address for service as shall have been previously notified in writing to the other parties and any such notice shall be marked for the attention of Head of Economy and Planning or by email to [development.control@crawley.gov.uk](mailto:development.control@crawley.gov.uk)
  - 13.4.4 on RBBC at its address given above or such other address for service as shall have been previously notified in writing to the other parties and any such notice shall be marked for the attention of the Legal Services Manager or by email to [legalteam@reigate-banstead.gov.uk](mailto:legalteam@reigate-banstead.gov.uk); and
  - 13.4.5 on SCC at its address given above or such other address for service as shall have been previously notified in writing to the other parties and any such notice shall be marked for the attention of Director Highways, Infrastructure and Planning or by email to [Planning.consultations@surreycc.gov.uk](mailto:Planning.consultations@surreycc.gov.uk).
- 13.5 Any party may give notice of a change to its name, address, or relevant addressee for the purposes of this clause 13 PROVIDED THAT such notification shall only be effective on:
- 13.5.1 the date specified in the notification as the date on which the change is to take place; or
  - 13.5.2 if no date is specified or the date specified is less than five clear Working Days after the date on which the notice is received or deemed to be received, the fifth Working Day after the notice of any such change is given.

### 14. VAT

All consideration given in accordance with the terms of this Deed shall be exclusive of any VAT properly payable.

15. **RIGHTS OF THIRD PARTIES**

It is not intended that any person who is not a party to this Deed shall have any right under the Contracts (Rights of Third Parties) Act 1999 to enforce any term of this Deed.

16. **JURISDICTION**

16.1 This Deed including its construction, validity, performance and enforcement and any dispute or claim arising out of or in connection with it or its subject matter or formation (including non-contractual disputes or claims) shall be governed by and construed in accordance with English law.

16.2 Each party irrevocably agrees that the courts of England and Wales shall have exclusive jurisdiction to settle any dispute or claim arising out of or in connection with this Deed or its subject matter or formation (including non-contractual disputes or claims).

17. **EXPIRY**

17.1 If the Development Consent Order expires or is revoked prior to the Commencement Date then this Deed shall forthwith determine and cease to have effect (the "Expiry Date") and CBC and RBBC shall forthwith cancel all entries made in its register of local land charges in respect of this Deed.

17.2 Any monies paid to the Councils pursuant to this Deed and not spent or Committed by the Councils before the Expiry Date under this clause shall be repaid in full within 56 Working Days of the Expiry Date.

18. **DATE OF DELIVERY**

This Deed is delivered on the date of this Deed.

**EXECUTED** as a **DEED** by  
**GATWICK AIRPORT LIMITED**  
acting by

Signature:

Name:

**Chief Executive Officer**

Signature:

Name:

**Director**

**THE COMMON SEAL** of **CRAWLEY**  
**BOROUGH COUNCIL** was hereunto  
affixed in the presence of:

-----  
**Authorised Signatory**

Executed as a deed by  
Affixing the Common Seal of **REIGATE AND**  
**BANSTEAD BOROUGH COUNCIL**  
in the presence of:

Signature:

Name of Authorised Signatory:

The Common Seal of )  
**WEST SUSSEX COUNTY COUNCIL** )  
was hereunto affixed in the presence )  
of :- )

EXECUTED AS A DEED by )  
Affixing THE COMMON SEAL )  
OF **SURREY COUNTY COUNCIL** )  
in the presence of and attested by: )

Director of Law and Governance/Authorised Signatory

## PLAN

- Key:**
- Order Limits
  - GAL Registered HMLR Title

**Notes:**

Coordinate System: British National Grid  
Projection: Transverse Mercator  
Datum: OSGB 1936

**Interest:**  
Gatwick Airport Limited

**Location:**  
Gatwick Airport, Horley, Gatwick, RH6 0NP

**Coords:** 527456, 140982

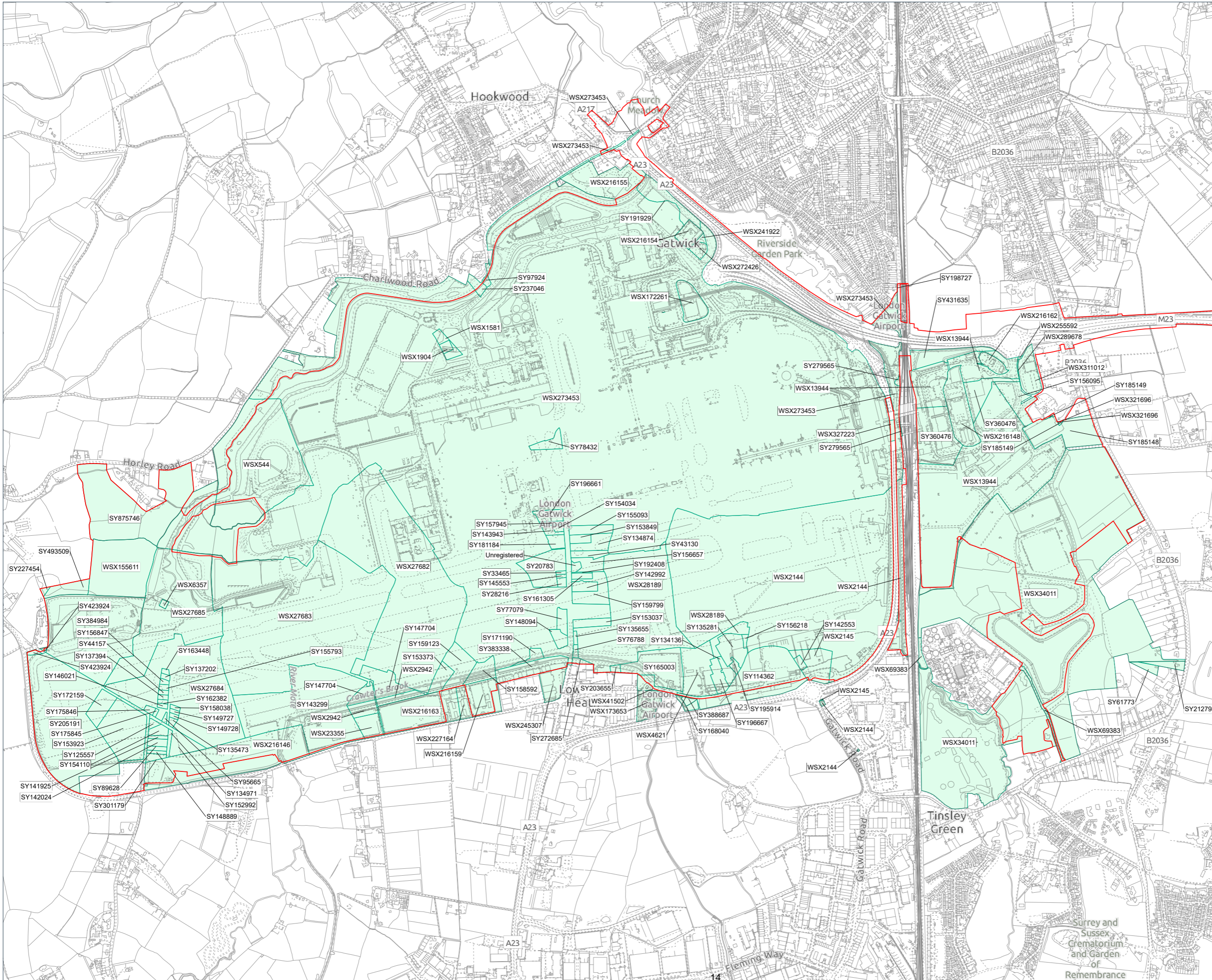
**Scheme Name:**  
Gatwick Airport Northern Runway Project

**Drawing Name:**  
Information Plan

**Drawing No:** 191427\_PLN\_INFO\_43130.1

Rev	Date	Description
-	03.01.2024	First Issue

**Drawn:** KL  
**Approved:** EH  
**Sheet No:** 1 of 1  
**Sheet Size:** A3





## SCHEDULE 1 AIR QUALITY

### 1. DEFINITIONS AND INTERPRETATION

Where in this Schedule the following defined terms and expressions are used they shall have the following respective meanings unless otherwise stated:

**"Aircraft Stand"** means an area provided for the stationing of aircrafts, for the embarkation and disembarkation of passengers, the loading and unloading of cargo, and for parking which, for the avoidance of doubt,

- (a) does not preclude the simultaneous use of a large ("MARS") aircraft stand by two aircrafts of smaller size than the large aircraft types for which the aircraft stand is principally configured; and
- (b) does not include apron areas leased to airlines or located within maintenance zones;

**"Air Quality Action Plan"** means a plan provided by GAL to the Councils pursuant to paragraph 8;

**"Annual Gatwick Air Quality Joint Authorities Meeting"** means the annual meeting of GAL, the Councils and the Adjoining Authorities to discuss any air quality impact of operations at Gatwick Airport, measures GAL has planned to implement to improve air quality and to exchange relevant data/information at the time (as appropriate);

**"Auxiliary Power Unit"** means an auxiliary engine on an aircraft used to provide electrical energy to the aircraft whilst the aircraft is on an Aircraft Stand (used for air-conditioning the aircraft while on an Aircraft Stand for supplying electrical power and other aircraft services and for engine start-up);

**"CBC Air Quality Monitoring Contribution"** means the sum of £15,700 (fifteen thousand seven hundred pounds) to be paid in accordance with paragraph 5.3;

**"CBC Monitoring Location"** means the location labelled as CA2 on **Figure 1 in Appendix 1** (or such other locations as may be agreed between GAL and CBC from time to time in writing);

**"Code of Construction Practice"** means the document certified as such by the Secretary of State under Article 52 of the Development Consent Order;

**"Draft Air Quality Action Plan"** means the document at **Appendix 2**;

**"Joint Air Quality Monitoring Report"** means a report prepared by RBBC which shall include:

- (a) the air quality monitoring results of air quality monitoring carried out by RBBC under paragraph 5.2 in the preceding calendar year; and
- (b) the air quality monitoring results of air quality monitoring carried out by GAL under paragraph 3.1.2 in the preceding calendar year as notified to RBBC; and
- (c) the air quality monitoring results of air quality monitoring carried out by CBC under paragraph 5.4 in the preceding calendar year;

**"Emissions Inventory"** means a quantification of pollutant emissions (NOx/NO<sub>2</sub>, PM<sub>10</sub> and PM<sub>2.5</sub>) from airport related sources;

**"Fixed Electrical Ground Power"** means a system by which electrical power is provided to an aircraft whilst the aircraft is on an Aircraft Stand to be distinguished from Auxiliary Power Units and Ground Power Units;

**"GAL AQ Mesh Monitoring Locations"** means each one of the locations identified as blue circles on **Figure 2 in Appendix 1** (or such other locations as may be agreed between GAL and the Councils from time to time in writing);

**"GAL Reference Monitoring Locations"** means each one of the locations identified as pink triangles on **Figure 2** in **Appendix 1** (or such other locations as may be agreed between GAL and the Councils from time to time in writing);

**"Ground Power Units"** means mobile equipment used to provide electrical power to aircrafts on an Aircraft Stand;

**"Horley Air Quality Management Area"** means the air quality management area named "AQMA No. 2 (Horley)" declared by RBBC on 30 April 2002 and amended by RBBC on 23 December 2003;

**"RBBC Air Quality Monitoring Contribution"** means the sum of £70,000 (seventy thousand pounds) to be paid in accordance with paragraph 5.1;

**"RBBC Monitoring Locations"** means each one of the locations identified as orange squares on **Figure 1** in **Appendix 1** (or such other locations as may be agreed between GAL and RBBC from time to time in writing);

**"Repair Contribution"** means a sum being the value as specified and justified in a relevant Repair Request or such other sum as is agreed in writing with RBBC or CBC (as relevant) in its sole discretion and which shall be used by RBBC or CBC either:

- (a) for the purposes of repairing air quality monitoring equipment such that the same remains operational and effective and minimise loss of data; or
- (b) for such other repairs to air quality monitoring equipment as may be appropriate, and as specified in the relevant Repair Request;

**"Repair Request"** means a request by RBBC or CBC to GAL for the value of repairing faulty equipment at the RBBC Monitoring Locations (or any one of them) or the CBC Monitoring Location, as relevant;

**"Replacement Programme Request"** means a request by RBBC or CBC to GAL for a programme of replacing the air quality monitors at the RBBC Monitoring Locations or the CBC Monitoring Location, as relevant; and

**"UFP Project"** means a research project undertaken by RBBC to quantify or otherwise examine aviation derived ultrafine particulates exposure of residents within a 2km radius of the airport boundary including within the Horley Air Quality Management Area.

## 2. **POWER AT AIRCRAFT STANDS**

2.1 GAL must provide a Fixed Electrical Ground Power supply to any new Aircraft Stand.

2.2 GAL must not allow the use of Ground Power Units at any Aircraft Stand unless:

- 2.2.1 there is no Fixed Electrical Ground Power installed at the Aircraft Stand; or
- 2.2.2 the Fixed Electrical Ground Power which has been installed at the Aircraft Stand is temporarily out of service; or
- 2.2.3 the relevant aircraft is incapable of utilising Fixed Electrical Ground Power by reason of its design or a technical malfunction or the power so supplied is insufficient for the aircraft.

## 3. **OPERATIONAL AIR QUALITY MONITORING**

3.1 From the Commencement of Dual Runway Operations, GAL shall:

- 3.1.1 monitor NOx/NO<sub>2</sub>, PM<sub>10</sub> and PM<sub>2.5</sub> at the GAL AQ Mesh Monitoring Locations;
- 3.1.2 monitor NOx/NO<sub>2</sub>, PM<sub>10</sub> and PM<sub>2.5</sub> at the GAL Reference Monitoring Locations having installed the equipment and tested operations at least 3 (three) months prior to this date; and
- 3.1.3 undertake programmes of study on the monitoring results collected.

3.2 On or before 30 March in any year (or such other date as may be agreed by the parties), GAL shall provide to the Councils:

- 3.2.1 the monitoring results collected pursuant to paragraph 3.1.2; and
- 3.2.2 any outcomes of the programmes of study carried out pursuant to paragraph 3.1.3.

**4. ACCESS FOR AIR QUALITY MONITORING**

If requested by GAL (upon giving not less than 2 (two) Working Days' notice except in cases of emergency when no notice will be required), RBBC shall provide GAL with all necessary permissions (in so far as RBBC has the capacity to do so) to access the location labelled "AQMesh\_4" on **Figure 2** in **Appendix 1** for the purposes of installing, inspecting or maintaining air quality monitoring equipment.

**5. AIR QUALITY MONITORING CONTRIBUTION**

- 5.1 On or before the Commencement Date and annually thereafter GAL shall pay RBBC the RBBC Air Quality Monitoring Contribution.
- 5.2 The RBBC Air Quality Monitoring Contribution shall be used by RBBC for the cost of monitoring and reporting on the level of benzene, ozone, NOx/NO2, PM10 and PM2.5 at the RBBC Monitoring Locations as follows:
  - 5.2.1 the cost of managing the monitoring data and preparing the draft Joint Air Quality Monitoring Report in respect of the monitoring data;
  - 5.2.2 the cost of servicing the monitoring equipment;
  - 5.2.3 the operational costs and maintenance costs associated with the monitoring equipment;
  - 5.2.4 the Horley diffusion tube network (staff time and tube costs) as reported in in the Joint Air Quality Monitoring Report;
  - 5.2.5 the cost of a member of RBBC staff employed to inspect the monitoring equipment on a fortnightly-basis and make other visits associated with the equipment in order to properly monitor and maintain the same; and
  - 5.2.6 other ancillary work connected to the air quality monitoring as deemed appropriate by RBBC.
- 5.3 On or before the Commencement Date and annually thereafter GAL shall pay CBC the CBC Air Quality Monitoring Contribution.
- 5.4 The CBC Air Quality Monitoring Contribution shall be used by CBC for the cost of monitoring and reporting on the level of NOx/NO2, PM10 and PM2.5 at the CBC Monitoring Location as follows:
  - 5.4.1 the cost of managing the monitoring data and sharing the data with RBBC to be included in the Joint Air Quality Monitoring Report;
  - 5.4.2 the cost of servicing the monitoring equipment;
  - 5.4.3 the operational costs and maintenance costs associated with the monitoring equipment;
  - 5.4.4 the cost of a member of CBC staff or contractor employed to inspect the monitoring equipment on a fortnightly-basis and make other visits associated with the equipment in order to properly monitor and maintain the same; and
  - 5.4.5 other ancillary work connected to the air quality monitoring as deemed appropriate by CBC.
- 5.5 On or before 30 March in any year (or such other date as may be agreed by CBC and RBBC), CBC shall provide to RBBC the monitoring results collected pursuant to paragraph 5.4.

6. **REPAIRING OR REPLACING AIR QUALITY MONITORING EQUIPMENT**
- 6.1 From the Commencement Date, either of RBBC or CBC may submit a Repair Request in writing to GAL when any of the air quality monitoring equipment at the RBBC Monitoring Locations or the CBC Monitoring Location (as relevant) requires to be repaired.
- 6.2 Within 30 (thirty) Working Days of receipt of a Repair Request from RBBC or CBC pursuant to paragraph 6.1, GAL shall either:
- 6.2.1 pay RBBC or CBC, as relevant, the Repair Contribution specified within the Repair Request; or
- 6.2.2 agree with RBBC or CBC, as relevant, in writing that GAL will carry out the repair works as set out in the relevant Repair Request and agree a timescale for doing so.
- 6.3 Where it is agreed pursuant to paragraph 6.2.2 that GAL shall carry out the repair works, and upon receipt of not less than 2 (two) Working Days' notice, RBBC or CBC, as relevant, shall provide GAL all necessary permissions (in so far as RBBC or CBC, as relevant, has the capacity to do so) to access the relevant RBBC Monitoring Location or CBC Monitoring Location.
- 6.4 The parties acknowledge that the purpose of this obligation is to ensure that the air quality monitoring equipment at the RBBC Monitoring Locations and the CBC Monitoring Location (as relevant) remains operational and effective and that any data loss is minimised.
- 6.5 GAL shall make the following payments to RBBC:
- 6.5.1 £70,000 (seventy thousand pounds) on or before 30 March 2026 to replace the air quality monitor labelled RG3 as shown on **Figure 1** in **Appendix 1**;
- 6.5.2 £35,000 (thirty-five thousand pounds) on or before 30 March 2027 to replace the air quality monitor labelled RG2 as shown on **Figure 1** in **Appendix 1**;
- 6.5.3 £95,000 (ninety-five thousand pounds) on or before 30 March 2033 to replace the air quality monitor labelled RG1 as shown on **Figure 1** in **Appendix 1**;
- 6.5.4 £70,000 (seventy thousand pounds) on or before 30 March 2036 to replace the air quality monitor labelled RG3 as shown on **Figure 1** in **Appendix 1**; and
- 6.5.5 £35,000 (thirty-five thousand pounds) on or before 30 March 2037 to replace the air quality monitor labelled RG2 as shown on **Figure 1** in **Appendix 1**; and
- 6.5.6 in accordance with any Replacement Programme Request approved pursuant to paragraph 6.11.
- 6.6 Within 60 (sixty) Working Days of receipt of any payment pursuant to paragraph 6.5 of this Schedule, RBBC shall provide evidence to GAL that it has Committed the sums received.
- 6.7 Within 30 (thirty) Working Days of replacing the relevant air quality monitor RBBC shall provide GAL with evidence that the relevant air quality monitor has been replaced.
- 6.8 On or before the fifth anniversary of the Commencement Date or such later date as may be agreed with CBC in writing, GAL shall make a payment of £60,000 (sixty thousand pounds) to CBC to be used to replace the air quality monitor labelled CA2 as shown on **Figure 1** in **Appendix 1**.
- 6.9 Within 60 (sixty) Working Days of receipt of the payment pursuant to paragraph 6.8 of this Schedule, CBC shall provide evidence to GAL that it has Committed the sums received.
- 6.10 Within 30 (thirty) Working Days of replacing the air quality monitor labelled CA2 as shown on **Figure 1** in **Appendix 1**, CBC shall provide evidence of the replacement to GAL and such evidence shall be provided to GAL no later than the tenth anniversary of the Commencement Date.
- 6.11 From 30 March 2037, RBBC or CBC may submit a Replacement Programme Request in writing to GAL for approval. The Replacement Programme Request shall be approved by GAL so long as it shows:

- 6.11.1 replacement of the air quality monitor labelled RG1 as shown on **Figure 1** in **Appendix 1** being no more than £95,000 (ninety-five thousand pounds);
  - 6.11.2 replacement of the air quality monitor labelled RG2 as shown on **Figure 1** in **Appendix 1** being no more than £35,000 (thirty-five thousand pounds);
  - 6.11.3 replacement of the air quality monitor labelled RG3 as shown on **Figure 1** in **Appendix 1** being no more than £70,000 (seventy thousand pounds);
  - 6.11.4 replacement of the air quality monitor labelled CA2 as shown on **Figure 1** in **Appendix 1** being no more than £60,000 (sixty thousand pounds);
- and no replacements being required less than 10 (ten) years from the previous replacement of the same air quality monitoring equipment.

## 7. **ULTRAFINE PARTICULATES**

### 7.1 Provided that:

- 7.1.1 national standards on ultrafine particulates at airports have been promulgated in the United Kingdom; and
- 7.1.2 RBBC has notified GAL in writing of a UFP Project that it has launched and is undertaking,

GAL covenants with RBBC to:

- 7.1.3 participate in a UFP Project as notified to it by RBBC; and
- 7.1.4 within 60 (sixty) Working Days of being notified by RBBC, such notification including a costed proposal for its UFP Project, pay RBBC £100,000 (one hundred thousand pounds) as a contribution towards the cost of the UFP Project.

## 8. **AIR QUALITY ACTION PLAN**

- 8.1 On or before the first 30 June after the Commencement Date, and on every fifth anniversary thereafter, GAL shall provide an Air Quality Action Plan to the Councils in substantially the same form as **Appendix 5**, which shall include:
  - 8.1.1 updates on ongoing monitoring and programmes of studies of NOx/NO2, PM10 and PM2.5 (or such other pollutants as are being monitored) attributable to activity at Gatwick Airport that GAL is carrying out from time to time including those carried out under paragraph 3 of this Schedule;
  - 8.1.2 reporting on measures taken by GAL to improve air quality in the preceding five-year period;
  - 8.1.3 consideration given by GAL to any Air Quality Management Area (AQMA) designated within 2km of Gatwick Airport at the relevant time;
  - 8.1.4 reporting on relevant updates to national standards or legislative requirements relating to air quality at Gatwick Airport including any proposed changes to the locations of the air quality monitors under paragraph 3 of this Schedule; and
  - 8.1.5 an updated Emissions Inventory and modelled output of the same.
- 8.2 GAL shall publish each Air Quality Action Plan on its website within 10 (ten) Working Days of submission to the Councils pursuant to paragraph 8.1.

## 9. **JOINT AIR QUALITY MONITORING REPORT**

- 9.1 On or before 30 June in any year (or such other date as is agreed between the parties) following the Commencement Date, RBBC shall submit a draft Joint Air Quality Monitoring Report to GAL for approval and to CBC for comment PROVIDED THAT RBBC has been provided with the monitoring results by GAL pursuant to paragraph 3.2.1 of this Schedule and by CBC pursuant to paragraph 5.5 of this Schedule.

- 9.2 Neither RBBC nor CBC shall publish or in any way make public a draft Joint Air Quality Monitoring Report or its contents prior to GAL's approval pursuant to paragraph 9.1 PROVIDED THAT for the avoidance of doubt:
- 9.2.1 this obligation shall not prevent RBBC, CBC or GAL using the final data collected as each requires in order to comply with statutory or regulatory requirements; and
- 9.2.2 it is acknowledged by GAL, RBBC and CBC that the raw data collected as part of the monitoring results referred to in paragraph 9.1 is in the public domain.
- 9.3 Within 10 (ten) Working Days of GAL's approval, RBBC shall send a copy of the final Joint Air Quality Monitoring Report to GAL and GATCOM.

**10. ANNUAL GATWICK AIR QUALITY JOINT AUTHORITIES MEETING**

- 10.1 From the Commencement Date, GAL and each of the Councils shall attend the Annual Gatwick Air Quality Joint Authorities Meetings, unless otherwise agreed by the parties.
- 10.2 CBC shall be responsible for the administration of convening and holding the Annual Gatwick Air Quality Joint Authorities Meeting from the Commencement Date, unless otherwise agreed by the parties.
- 10.3 CBC shall record the minutes of the Annual Gatwick Air Quality Joint Authorities Meeting, including decisions and actions and share those minutes with GAL and any other attendees within 30 (thirty) Working Days of the meeting occurring.

**11. MEETINGS WITH RBBC AND GAL**

- 11.1 Within 30 (thirty) Working Days of receiving a request for an air quality meeting in writing from RBBC, GAL shall attend a meeting with RBBC to discuss progress with air quality monitoring, the results thereof and any further initiatives that may be considered appropriate.
- 11.2 GAL shall not be required to attend an air quality meeting with RBBC more than twice in a calendar year.

**12. CONDITIONS FOR OBLIGATIONS UNDER SCHEDULE 1 TO CEASE**

- 12.1 Following 2 (two) consecutive years of the monitoring at the GAL AQ Mesh Monitoring Locations showing no breaches of the relevant air quality standard, GAL may, at its absolute discretion, cease carrying out monitoring under paragraph 3.1.1 of this Schedule.
- 12.2 If the Joint Air Quality Monitoring Report agreed pursuant to paragraph 9 in any year following the third anniversary of the end of the Project Period demonstrates that:
- 12.2.1 there have been no breaches of the relevant air quality standard for 3 (three) consecutive years; and
- 12.2.2 measured pollutant concentrations in the previous year were, 10% (ten per cent) below the relevant standard,

then all obligations under this Schedule save for paragraphs 2, 3.1.1 and 7 shall cease provided that GAL shall provide the Councils with at least 30 (thirty) Working Days' notice specifying the obligations within this Schedule which are to cease and the date on which they shall cease.

## SCHEDULE 2 NOISE

### 1. DEFINITIONS AND INTERPRETATION

Where in this Schedule the following defined terms and expressions are used they shall have the following respective meanings unless otherwise stated:

**"Air Noise"** means noise attributable to aircraft in flight to and from Gatwick Airport including that occurring on the runway during their landing and take-off;

**"Aircraft Engine Testing Mitigation Plan"** means a plan setting out either:

- (a) the measures proposed by GAL to manage or mitigate (or both) any material impact on local communities of noise from aircraft engine testing along with a proposed timeframe for implementation of the same; or
- (b) that GAL does not consider that there has been a material impact on local communities as a consequence of aircraft engine testing at Gatwick Airport and that no measures are proposed to be undertaken;

**"Airport Noise and Track Keeping System"** means the system for recording and tracking data from the Fixed Noise Monitoring Locations, other noise monitoring locations and radar and other data;

**"Fixed Noise Monitoring Locations"** means those locations defined in the Civil Aviation Authority Document UK AIP EGKK AD 2.21 Noise Abatement Procedures as may be updated from time to time;

**"Ground Noise"** means noise attributable to operations at Gatwick Airport other than aircraft in flight, taking off, or landing, including but not limited to noise caused by aircraft taxiing, positioning, auxiliary power unit operation, and engine ground running;

**"Noise Action Plan"** means a noise action plan required to be produced and adopted for Gatwick Airport from time to time in accordance with the Environmental Noise (England) Regulations 2006;

**"Noise Supplements"** means supplements to the charges normally paid by aircraft operators for the landing, taking-off and parking of aircrafts to which aircraft operators may be subject in respect of aircraft departures that infringe noise thresholds promulgated in the UK AIP from time to time and measured by the Airport Noise and Track Keeping System; and

**"UK AIP"** means the United Kingdom Aeronautical Information Publication.

### 2. DEPARTURE NOISE LIMIT FINES

With the aim of providing a continuing incentive to aircraft operators to reduce the noise impact of departing aircraft monitored at the Fixed Noise Monitoring Locations and subject to any requirements imposed by the CAA or any other regulator, GAL shall give due consideration when preparing and reviewing each Noise Action Plan to the retention and possible increase of the Noise Supplements payable by such aircraft operators on account of infringement by their aircraft of noise thresholds on departure.

### 3. AIRCRAFT ENGINE TESTING

- 3.1 If the number of ground run engine tests (as reported over a 12 (twelve) month period) occurring within any rolling 6 (six) month period reaches 250 (two hundred and fifty) and remains at, or in excess of, that number for a further 6 (six) successive months, or if it is forecast that the number will remain at, or in excess of, 250 (two hundred and fifty) ground run engine tests for a further 6 (six) successive months having regard to confirmed airline plans to undertake aircraft maintenance at Gatwick Airport, GAL shall within the following 9 (nine) months, undertake and conclude a process of discussion and consultation with the Councils with the objective of:

- 3.1.1 assessing the impact of such testing on local communities;

- 3.1.2 evaluating the feasibility and benefits of alternative means of managing or mitigating any material impact which may (taking into consideration the results of any testing of impacts on local communities) include:
- (A) increased restrictions on the times of day when tests would be permitted;
  - (B) changes to the locations favoured for engine tests; and
  - (C) the construction and operation of a ground run pen;
- 3.1.3 identifying the preferred means of managing or mitigating any material impact on local communities,

and shall submit to the Councils the Aircraft Engine Testing Mitigation Plan for approval by the Councils prior to the conclusion of the 9 (nine) month period.

- 3.2 If the Councils refuse the Aircraft Engine Testing Mitigation Plan prior to the conclusion of the 9 (nine) month period, GAL shall take immediate steps to mitigate the identified material impact on the local community by management measures and report such measures and outcomes to the Councils, but if these fail to mitigate the impact within 30 (thirty) Working Days then to reduce the number of ground run engine tests (as reported on an annual basis) occurring within any rolling 6 (six) month period to below 250 (two hundred and fifty).
- 3.3 GAL shall implement any Aircraft Engine Testing Mitigation Plan submitted by them and which is approved by the Councils in accordance with the timeframe set out therein.
- 3.4 In the event that an Aircraft Engine Testing Mitigation Plan as approved by the Councils provides for the construction of a ground run pen as the agreed means of mitigation, GAL shall, within 6 (six) months of approval of the Aircraft Engine Testing Mitigation Plan (or such other longer timeframe as is agreed with the Councils) use reasonable endeavours to secure any required consents and permissions (including planning permission) for the same and:
- 3.4.1 in the event that GAL secures all required consents and permissions, GAL shall provide a ground run pen as soon as is reasonably practicable and thereafter maintain the same in use in accordance with the Aircraft Engine Testing Mitigation Plan as approved by the Councils; or
  - 3.4.2 in the event that GAL is not able to secure all required consents and permissions within 6 (six) months or such longer period as is agreed with the Councils, GAL shall, at the conclusion of the agreed timeframe, submit an updated Aircraft Engine Testing Mitigation Plan to the Councils for approval.

#### 4. **PROGRAMME OF ENGAGEMENT ABOUT NOISE**

- 4.1 GAL shall undertake and fund an annual programme of engagement, including a noise forum, to explain and educate local authority members/staff, members of GATCOM, and other third parties (which may include community noise groups) about noise issues and airspace change at Gatwick Airport.
- 4.2 The annual programme of engagement must include an annual meeting where GAL will report on the performance of the airport in the preceding year and provide updates on initiatives being considered in relation to noise at Gatwick Airport.



### SCHEDULE 3 SURFACE ACCESS

#### 1. DEFINITIONS AND INTERPRETATION

Where in this Schedule the following defined terms and expressions are used they shall have the following respective meanings unless otherwise stated:

**"Aviation Policy Framework"** means the Aviation Policy Framework Annex B published by the Secretary of State for Transport in March 2013;

**"Airport Surface Access Strategy"** or **"ASAS"** means the Airport Surface Access Strategy dated October 2022 as may be updated from time to time;

**"CBC Off-Airport Parking Enforcement Contribution"** means the sum of £60,000 (sixty thousand pounds) for an enforcement officer to carry out enforcement action against unauthorised off-airport passenger car parking as a result of the Project in the administrative areas of the Councils as deemed necessary by CBC;

**"Committed"** means that the relevant Council has (a) resolved by committee to use the relevant monies in accordance with the terms of this Deed; or (b) issued an internal order or generated a financial code for the relevant works or services in question;

**"Construction Route"** means those parts of the local highway network that are the construction routes identified in Appendix A of the Outline Construction Traffic Management Plan certified as such by the Secretary of State under article 52 of the Development Consent Order or any amendments to those routes as are agreed through the approval of the full Construction Traffic Management Plans as required by requirement 12 of the Development Consent Order;

**"Fastway Bus Service"** means the bus service to and from Gatwick Airport operated by Metrobus (Brighton & Hove Bus and Coach Company Ltd whose company number is 00307468, trading as "Metrobus");

**"Gatwick Area Transport Forum"** means the forum established under the Transport Act 2000 and the Aviation Policy Framework to draw up targets for decreasing the proportion of private car journeys to Gatwick Airport, to devise a strategy to achieve the targets, and to oversee its implementation;

**"Gatwick Parking Meeting"** means a meeting attended by CBC, RBBC and GAL to discuss any issues relating to long-term Gatwick Airport parking both on and off-airport in order to minimise the level of unauthorised parking;

**"Highway Maintenance Fund"** means the sum of £500,000 (five hundred thousand pounds) forming part of the Transport Mitigation Fund and which shall be available towards payment pursuant to a Highway Maintenance TMF Application;

**"Highway Maintenance TMF Application"** means a TMF Application submitted by a highway authority to address an impact of the Project relating to damage to the road surface of a Construction Route caused by construction traffic as a result of the Project as referred to in paragraph 8.11 of this Schedule 3;

**"NATS"** means NATS Holdings Limited whose company number is 04138218;

**"National Highway Works"** shall have the same meaning given to that term in the Development Consent Order;

**"Off-Airport Parking Support Contributions"** means together the CBC Off-Airport Parking Enforcement Contribution, the WSCC Off-Airport Parking Control Contribution, the SCC Off-Airport Parking Control Contribution; and the SCC Off-Airport Parking Control Enforcement Contribution as set out in paragraph 5, and "the relevant Off-Airport Parking Support Contribution" shall be any one of the stated contributions;

**"Operational User"** means any person on duty who is operational Staff, a contractor or an agent of GAL, H.M. Customs, H.M. Immigration, Port Health, NATS, the CAA, the Sussex Constabulary or the Surrey Constabulary;

**"Port Health"** means the function of CBC located at 122 Timberham House, London, Gatwick RH6 0EY;

**"Povey Cross Access"** means the access to Gatwick Airport labelled as such on the figure in **Appendix 3**;

**"Povey Cross Buses"** means a local public service bus or a Fastway Bus Service;

**"Proposed Mitigation"** means the measures proposed by a TMF Applicant in the TMF Application;

**"Proposed Sum"** means the sum requested in a TMF Application to carry out the Proposed Mitigation;

**"Red Route Contravention"** means a road traffic offence for which GAL, as highway authority, has authority to enforce a fine;

**"SCC Off-Airport Parking Control Contribution"** means the sum of £15,000 (fifteen thousand pounds) per annum to be paid to SCC for the implementation of effective parking controls and/or monitoring on surrounding streets deemed necessary by SCC which shall include for the avoidance of doubt advertising a Traffic Regulation Order in each year, as well as implementing the same;

**"SCC Off-Airport Parking Control Enforcement Contribution"** means the sum of £33,000 (thirty-three thousand pounds) per annum to be paid to SCC for an enforcement officer (at least 0.5 full time equivalent) of parking controls and/or monitoring deemed necessary by SCC within an area adjacent to Gatwick Airport to be agreed between GAL and SCC;

**"Staff"** means persons whose employment is located at Gatwick Airport;

**"Staff Car Park Pass"** means a pass provided by GAL to members of Staff to allow them to park their vehicle in designated areas across Gatwick Airport, such areas are subject to change from time to time;

**"Staff Car Park Pass Holder"** means a member of Staff who holds a valid Staff Car Park Pass;

**"Surface Access Commitments"** means the document certified as such by the Secretary of State under Article 52 of the Development Consent Order;

**"Traffic Regulation Order"** means an order restricting and/or prohibiting the use of the highway network made by WSCC or SCC under the Road Traffic Regulation Act 1984;

**"Transport Forum Steering Group"** or **"TFSG"** means the group established to progress topical issues and emerging policies and operates in accordance with the terms of reference as approved in accordance with the Surface Access Commitments;

**"Transport Mitigation Fund"** or **"TMF"** means the sum of £10,000,000 (ten million pounds) to be used to fund Proposed Mitigation which has been approved by the TMFDG and which shall include the Highway Maintenance Fund;

**"TMF Applicant"** means any local and regional stakeholder from local authorities, transport operators, agencies, or representative bodies (but not to include Parish Councils) who has submitted a TMF Application to the TMFDG from time to time;

**"TMF Application"** means an application for funding from the TMF submitted by a TMF Applicant to the TMFDG from time to time to respond to and/or address the unknown or unintended impacts of the Project and which shall include Highway Maintenance TMF Applications and for the avoidance of doubt such application shall not be for funding by GAL to be used in relation to meeting its Surface Access Commitments;

**"TMF Decision Group"** or **"TMFDG"** means the group established pursuant to this Schedule to determine applications for funding from the TMF;

**"TMFDG Participation Contribution"** means £250 (two hundred and fifty pounds) and travel costs (as appropriate and as reported by the relevant member at the meeting, such travel being from the relevant member's usual place of work); and

**"WSCC Off-Airport Parking Control Contribution"** means the sum of £15,000 (fifteen thousand pounds) per annum to be paid to WSCC for the implementation of effective parking controls and/or monitoring on surrounding streets deemed necessary by WSCC which shall include for the avoidance of doubt advertising a Traffic Regulation Order in each year, as well as implementing the same.

**2. GATWICK AREA TRANSPORT FORUM**

- 2.1 The Gatwick Area Transport Forum shall meet annually unless otherwise agreed with the members of the Gatwick Area Transport Forum.
- 2.2 GAL shall be responsible for the administration of convening and holding meetings of the Gatwick Area Transport Forum.

**3. TRANSPORT FORUM STEERING GROUP**

- 3.1 The Transport Forum Steering Group (TFSG) shall meet quarterly unless otherwise agreed by the parties.
- 3.2 GAL shall be responsible for the administration of convening and holding meetings of the TFSG.

**4. USE OF POVEY CROSS**

- 4.1 GAL shall restrict the use by motor vehicles of the Povey Cross Access to:
  - 4.1.1 Povey Cross Buses;
  - 4.1.2 emergency service vehicles on duty;
  - 4.1.3 Operational Users;
  - 4.1.4 a maximum of 350 Staff Car Park Pass Holders, who also satisfy all of the following requirements:
    - (i) their main place of work is located in those parts of Gatwick Airport to which access is provided via Povey Cross Access;
    - (ii) they are entitled to park within those parts of Gatwick Airport;
    - (iii) their home residence is in postcode areas RH1 to RH6 inclusive;
    - (iv) there is no local bus service between their home and main place of work at times consistently aligned with their working hours; and
    - (v) excepting Operational Users, their use of their pass is for travel between their home and place of work only;
  - 4.1.5 other vehicles in exceptional circumstances provided that such access shall be granted to users to meet the stated reason; and
  - 4.1.6 such other user(s) including the operators of courtesy bus services as GAL may approve following prior consultation with the Councils and Mole Valley District Council which shall include the reasons as to why such access is necessary and provided that such access shall only be granted to users to meet the stated reason.
- 4.2 On or before 31 March in any year following the Commencement Date, GAL shall report to SCC:
  - 4.2.1 the number of Staff Car Park Pass Holders in the preceding calendar year; and
  - 4.2.2 the number of vehicle movements through the Povey Cross Access in the preceding calendar year

until such time as it is agreed in writing between GAL, Surrey County Council and Mole Valley District Council that reporting in accordance with this obligation is no longer required (Provided That this shall not be earlier than the expiry of the Monitoring Period).

5. **OFF-AIRPORT PARKING SUPPORT CONTRIBUTION**

- 5.1 On or before the Commencement Date and annually thereafter until the end of the Project Period, GAL shall pay the following:
- 5.1.1 the CBC Off-Airport Parking Enforcement Contribution to CBC;
  - 5.1.2 the WSCC Off-Airport Parking Control Contribution to WSCC;
  - 5.1.3 the SCC Off-Airport Parking Control Contribution to SCC; and
  - 5.1.4 the SCC Off-Airport Parking Control Enforcement Contribution to SCC.
- 5.2 CBC, WSCC and SCC shall only use the Off-Airport Parking Support Contributions (as relevant) for the purposes of off-airport traffic management and/or parking control and enforcement with the intention of limiting unauthorised parking, deterring rat running and maintaining traffic flow.
- 5.3 On or before the first anniversary of the Commencement Date until the end of the Project Period or such other date determined in accordance with paragraphs 5.5 or 5.6 (as applicable), CBC, WSCC and SCC shall each report on the spending of the relevant Off-Airport Parking Support Contributions to GAL. The report must include so far as possible:
- 5.3.1 the sums spent in the preceding year;
  - 5.3.2 the balance of the relevant Off-Airport Parking Support Contribution not Committed in the preceding year;
  - 5.3.3 a description of the measures implemented (including the activities carried out by officers in the preceding year); and
  - 5.3.4 a description of the outcomes achieved.
- 5.4 Where the payment by GAL of the relevant Off-Airport Parking Support Contribution pursuant to paragraph 5.1 would in any year increase the balance of the relevant Off-Airport Parking Support Contribution as reported in accordance with paragraph 5.3.2 beyond the value of the relevant Off-Airport Parking Support Contribution, GAL shall only be required to make payment up to the value of the relevant Off-Airport Parking Support Contribution and this may be zero.
- 5.5 On or before the third anniversary of the Commencement Date and every three years thereafter until the end of the Project Period, GAL shall carry out a review of the need for each of the Off-Airport Parking Support Contributions with the relevant Council and GAL shall not be required to make payments pursuant to paragraph 5.1 unless both GAL and the relevant Council agree that the need for the relevant Off-Airport Parking Support Contribution still exists (subject to paragraph 5.8).
- 5.6 On or before the end of the Project Period and every three years thereafter until the anniversary of Commencement of Development falling within the year 2047, GAL shall carry out a review of the need for each of the Off-Airport Parking Support Contributions with the relevant Council and GAL shall make such further payments as agreed between GAL and the relevant Council Provided That GAL and the relevant Council agree that the need for the relevant Off-Airport Parking Support Contribution still exists (subject to paragraph 5.8).
- 5.7 When carrying out a review pursuant to either paragraph 5.5 or 5.6, such a review shall include (but not be limited to) consideration of the following (as relevant and appropriate depending on the specific Off-Airport Parking Support Contribution under review) in determining whether there is a need for the relevant Off-Airport Parking Support Contribution:
- 5.7.1 observations in the preceding year by the relevant Council and GAL of illegal or obstructive parking taking place;
  - 5.7.2 complaints from residents received by the Council or GAL as to illegal or obstructive parking, or inconsiderate parking in roads around the Airport;

- 5.7.3 the issuing by the relevant Council of penalty charge notices on the roads around the Airport;
  - 5.7.4 the use, or not, of the previous years' Off-Airport Parking Support Contribution;
  - 5.7.5 whether the relevant Council has provided changes to parking controls/undertaken Gatwick Airport related parking monitoring exercises within the preceding year or has any such action planned for the following year;
  - 5.7.6 detail as to the number of unauthorised sites (and vehicles) in the preceding year's parking survey;
  - 5.7.7 details of tasks undertaken by the relevant planning enforcement officer in the preceding year - to include administration of the annual parking survey and a general overview of cases investigated by the relevant planning enforcement officer, including enforcement, certificate of lawful use etc, and progress for each with outcomes where these are known; and
  - 5.7.8 updates provided at the annual parking meeting.
- 5.8 In the event that payments by GAL cease following a review carried out pursuant to paragraph 5.5 or 5.6 of this Schedule, GAL shall in any event continue to carry out a review until the anniversary of Commencement of Development falling within the year 2047 of the need for the relevant Off-Airport Parking Support Contribution and in the event that such a review demonstrates that the need for the relevant Off-Airport Parking Support Contribution has arisen again GAL shall make such further payments at such times as are agreed between GAL and the relevant Council as part of the review having regard to the need identified.
- 5.9 For the avoidance of doubt, nothing in this paragraph 5 shall require GAL to make payments after the anniversary of Commencement of Development falling within the year 2047.
- 5.10 If upon expiry of 12 months following the final payment of the relevant Off-Airport Parking Support Contribution in accordance with paragraph 5.1 or as otherwise determined pursuant to paragraphs 5.5 or 5.6 (as applicable) any money paid to CBC, WSCC and SCC (as applicable) pursuant to paragraph 5.1 is not spent or Committed, the relevant Council shall repay such amounts in full to GAL together with any interest within 60 (sixty) Working Days, unless otherwise agreed between GAL and the relevant Council.

**6. GATWICK PARKING MEETING**

- 6.1 The Gatwick Parking Meeting shall occur annually unless otherwise agreed by the parties.
- 6.2 CBC shall be responsible for the administration of convening and holding the Gatwick Parking Meeting.
- 6.3 CBC shall record the minutes of the Gatwick Parking Meeting, including decisions and actions and share those minutes with GAL and any other attendees within 30 (thirty) Working Days of the meeting occurring.

**7. TRANSPORT MITIGATION FUND DECISION GROUP**

- 7.1 On or before Commencement, GAL shall establish the Transport Mitigation Fund Decision Group (TMFDG) which shall exist until the fifteenth anniversary of completion of the National Highway Works or the year 2047 (whichever is later) to assess and determine applications for funding from the TMF.
- 7.2 The TMFDG shall comprise:
  - 7.2.1 one representative of GAL;
  - 7.2.2 one representative of CBC;
  - 7.2.3 one representative of WSCC;
  - 7.2.4 one representative of Surrey County Council;

- 7.2.5 one representative of National Highways; and
  - 7.2.6 one representative of Network Rail,
- or such alternates as may be nominated by those representatives from time to time.
- 7.3 The TMFDG shall:
- 7.3.1 between Commencement and Commencement of Dual Runway Operations meet when necessary within 10 (ten) Working Days of receipt of a Highway Maintenance TMF Application to consider the same, unless otherwise agreed by the TMFDG;
  - 7.3.2 meet no later than three months after the Commencement of Dual Runway Operations and then annually unless it becomes necessary to consider a TMF Application within the timescale at paragraph 8.6;
  - 7.3.3 be quorate if at least three members (at least one of which is a member representing GAL and one representing one of the Councils) are present;
  - 7.3.4 be chaired by the member representing GAL;
  - 7.3.5 make such terms of reference for its governance and decision-making functions as it considers appropriate at the first meeting of the TMFDG which shall be in substantially the same form as the draft TMFDG Terms of Reference at **Appendix 4**;
  - 7.3.6 all decisions of the TMFDG shall be decided by a majority vote with each member of the TMFDG present at the meeting having one vote and in the event of a tied vote the Chair shall determine if the TMF Application shall be approved as submitted, approved with an amended sum, or refused; and
  - 7.3.7 make such further administrative arrangements and terms of reference as it considers appropriate for its proper and efficient functioning from time to time.
- 7.4 The purpose and function of the TMFDG is to:
- 7.4.1 review TMF Applications; and
  - 7.4.2 determine whether a TMF Application should be granted funding from the TMF.
- 7.5 GAL shall be responsible for the administration of convening and holding meetings of the TMFDG.
- 7.6 Within 10 (ten) Working Days of a meeting of the TMFDG GAL shall pay the TMFDG Participation Contribution to each and every one of CBC, WSCC and SCC that was in attendance at the meeting.
- 8. TRANSPORT MITIGATION FUND**
- 8.1 From Commencement until Commencement of Dual Runway Operations, GAL shall make available the Highway Maintenance Fund for application towards approved Highway Maintenance TMF Application(s) only.
  - 8.2 From and including Commencement of Dual Runway Operations until the fifteenth anniversary of completion of the National Highway Works or 2047 (whichever is later) GAL shall make available the Transport Mitigation Fund (including the uncommitted portion (if any) of the Highway Maintenance Fund) for application towards approved TMF Applications.
  - 8.3 Once the TMFDG has been established, any TMF Applicant may submit a TMF Application to the TMFDG.
  - 8.4 Any TMF Application submitted pursuant to paragraph 8.3 must include:
    - 8.4.1 evidence of an impact on the highway network, the railway network, the bus network, or the public right of way network and evidence that the identified impact is directly related to the Authorised Development and that the TMF Applicant considers that the identified impact requires mitigation;

- 8.4.2 the Proposed Mitigation including evidence that the Proposed Mitigation would be effective in addressing the identified impact;
  - 8.4.3 the Proposed Sum; and
  - 8.4.4 in the event that funding is granted, the proposed reporting to the TMFDG on the use of the funds and on the effectiveness of the Proposed Mitigation in addressing the identified impact.
- 8.5 Within one month of the TMFDG's receipt of a TMF Application, GAL must either:
- 8.5.1 provide a recommendation to the TMFDG on the TMF Application; or
  - 8.5.2 notify TMFDG that GAL requires further investigations to be carried out and further information provided to consider the TMF Application and prepare its recommendation to the TMFDG.
- 8.6 Any member of the TMFDG may request within one month of receipt of a TMF Application from the TMF Applicant further investigations to be carried out and further information provided to consider the TMF Application.
- 8.7 Any TMF Application must be determined by the TMFDG within 6 months of receipt of the TMF Application (or (if later) the date of receipt of further information required in accordance with paragraph 8.4.2 or 8.5) unless otherwise agreed with the TMF Applicant.
- 8.8 The TMFDG shall only approve the use of a Proposed Sum to fund Proposed Mitigation where it is demonstrated to the satisfaction of the TMFDG, acting reasonably, that the impact which has been identified in the TMF Application has arisen as a result of the increased capacity of Gatwick Airport.
- 8.9 If the TMFDG decides that it is necessary to provide mitigation to address the impact identified in the TMF Application, it may:
- 8.9.1 approve the use of the Proposed Sum from the TMF for the Proposed Mitigation and set out the necessary monitoring requirements; or
  - 8.9.2 propose the use of such alternative sum from the TMF as the TMFDG reasonably considers necessary to mitigate the impacts identified and set out the necessary monitoring requirements.
- 8.10 On or before 31 March of any year following the Commencement of Dual Runway Operations until the end of the fifteenth anniversary of completion of the National Highway Works or 2047 (whichever is later), GAL shall submit to the TMFDG a statement detailing the use of the TMF over the preceding year including:
- 8.10.1 details of payments out of the TMF;
  - 8.10.2 a description of the initiatives that were paid for by the TMF; and
  - 8.10.3 the remaining balance of the TMF.
- 8.11 The parties acknowledge that any damage to the road surface of a Construction Route caused by construction traffic as a result of the Project (including HGVs and abnormal loads) in connection with the Authorised Development is an impact to be mitigated and which may be the subject of a TMF Application capable of being granted funding from the TMF in accordance with the process set out in this paragraph 8 and (for the avoidance of doubt) is subject to the requirements set out in paragraph 8.3 including that a TMF Application must include appropriate evidence.
- 9. REVIEW OF TMF ARRANGEMENTS**
- 9.1 GAL shall carry out a review of the TMFDG and the process for determining TMF Applications as set out in paragraph 8 of this Schedule 3 every five years from the Commencement of Dual Runway Operations until the fifteenth anniversary of the completion of the National Highway Works or 2047 (whichever is later) in circumstances where more than 50% of TMF Applications received during the five year period have not been approved for the purposes of determining whether the TMFDG and the process for

determining TMF Applications remain appropriate given the overall purpose of the same as set out in this Deed, PROVIDED THAT in undertaking this review GAL shall consult with the members of the TMFDG and take into account their reasonable representations, UNLESS all members of the TMFDG agree that such a review (or any aspect of the review) is not necessary.

- 9.2 For the avoidance of doubt, any review carried out under paragraph 9.1 shall not include a review of the total value of the TMF.



**SCHEDULE 4  
LONDON GATWICK COMMUNITY FUND**

1. **DEFINITIONS AND INTERPRETATION**

Where in this Schedule the following defined terms and expressions are used they shall have the following respective meanings unless otherwise stated:

**"Area of Benefit Kent"** means the geographical area within the administrative boundary of Tonbridge & Malling, Tunbridge Wells, and Sevenoaks;

**"Area of Benefit Surrey"** means the geographical area within the administrative boundary of Mole Valley, Reigate & Banstead, and Tandridge;

**"Area of Benefit Sussex"** means the geographical area within the administrative boundary of Crawley, Horsham, Mid-Sussex and Wealden;

**"Awards Panel Kent"** means a panel established for the purposes of assessing applications for grants made out of the London Gatwick Community Sub-Fund Kent;

**"Awards Panel Surrey"** means a panel established for the purposes of assessing applications for grants made out of the London Gatwick Community Sub-Fund Surrey;

**"Awards Panel Sussex"** means a panel established for the purposes of assessing applications for grants made out of the London Gatwick Community Sub-Fund Sussex;

**"Community Foundation for Surrey"** means the registered charity of that name whose registered charity number is 1111600 and whose company number is 5442921;

**"East Sussex County Council"** means the county council of that name whose office is at County Hall, St Anne's Crescent, Lewes, East Sussex, BN7 1UE (as may be updated from time to time);

**"Fund Agreement Kent"** means a deed to be entered into between GAL and the Kent Community Foundation providing for the payment of the London Gatwick Community Sub-Fund Kent and the terms of which shall comply with the provisions of paragraph 3.1 of this Schedule;

**"Fund Agreement Surrey"** means a deed to be entered into between GAL and the Community Foundation for Surrey providing for the payment of the London Gatwick Community Sub-Fund Surrey and the terms of which shall comply with the provisions of paragraph 4.1 of this Schedule;

**"Fund Agreement Sussex"** means a deed to be entered into between GAL and the Sussex Community Foundation providing for the payment of the London Gatwick Community Sub-Fund Sussex and the terms of which shall comply with the provisions of paragraph 5.1 of this Schedule;

**"Kent Community Foundation"** means the registered charity of that name whose registered charity number is 1084361 and whose company number is 04088589;

**"Kent County Council"** means the County Council of that name whose office is County Hall Sessions House, Maidstone, Kent ME14 1XQ (as may be updated from time to time);

**"London Gatwick Community Fund"** means the fund to be made available for the purpose of mitigating the intangible and residual impacts of the Project and the operation of Gatwick Airport so as to improve the quality of life of those impacted by the operation of Gatwick Airport including the advancement, provision and/or relief of their economic, environmental, social, health, educational, employment and financial circumstances;

**"London Gatwick Community Sub-Fund Kent"** means the restricted fund available for use by the Kent Community Foundation to be used solely for the purposes of the London Gatwick Community Fund within the Area of Benefit Kent in accordance with the terms of the Fund Agreement Kent;

**"London Gatwick Community Sub-Fund Surrey"** means the restricted fund available for use by the Community Foundation for Surrey to be used solely for the purposes of the

London Gatwick Community Fund within the Area of Benefit Surrey in accordance with the terms of the Fund Agreement Surrey;

**"London Gatwick Community Sub-Fund Sussex"** means the restricted fund available for use by the Sussex Community Foundation to be used solely for the purposes of the London Gatwick Community Fund within the Area of Benefit Sussex in accordance with the terms of the Fund Agreement Sussex;

**"Noise Supplements"** means supplements to the charges normally paid by aircraft operators for the landing, taking-off and parking of aircrafts to which operators may be subject in respect of aircraft departures that infringe noise thresholds promulgated in the UK Aeronautical Information Publication and measured by the airport noise and track keeping system;

**"Passenger Calculation Sum"** means (the number of passengers to have travelled through Gatwick Airport within the Relevant Period minus 50,000,000 (fifty million)) multiplied by 2 (two) pence;

**"Relevant Amount"** means the amount of the London Gatwick Community Fund as calculated from time to time in accordance with paragraph 2.2 of this Schedule;

**"Relevant Area of Benefit"** means the Area of Benefit Kent, Area of Benefit Surrey or Area of Benefit Sussex (as the case may be);

**"Relevant Community Foundation"** means the Community Foundation for Surrey, the Kent Community Foundation, or the Sussex Community Foundation (as the case may be);

**"Relevant Community Sub-Fund"** means the Gatwick Community Sub-Fund Kent, the Gatwick Community Sub-Fund Surrey or the Gatwick Community Sub-Fund Sussex (as the case may be);

**"Relevant Local Authorities"** means Kent County Council, SCC and WSCC (as the case may be); and

**"Sussex Community Foundation"** means the registered charity of that name whose registered charity number is 1113226 and whose company number is 05670692.

## 2. **SUMS TO BE TRANSFERRED ANNUALLY TO THE THREE COMMUNITY FOUNDATIONS**

2.1 The value of the London Gatwick Community Fund will be determined annually on the anniversary of the Commencement Date and will be calculated in accordance with paragraph 2.2 of this Schedule on the basis of the number of passengers to have travelled through Gatwick Airport in the preceding year between the period from and including 1 January to and including 31 December in each given year ("**Relevant Period**").

2.2 Subject to paragraph 2.3, the value of the London Gatwick Community Fund will be:

2.2.1 an amount equal to £50,000 (fifty thousand pounds) in the event of less than 10,000,000 (ten million) passengers in the Relevant Period;

2.2.2 an amount equal to £100,000 (one hundred thousand pounds) in the event of 10,000,000 (ten million) up to but not including 20,000,000 (twenty million) passengers in the Relevant Period;

2.2.3 an amount equal to £150,000 (one hundred and fifty thousand pounds) in the event of 20,000,000 (twenty million) up to but not including 30,000,000 (thirty million) passengers in the Relevant Period;

2.2.4 an amount equal to £200,000 (two hundred thousand pounds) in the event of 30,000,000 (thirty million) up to but not including 40,000,000 (forty million) passengers in the Relevant Period;

2.2.5 an amount equal to £250,000 (two hundred and fifty thousand) in the event of 40,000,000 (forty million) up to but not including 50,000,000 (fifty million) passengers in the Relevant Period; and

2.2.6 an amount equal to £550,000 (five hundred and fifty thousand pounds) plus the Passenger Calculation Sum in the event of 50,000,000 (fifty million) passengers in the Relevant Period

plus any Noise Supplements received by GAL during the Relevant Period.

2.3 On or before 30 March in any year following the Commencement Date, GAL shall transfer the Relevant Amount to each of the Kent Community Foundation, the Community Foundation for Surrey, and the Sussex Community Foundation in the following proportions:

2.3.1 one third of the London Gatwick Community Fund to the Kent Community Foundation;

2.3.2 one third of the London Gatwick Community Fund to the Community Foundation for Surrey; and

2.3.3 one third of the London Gatwick Community Fund to the Sussex Community Foundation.

### 3. **LONDON GATWICK COMMUNITY SUB-FUND KENT**

3.1 The Fund Agreement Kent shall include terms as follows:

#### **Awards Panel Kent**

3.1.1 The Awards Panel Kent shall comprise no more than six members, with two of those members being GAL representatives, at least one being from the Kent Community Foundation, and one being from Kent County Council (should Kent County Council be unable to send a representative the panel shall continue to meet and fulfil its objectives).

3.1.2 A Kent Community Foundation representative shall act as a neutral chair of the Awards Panel Kent.

3.1.3 The Kent Community Foundation shall appoint the remaining Awards Panel Kent members and invite applications for those positions, such appointments to be reviewed from time to time.

#### **Payment and administration**

3.1.4 Arrangements for the payment and administration of the London Gatwick Community Sub-Fund Kent.

3.1.5 The London Gatwick Community Sub-Fund Kent shall be available to be awarded to applicants and used for the administration cost of the London Gatwick Community Sub-Fund Kent such administration cost not to exceed 15% (fifteen per cent) of the value of the London Gatwick Community Sub-Fund Kent in any year.

3.1.6 The use of the London Gatwick Community Sub-Fund Kent shall not be time-limited and any funds not awarded in a 12 (twelve) month period will be rolled forward for the next year.

#### **Application process and use of funds**

3.1.7 Eligibility criteria for making an application for use of the London Gatwick Community Sub-Fund Kent.

3.1.8 The application process for use of funds which shall require the applicant to describe how they have been impacted by the operations of Gatwick Airport.

3.1.9 The review process to be followed by the Awards Panel Kent upon receipt of an application including the criteria against which applications shall be measured in accordance with paragraph 3.2 below and which shall be publicised widely in a manner agreed by the Awards Panel Kent.

3.1.10 That the grant of any funds from the London Gatwick Community Sub-Fund Kent shall include reporting requirements on the actual use of the funds and a repayment mechanism in the event that the funds are not used.

- 3.1.11 The London Gatwick Community Sub-Fund Kent may not be applied otherwise than for the purposes set out in this Deed and in accordance with the charitable objectives of the Kent Community Foundation.
- 3.1.12 Vest such powers as may be necessary in the Awards Panel Kent so as to enable the Awards Panel Kent to use the London Gatwick Community Sub-Fund Kent for the purpose set out within this Deed within the Area of Benefit Kent.
- 3.1.13 That the Kent Community Foundation shall consult the Awards Panel Kent before changing its charitable objectives to ensure that the purposes of the London Gatwick Community Sub-Fund Kent are not thereby prejudiced.

**Reporting and monitoring**

- 3.1.14 The reporting requirements of the Kent Community Foundation in respect of the London Gatwick Community Sub-Fund Kent which shall include annual reporting to enable GAL to comply with its reporting obligations set out in this Deed at paragraph 7.
- 3.2 In determining any application for the use of the London Gatwick Community Sub-Fund Kent, the Awards Panel Kent shall give priority to:
- 3.2.1 those schemes, measures, and projects which support any of the following:
    - (A) further employment, training and skills in the local area;
    - (B) families and children in need;
    - (C) combating social isolation and disadvantage;
    - (D) providing opportunities for young people;
    - (E) improving access to facilities for the elderly and seek to reduce isolation in the older generation;
    - (F) landscaping and ecological enhancement; and/or
    - (G) community facilities;
  - 3.2.2 and those schemes, measures, and projects which:
    - (A) can demonstrate how the applicant has been affected by the construction and operation of the Project or the operation of Gatwick Airport including by reason of proximity to Gatwick Airport or an identified impact;
    - (B) are not inconsistent with approved policies or plans of relevant local authorities;
    - (C) have been identified as priorities to the communities within parish, neighbourhood and/or community plans or any such equivalent plan;
    - (D) can demonstrate overall value for money in terms of cost and effectiveness;
    - (E) can demonstrate a contribution to developing and maintaining sustainable communities throughout the Area of Benefit Kent; and
    - (F) complement other measures committed in this Deed or practised by the parties.
- 3.3 On or before the Commencement Date GAL shall enter into the Fund Agreement Kent with the Kent Community Foundation which shall secure the terms set out in this Deed at paragraph 3.1 and 3.2 and shall provide evidence of the same to the Councils.

**4. LONDON GATWICK COMMUNITY SUB-FUND SURREY**

- 4.1 The Fund Agreement Surrey shall include terms as follows:

**Awards Panel Surrey**

- 4.1.1 the Awards Panel Surrey shall comprise no more than six members, with two of those members being GAL representatives, at least one being from the Community Foundation for Surrey, and one being from Surrey County Council (should Surrey County Council be unable to send a representative the panel shall continue to meet and fulfil its objectives).
- 4.1.2 a Community Foundation for Surrey representative shall act as a neutral chair of the Awards Panel Surrey.
- 4.1.3 the Community Foundation for Surrey shall appoint the remaining Awards Panel Surrey members and invite applications for those positions, such appointments to be reviewed from time to time.

**Payment and administration**

- 4.1.4 Arrangements for the payment and administration of the London Gatwick Community Sub-Fund Surrey.
- 4.1.5 The London Gatwick Community Sub-Fund Surrey shall be available to be awarded to applicants and used for the administration cost of the London Gatwick Community Sub-Fund Surrey such administration cost not to exceed 15% (fifteen per cent) of the value of the London Gatwick Community Sub-Fund Surrey in any year.
- 4.1.6 The use of the London Gatwick Community Sub-Fund Surrey shall not be time-limited and any funds not awarded in a 12 (twelve) month period will be rolled forward for the next year.

**Application process and use of funds**

- 4.1.7 Eligibility criteria for making an application for use of the London Gatwick Community Sub-Fund Surrey.
- 4.1.8 The application process for use of funds which shall require the applicant to describe how they have been impacted by the operations of Gatwick Airport.
- 4.1.9 The review process to be followed by the Awards Panel Surrey upon receipt of an application including the criteria against which applications shall be measured in accordance with paragraph 4.2 below and which shall be publicised widely in a manner agreed by the Awards Panel Surrey.
- 4.1.10 That the grant of any funds from the London Gatwick Community Sub-Fund Surrey shall include reporting requirements on the actual use of the funds and a repayment mechanism in the event that the funds are not used.
- 4.1.11 The London Gatwick Community Sub-Fund Surrey may not be applied otherwise than for the purposes set out in this Deed and in accordance with the charitable objectives of the Community Foundation for Surrey.
- 4.1.12 Vest such powers as may be necessary in the Awards Panel Surrey so as to enable the Awards Panel Surrey to use the London Gatwick Community Sub-Fund Surrey for the purpose set out within this Deed within the Area of Benefit Surrey.
- 4.1.13 That the Community Foundation for Surrey shall consult the Awards Panel Surrey before changing its charitable objectives to ensure that the purposes of the London Gatwick Community Sub-Fund Surrey are not thereby prejudiced.

**Reporting and monitoring**

- 4.1.14 The reporting requirements of the Community Foundation for Surrey in respect of the London Gatwick Community Sub-Fund Surrey which shall include annual reporting to enable GAL to comply with its reporting obligations set out in this Deed at paragraph 7.
- 4.2 In determining any application for the use of the London Gatwick Community Sub-Fund Surrey, the Awards Panel Surrey shall give priority to:

- 4.2.1 those schemes, measures and projects which support any of the following:
- (A) further employment, training and skills in the local area.
  - (B) families and children in need;
  - (C) combating social isolation and disadvantage;
  - (D) providing opportunities for young people; and
  - (E) improving access to facilities for the elderly and seek to reduce isolation in the older generation;
  - (F) landscaping and ecological enhancement; and/or
  - (G) community facilities;
- 4.2.2 and those schemes, measures and projects which:
- (A) can demonstrate how the applicant has been affected by the construction and operation of the Project or the operation of Gatwick Airport including by reason of proximity to Gatwick Airport or an identified impact;
  - (B) are not inconsistent with approved policies or plans of relevant local authorities;
  - (C) have been identified as priorities to the communities within parish, neighbourhood and/or community plans or any such equivalent plan;
  - (D) can demonstrate overall value for money in terms of cost and effectiveness;
  - (E) can demonstrate a contribution to developing and maintaining sustainable communities throughout the Area of Benefit Surrey; and
  - (F) complement other measures committed in this Deed or practised by the parties.
- 4.3 On or before the Commencement Date GAL shall enter into a Fund Agreement Surrey with the Community Foundation for Surrey which shall secure the terms set out in this Deed at paragraph 4.1 and 4.2 and shall provide evidence of the same to the Councils.
5. **LONDON GATWICK COMMUNITY SUB-FUND SUSSEX**
- 5.1 The Fund Agreement Sussex shall include terms as follows:
- Awards Panel Sussex**
- 5.1.1 the Awards Panel Sussex shall comprise no more than six members, with two of those members being GAL representatives, at least one being from Sussex Community Foundation, one being from East Sussex County Council and one being from WSCC (should East Sussex County Council or WSCC be unable to send a representative the panel shall continue to meet and fulfil its objectives).
- 5.1.2 a Sussex Community Foundation representative shall act as a neutral chair of the Awards Panel Sussex.
- 5.1.3 The Sussex Community Foundation shall appoint the remaining Awards Panel Sussex members and invite applications for those positions, such appointments to be reviewed from time to time.
- Payment and administration**
- 5.1.4 Arrangements for the payment and administration of the London Gatwick Community Sub-Fund Sussex.
- 5.1.5 The London Gatwick Community Sub-Fund Sussex shall be available to be awarded to applicants and used for the administration cost of the London Gatwick Community Sub-Fund Sussex such administration cost not to exceed 15% (fifteen per cent) of the value of the London Gatwick Community Sub-Fund Sussex in any year.

- 5.1.6 The use of the London Gatwick Community Sub-Fund Sussex shall not be time-limited and any funds not awarded in a 12 (twelve) month period will be rolled forward for the next year.

**Application process and use of funds**

- 5.1.7 Eligibility criteria for making an application for use of the London Gatwick Community Sub-Fund Sussex.
- 5.1.8 The application process for use of funds which shall require the applicant to describe how they have been impacted by the operations of Gatwick Airport.
- 5.1.9 The review process to be followed by the Awards Panel Sussex upon receipt of an application including the criteria against which applications shall be measured in accordance with paragraph 5.2 below and which shall be publicised widely in a manner agreed by the Awards Panel Sussex.
- 5.1.10 That the grant of any funds from the London Gatwick Community Sub-Fund Sussex shall include reporting requirements on the actual use of the funds and a repayment mechanism in the event that the funds are not used.
- 5.1.11 The London Gatwick Community Sub-Fund Sussex may not be applied otherwise than for the purposes set out in this Deed and in accordance with the charitable objectives of the Sussex Community Foundation.
- 5.1.12 Vest such powers as may be necessary in the Awards Panel Sussex so as to enable the Awards Panel Sussex to use the London Gatwick Community Sub-Fund Sussex for the purpose set out within this Deed within the Area of Benefit Sussex.
- 5.1.13 That the Sussex Community Foundation shall consult the Awards Panel Sussex before changing its charitable objectives to ensure that the purposes of the London Gatwick Community Sub-Fund Sussex are not thereby prejudiced.

**Reporting and monitoring**

- 5.1.14 The reporting requirements of the Sussex Community Foundation in respect of the London Gatwick Community Sub-Fund Sussex which shall include annual reporting to enable GAL to comply with its reporting obligations set out in this Deed at paragraph 7.
- 5.2 In determining any application for the use of the London Gatwick Community Sub-Fund Sussex, the Awards Panel Sussex shall give priority to:
- 5.2.1 those schemes, measures and projects which support any of the following:
- (A) further employment, training and skills in the local area;
  - (B) families and children in need;
  - (C) combating social isolation and disadvantage;
  - (D) providing opportunities for young people;
  - (E) improving access to facilities for the elderly and seek to reduce isolation in the older generation;
  - (F) landscaping and ecological enhancement; and/or
  - (G) community facilities.
- 5.2.2 and those schemes, measures and projects which:
- (A) can demonstrate how the applicant has been affected by the construction and operation of the Project or the operation of Gatwick Airport including by reason of proximity to Gatwick Airport or an identified impact;
  - (B) are not inconsistent with approved policies or plans of relevant local authorities;

- (C) have been identified as priorities to the communities within parish, neighbourhood and/or community plans or any such equivalent plan;
  - (D) can demonstrate overall value for money in terms of cost and effectiveness;
  - (E) can demonstrate a contribution to developing and maintaining sustainable communities throughout the Area of Benefit Sussex; and
  - (F) complement other measures committed in this Deed or practised by the parties.
- 5.3 On or before the Commencement Date GAL shall enter into a Fund Agreement Sussex with Sussex Community Foundation which shall secure the terms set out in this Deed at paragraph 5.1 and 5.2 and shall provide evidence of the same to the Councils.

## 6. REVIEW OF ARRANGEMENTS

- 6.1 At any time following the Commencement Date GAL may review the Relevant Community Foundation's administration and the application of the Relevant Community Sub-Fund for the purposes of determining whether the Relevant Community Foundation and the proposals for distribution and use of the London Gatwick Community Fund remain appropriate given the overall purpose of the same as set out in this Deed **PROVIDED THAT** in undertaking this review GAL shall consult with the Relevant Community Foundation and the Relevant Local Authorities and take into account their reasonable representations.
- 6.2 Where less than 50% (fifty per cent) of the Relevant Community Sub-Fund has been distributed for a continuous period of 5 (five) years, GAL shall carry out a review pursuant to paragraph 6.1.
- 6.3 Paragraph 6.4 shall apply if, following a review carried out by GAL pursuant to paragraph 6.1, GAL (and having considered the reasonable representations of the Relevant Community Foundation and the Relevant Local Authorities) determines that it no longer considers the administration and application of the Relevant Community Sub-Fund by the Relevant Community Foundation remains the most appropriate mechanism to achieve the purposes of the London Gatwick Community Fund and serves notice on the Relevant Community Foundation to that effect.
- 6.4 Where this paragraph applies, GAL shall:
- 6.4.1 agree in writing with the Councils an alternative mechanism to achieve the purposes of the London Gatwick Community Fund; and
  - 6.4.2 provide evidence to the Councils that it has put in place such other mechanism which may include establishing a new charity which shall operate on comparable terms to those set out in this Deed at paragraphs 3.1, 4.1 and 5.1; and
  - 6.4.3 only thereafter cease to make payments to the Relevant Community Foundation pursuant to paragraph 2.3.
- 6.5 Following the 17<sup>th</sup> (seventeenth) anniversary of the Commencement of Dual Runway Operations GAL may conduct a review of the arrangements for the London Gatwick Community Fund which are secured under this Schedule and GAL may subsequently propose changes to the arrangements to the Councils for their agreement in writing PROVIDED THAT the provisions of this Schedule shall continue in force unless and until replaced by such agreement.

## 7. MONITORING AND REPORTING

- 7.1 GAL shall report to the Councils on an annual basis not more than 10 (ten) Working Days following the anniversary of the Commencement Date the following information for the preceding 12-month period:
- 7.1.1 evidence to the Councils of a transfer of the Relevant Community Sub-Fund;



- 7.1.2 the total amount awarded by the Relevant Community Foundation out of the Relevant Community Sub-Fund;
- 7.1.3 the names of the projects/schemes that were awarded funds out of the Relevant Community Sub-Fund;
- 7.1.4 the remaining value of the Relevant Community Sub-Fund which will be carried forward for the next year;
- 7.1.5 the amount of any administration costs incurred and deducted from the Sub-Fund in any given year and evidence of funds incurred; and
- 7.1.6 where less than 50% (fifty per cent) of the Relevant Community Sub-Fund has been distributed, an explanation as to why and what measures GAL (and the Relevant Community Sub-Fund) is taking to ensure greater take up by eligible projects.

**SCHEDULE 5  
EMPLOYMENT, SKILLS AND BUSINESS**

**1. DEFINITIONS AND INTERPRETATION**

1.1 Where in this Schedule the following defined terms and expressions are used they shall have the following respective meanings unless otherwise stated:

**"Construction Industry Training Board"** means the charity of that name whose registered charity number is 264289;

**"Draft ESBS Implementation Plan"** means the document at **Appendix 6**;

**"Employment Skills and Business Strategy"** or **"ESBS"** means the document at **Appendix 5**;

**"ESBS Fund"** means a fund of £20,000,000 (twenty million pounds);

**"ESBS Implementation Plan"** means a plan produced by GAL setting out the activities that will be delivered in general accordance with the ESBS and the Draft ESBS Implementation Plan;

**"ESBS Annual Report"** means a report on the activities carried out under the ESBS Implementation Plan in the previous year; and

**"ESBS Steering Group"** means the group of that name established pursuant to paragraph 4.

**2. ESBS FUND**

2.1 GAL shall make the ESBS Fund available in accordance with section 6 the ESBS.

2.2 The ESBS Fund shall be allocated in accordance with each ESBS Implementation Plan approved by the ESBS Steering Group from time to time.

**3. ESBS IMPLEMENTATION PLAN**

3.1 GAL shall submit an ESBS Implementation Plan to the ESBS Steering Group for approval:

3.1.1 on or before the Commencement Date;

3.1.2 on or before the Commencement of Airfield Works;

3.1.3 on or before the Commencement of Dual Runway Operations;

3.1.4 on or before the third anniversary of the Commencement of Dual Runway Operations;

3.1.5 on or before the sixth anniversary of the Commencement of Dual Runway Operations; and

3.1.6 at any other time agreed by the ESBS Steering Group.

3.2 The ESBS Implementation Plan must be in general accordance with the ESBS and the Draft ESBS Implementation Plan and shall include the information set out in section 5.1 of the ESBS.

3.3 GAL shall implement the ESBS Implementation Plan as approved by the ESBS Steering Group from time to time PROVIDED THAT it is agreed that GAL will be reliant on third parties as part of delivery of the ESBS Implementation Plan.

**4. ESBS STEERING GROUP**

4.1 On or before the Commencement Date, GAL shall establish the ESBS Steering Group which shall exist until the end of the Project Period to ensure that the strategic direction of the programme, expenditure and the delivery of actions and outcomes in the ESBS Implementation Plan reflects the ESBS.

4.2 The ESBS Steering Group shall comprise:

4.2.1 one representative of GAL;

- 4.2.2 one representative of CBC;
  - 4.2.3 one representative of WSCC;
  - 4.2.4 one representative of East Sussex County Council;
  - 4.2.5 one representative of Kent County Council;
  - 4.2.6 one representative of SCC;
  - 4.2.7 one representative of a local business membership organisation;
  - 4.2.8 one representative of the local education and skills sector;
  - 4.2.9 one representative of a relevant regional economic partnership organisation; and
  - 4.2.10 one representative of the Construction Industry Training Board,
- or such alternates from the same institution as may be nominated by those representatives from time to time.

4.3 The ESBS Steering Group shall:

- 4.3.1 meet no later than three months after the Commencement Date and then annually unless otherwise agreed by the ESBS Steering Group;
- 4.3.2 be quorate if at least three members (at least one of which is a member representing GAL and one of which is a local authority member) are present;
- 4.3.3 be chaired by the member representing GAL;
- 4.3.4 make such terms of reference for its governance, administration and decision-making as it considers appropriate at the first meeting of the ESBS Steering Group; and
- 4.3.5 make such further administrative arrangements and terms of reference as it considers appropriate for its proper and efficient functioning from time to time.

4.4 GAL shall be responsible for the administration of convening and holding meetings of the ESBS Steering Group.

5. **ESBS ANNUAL REPORT**

5.1 No less than 20 (twenty) Working Days before an annual meeting of the ESBS Steering Group, GAL shall submit to the ESBS Steering Group the ESBS Annual Report.

## SCHEDULE 6 BIODIVERSITY AND LANDSCAPING

### 1. DEFINITIONS AND INTERPRETATION

Where in this Schedule the following defined terms and expressions are used they shall have the following respective meanings unless otherwise stated:

**"Annual Report"** means the end of year report published annually by the Gatwick Greenspace Partnership which includes a report of the funds it has received in the preceding financial year;

**"DCO Requirement 39"** means a requirement in Schedule 2 to the Development Consent Order which is requirement 39 included in the Draft Development Consent Order submitted at Deadline 8 of the examination of the Application but shall be modified as far as may be necessary to reflect changes and/ or renumbering of requirements in the Development Consent Order as made by the Secretary of State pursuant to the Application;

**"Financial Year"** means from and including 1 April to and including 31 March in any given year;

**"Gatwick Greenspace Partnership"** or **"GGP"** means the community project run by the Sussex Wildlife Trust that works to benefit people, wildlife and the countryside between Horsham, Crawley, Horley, Reigate and Dorking;

**"GAL GGP Contribution"** means the sum of £76,000;

**"GAL Matching Contribution"** means the sum to be paid annually to the Sussex Wildlife Trust pursuant to paragraph 2.3 of this Schedule;

**"Landscape and Ecology Delivery Contribution"** means the sum of £30,000 paid in accordance with paragraph 3.1 of this Schedule;

**"LED Ecologist"** means a suitably qualified and experienced ecologist employed by WSCC or SCC to undertake the functions as set out in paragraph 4.2 of this Schedule;

**"Local Authority GGP Contribution"** means the total value of funds contributed by each of the Councils and the Adjoining Authorities to the Gatwick Greenspace Partnership in the preceding financial year as reported in the Annual Report;

**"Local Nature Recovery Strategy"** means any strategy designated under the Environment Act 2021;

**"Surrey Local Nature Recovery Strategy"** means the strategy designated with such name under the Environment Act 2021;

**"Sussex Local Nature Recovery Strategy"** means the strategy designated with such name under the Environment Act 2021; and

**"Sussex Wildlife Trust"** means the registered charity of that name whose registered charity number is 207005 and whose company number is 698851.

### 2. GATWICK GREENSPACE PARTNERSHIP

2.1 On or before the Commencement Date and annually thereafter on the anniversary of the same until the end of the Project Period, GAL shall pay to the Sussex Wildlife Trust the GAL GGP Contribution and provide evidence to the Councils that the same has been paid.

2.2 Within 30 (thirty) Working Days of the end of the Financial Year, any of the Councils or the Adjoining Authorities may provide GAL with evidence of the value of non-financial contributions made to the Gatwick Greenspace Partnership by that local authority in the preceding Financial Year.

2.3 Within but no later than 30 (thirty) Working Days of the publication of the Annual Report (or the information pursuant to paragraph 2.2 whichever is later), GAL shall pay to the Sussex Wildlife Trust:

2.3.1 a sum which is the same as the Local Authority GGP Contribution; and

2.3.2 a sum which is the same as the value of any non-financial contributions evidenced to GAL pursuant to paragraph 2.2;

PROVIDED THAT the total payment required to be made by GAL under this paragraph 2.3 shall not exceed £19,000 in respect of any Financial Year.

2.4 On or before the Commencement Date, GAL shall enter into a fund agreement with Sussex Wildlife Trust to provide for the payment of the GAL GGP Contribution and the GAL Matching Contribution each on an annual basis to be held as a restricted fund for use by the Gatwick Greenspace Partnership.

### 3. **LANDSCAPE AND ECOLOGY DELIVERY CONTRIBUTION**

3.1 On or before the Commencement of Airfield Works and annually thereafter until the end of the Project Period, GAL shall pay to WSCC the Landscape and Ecology Delivery Contribution.

3.2 WSCC shall use the Landscape and Ecology Delivery Contribution to deliver the following objectives in consultation with the Councils and Adjoining Authorities:

3.2.1 delivering a Local Nature Recovery Strategy to provide enhanced habitat connectivity within the wider landscape;

3.2.2 delivering habitat restoration and habitat creation projects as part of the Sussex Local Nature Recovery Strategy and the Surrey Local Nature Recovery Strategy; and

3.2.3 delivering species conservation initiatives.

3.3 From the first anniversary of the Commencement of Airfield Works and annually thereafter until the first anniversary of the end of the Project Period, WSCC shall submit a report to GAL setting out the activities that the Landscape and Ecology Delivery Contribution has been used for in the previous year.

3.4 In the event that any trees have been provided pursuant to the Landscape and Ecology Delivery Contribution in a given year, CBC shall provide a report to GAL from the first anniversary of the Commencement of Airfield Works and annually thereafter until the first anniversary of the end of the Project Period setting out the number of trees (if any) that have been provided within the Crawley Borough administrative area in the previous year.

3.5 The number of trees planted in within Crawley Borough administrative area reported under paragraph 3.4 of this Schedule shall be considered to have been provided as part of the authorised development for the purposes of the tree balance statement required to be submitted to CBC for approval under DCO Requirement 39.

### 4. **ECOLOGIST CONTRIBUTION**

4.1 On or before the Commencement of Airfield Works and annually thereafter until the end of the Project Period, GAL shall pay to CBC £40,000 towards the employment of the LED Ecologist.

4.2 The LED Ecologist shall be responsible for:

4.2.1 identifying and co-ordinating activities that would deliver the objectives in paragraph 3.2 of this Schedule, including through partnership with private landowners; and

4.2.2 preparing the report required under paragraph 3.3 of this Schedule.

## SCHEDULE 7 HEALTH

### 1. DEFINITIONS AND INTERPRETATION

1.1 Where in this Schedule the following defined terms and expressions are used they shall have the following respective meanings unless otherwise stated:

**"Hardship Fund"** means the fixed non-accruing sum of:

- £25,000 (twenty-five thousand pounds) per annum from and including the Commencement Date up to but excluding the Commencement of Dual Runway Operations; or
- £50,000 (fifty thousand pounds) per annum from and including the Commencement of Dual Runway Operations up to but excluding the ninth anniversary of the Commencement of Dual Runway Operations; or
- £25,000 (twenty-five thousand pounds) per annum from and including the ninth anniversary of Commencement of Dual Runway Operations up to and including 31 December 2047,

as the context requires and made available for the purpose of mitigating the hardship suffered by individuals living in the Relevant Area as a result of the Project;

**"Hardship Scheme"** has the meaning given in paragraph 2.2 of this Schedule;

**"Hardship Scheme Applicant"** means a resident within the Relevant Area who has had an application made on their behalf to obtain funding from the Hardship Scheme;

**"Hardship Scheme Plan"** means the plan included at **Appendix 7** of this Agreement;

**"On-Site First Responders"** means personnel on-site at Gatwick Airport with appropriate training and equipment to provide first responder healthcare for passengers experiencing a medical event;

**"Relevant Area"** means the area shown on the Hardship Scheme Plan; and

**"Relevant ICB"** means the NHS Sussex Integrated Care Board or the NHS Surrey Heartlands Integrated Care Board or any alternative or equivalent organisation established to fulfil the same function.

### 2. HARSHIP SCHEME

2.1 Prior to the Commencement Date, GAL shall either:

2.1.1 provide to WSCC evidence of agreement to involvement in the Hardship Scheme as set out in paragraphs 2.3 to 2.7 (inclusive) of this Schedule by each of the Relevant ICBs to the reasonable satisfaction of WSCC (in consultation with the other Councils); or

2.1.2 agree in writing an alternative mechanism for the distribution of the Hardship Fund with the Councils,

and shall not Commence Development until this paragraph has been complied with unless otherwise agreed with the Councils.

2.2 From and including the Commencement Date up to and including 31 December 2047, GAL shall make available the Hardship Fund on an annual basis for the purpose of mitigating hardship suffered by individuals living in the Relevant Area as a result of the Project (the **"Hardship Scheme"**).

2.3 A Relevant ICB may make a formal written application to GAL identifying all of the following:

2.3.1 a Hardship Scheme Applicant who, at the time of making the application, has, in the opinion of the Relevant ICB, exceptional vulnerability related to at least one of the following characteristics, evidenced by written medical advice from an appropriate qualified medical professional:

- (A) a severe long-term medical condition; or
  - (B) a physical or intellectual disability at the time the formal written application is made and which is expected to continue during the period of the relevant Project change;
- or the Hardship Scheme Applicant has a dependant with either A or B living in the affected property with the Hardship Scheme Applicant; and
- 2.3.2 a written statement explaining how the Hardship Scheme Applicant's exceptional circumstances as set out in paragraph 2.3.1 would give rise to particular hardship relating to severe and inequitable health outcomes as a result of the effects of the Project; and
  - 2.3.3 that the qualifying hardship only relates to exceptional vulnerability which is not mitigated by other mitigation measures secured under the Development Consent Order; and
  - 2.3.4 the sum requested from the Hardship Scheme to be paid to the Hardship Scheme Applicant to fund:
    - (A) specific extra care needs;
    - (B) home modifications; or
    - (C) short-term respite accommodation periods if unacceptable disruption would be experienced by the Hardship Scheme Applicant.
- 2.4 GAL shall notify the Relevant ICBs of the contact information to be used for making an application pursuant to paragraph 2.3. and shall ensure that any change to that information is communicated to the Relevant ICBs.
- 2.5 As soon as reasonably practicable and in any event within 60 Working Days of receipt of a recommendation made by a Relevant ICB for a Hardship Scheme Applicant under the Hardship Scheme and Provided That the Hardship Scheme Applicant meets the eligibility criteria outlined in paragraph 2.2, and GAL is satisfied that the exceptional hardship has been exacerbated as a result of the effects of the Project, GAL shall award a payment out of the funds available within the Hardship Fund to the eligible Hardship Scheme Applicant in accordance with the sum requested in paragraph 2.3.4.
- 2.6 Payments awarded under the Hardship Scheme may not exceed £5,000 (five thousand pounds) per household unless otherwise agreed by GAL upon the recommendation of the Relevant ICB.
- 2.7 Only one payment may be awarded under the Hardship Scheme per household unless otherwise agreed by GAL upon the recommendation of the Relevant ICB.
- 2.8 On or before 31 March of any year from and including the Commencement Date up to and including 31 December 2047, GAL shall share with the Councils:
- 2.8.1 the number of applications under the Hardship Scheme put forward by each Relevant ICB in the previous calendar year;
  - 2.8.2 the number of applications to the Hardship Scheme which have been successful in the previous calendar year; and
  - 2.8.3 the percentage of the Hardship Fund which has been distributed to Hardship Scheme Applicants in the previous calendar year.
3. **AMBULANCE INFORMATION**
- 3.1 From the Commencement of Dual Runway Operations for the duration of the Monitoring Period, GAL shall monitor the number of passengers transferred to hospital from Gatwick Airport (excluding those arriving via air ambulance) where GAL's Control Centre has requested an ambulance from the South East Coast Ambulance Trust.
  - 3.2 Starting three months following the Commencement of Dual Runway Operations for the duration of the Monitoring Period, GAL shall share the data recorded pursuant to

paragraph 3.1 annually with the WSCC as an annual rate of passengers transferred to hospital as a percentage of total passengers.

4. **FIRST RESPONDER PROVISION**

4.1 From the Commencement of Dual Runway Operations for the duration of the Monitoring Period, GAL will retain a number of On-Site First Responders at Gatwick Airport.

4.2 The number of On-Site First Responders retained at Gatwick Airport will change at a scale reasonably proportionate to the change in passenger numbers.



**SCHEDULE 8  
HOMELESSNESS PREVENTION FUND**

**1. DEFINITIONS AND INTERPRETATION**

1.1 Where in this Schedule the following defined terms and expressions are used they shall have the following respective meanings unless otherwise stated:

**"Drawdown Request"** means a written request from CBC to GAL requesting funds from the Homelessness Prevention Fund in accordance with paragraph 2.2;

**"Homelessness Costs"** means costs incurred by the Councils from dealing with the direct costs of homelessness;

**"Homelessness Prevention Fund"** means the fixed non-accruing sum of £1,000,000 (one million pounds) made available for the purposes set out in paragraph 2.2 of this Schedule to mitigate potential impacts on the availability of Short-term and Temporary Accommodation related to non-home-based workers used as part of the Project;

**"Relevant Area"** means the Northern West Sussex Housing Market Area shown outlined in black on the plan in **Appendix 8** to this Agreement and the area within the administrative boundary of Horley Town Council; and

**"Short-term and Temporary Accommodation"** means accommodation with arrangements for letting, licencing or otherwise for terms up to 1 year.

**2. HOMELESSNESS PREVENTION FUND**

2.1 GAL shall make available the Homelessness Prevention Fund from and including the Commencement of Airfield Works until the earlier of, the ninth anniversary of the Commencement of Dual Runway Operations or the value of the Homelessness Prevention Fund being zero.

2.2 At any time that the Homelessness Prevention Fund is available, CBC may submit to GAL for its approval, a Drawdown Request. A Drawdown Request must include:

2.2.1 evidence of the need for funds from the Homelessness Prevention Fund as a result of the Project for the proposed purpose;

2.2.2 the value of the Homelessness Prevention Fund CBC is requesting to drawdown; and

2.2.3 the purposes for which CBC intends to use the value in the Drawdown Request.

2.3 The Parties agree that an increase above the national average of any of the following within the Relevant Area, shall be deemed to be sufficient evidence for the purposes of paragraph 2.2.1:

2.3.1 homelessness presentations;

2.3.2 use of emergency and temporary accommodation;

2.3.3 use of discretionary housing payments; or

2.3.4 licence applications or enforcement action in respect of HMO.

2.4 The Parties also agree that where any one local authority has an exceptional difficulty in meeting its duty under the Housing Act 1996 which cannot be/is not being mitigated elsewhere in the Relevant Area, it may be agreed between the local authority and GAL that this is sufficient evidence for the purposes of paragraph 2.2.1.

2.5 The parties agree that the purposes set out in the Drawdown Request for which CBC may use the fund are limited to:

2.5.1 enhancing Short-term and Temporary Accommodation within the Relevant Area through the change of use of existing premises or through the construction of new premises or otherwise;

2.5.2 meeting Homelessness Costs; and/or

- 2.5.3 any other measures agreed with GAL which would have the effect of reducing pressures on Short-term and Temporary Accommodation within the Relevant Area.
- 2.6 Upon receipt of a validly made Drawdown Request, GAL shall within 60 (sixty) Working Days pay to CBC the value stated in the Drawdown Request.
- 2.7 CBC must use any payment received from the Homelessness Prevention Fund for the purposes set out in the Drawdown Request.
- 3. **REPORTING**
- 3.1 On 31 March following any calendar year in which funds have been drawn down from the Homelessness Prevention Fund, CBC shall report to GAL how those funds were applied and the effectiveness of such measures in reducing homelessness.

**SCHEDULE 9  
COUNCIL RESOURCES**

**1. DEFINITIONS AND INTERPRETATION**

1.1 Where in this Schedule the following defined terms and expressions are used they shall have the following respective meanings unless otherwise stated:

**"Design Principles Document"** means the design principles in Appendix 1 to the Design and Access Statement certified as such pursuant to the Development Consent Order;

**"DCO Discharge Submission"** means an application made to a local authority for agreement, endorsement or approval which is required by the Development Consent Order to which Part 1 (General Procedure) of Schedule 11 to the Development Consent Order applies;

**"Planning Officer Contribution"** means the sum of £72,000 (seventy-two thousand pounds);

**"Planning Administration Costs Contribution"** means the sum of £5,022 (five thousand and twenty-two pounds);

**"Planning Performance Agreement(s)"** means an agreement(s) under which the relevant costs of the local authorities will be met by GAL; and

**"Principal Planning Officer"** means a suitably qualified and experienced Grade L officer employed on a full-time contract by CBC to be dedicated to the planning matters of Gatwick Airport.

**2. CBC PLANNING OFFICER CONTRIBUTION**

2.1 GAL shall pay the Planning Officer Contribution to CBC to contribute to the direct and all associated costs of employing a Principal Planning Officer:

2.1.1 no less than 4 (four) months prior to the Commencement Date; and

2.1.2 on every anniversary of the Commencement Date thereafter until the first anniversary of the Commencement of Dual Runway Operations unless otherwise agreed with CBC.

2.2 In the event that the Planning Officer Contribution ceases on the first anniversary of the Commencement of Dual Runway Operations, GAL shall thereafter pay any necessary contributions to the costs of administering any planning matters related to the Project to CBC in accordance with the Planning Performance Agreement(s) agreed pursuant to paragraph 5 of this Schedule.

2.3 Within 10 (ten) Working Days of the Commencement Date CBC shall confirm to GAL the name of the person carrying out the role of the Principal Planning Officer and notify GAL of any change to that from time to time.

2.4 In the event that any part of the Planning Officer Contribution paid to CBC pursuant to paragraph 2.1 is not Committed for the purposes provided for within this Schedule within 3 (three) years of the date of the receipt of payment, CBC shall repay that part to GAL together with any interest accrued within 14 days from the expiry of that 3 (three) year period.

**3. CBC PLANNING ADMINISTRATION COSTS CONTRIBUTION**

3.1 GAL shall pay the Planning Administration Costs Contribution to CBC to contribute toward the cost of administration related to the Project:

3.1.1 No less than 4 (four) months prior to the Commencement Date; and

3.1.2 on every anniversary of the Commencement Date thereafter until the first anniversary of the Commencement of Dual Runway Operations unless otherwise agreed with CBC.

- 3.2 In the event that the Planning Administration Costs Contribution ceases on the first anniversary of the Commencement of Dual Runway Operations, GAL shall pay any necessary contributions to the costs of administering any planning matters related to the Project to CBC in accordance with the Planning Performance Agreement(s) agreed pursuant to paragraph 5 of this Schedule.
- 3.3 The Planning Administration Costs Contribution shall be used by CBC for a maximum of 5 (five) hours per week to carry out the following:
- 3.3.1 registering a request from GAL for pre-application advice;
  - 3.3.2 registering and validating a DCO Discharge Submission including:
    - (A) checking the validity of documents provided and liaison with GAL; and
    - (B) publishing information on the statutory planning register and weekly planning lists;
  - 3.3.3 co-ordinating consultation of third parties to the extent required by the Development Consent Order; and
  - 3.3.4 general administrative support to the Principal Planning Officer.
- 3.4 In the event that any part of the Planning Administration Costs Contribution paid to CBC pursuant to paragraph 3.1 is not Committed for the purposes provided for within this Schedule within 3 (three) years of the date of the receipt of payment, CBC shall repay that part to GAL together with any interest accrued within 14 (fourteen) days from the expiry of that 3 (three) year period.

#### **4. PLANNING OFFICER RESPONSIBILITIES**

- 4.1 The Principal Planning Officer shall be the main point of contact for GAL at CBC and shall be responsible for:
- 4.1.1 being a dedicated point of contact responsible for carrying out or coordinating the CBC's functions in relation to the Project;
  - 4.1.2 representing CBC at a monthly update meeting with GAL to discuss matters relating to the Project and updates on DCO Discharge Submissions;
  - 4.1.3 arranging and attending any meeting on behalf of CBC with GAL within 10 (ten) Working Days of initial receipt of request by GAL in writing subject to receipt from GAL of information required for and to be considered at the meeting not less than 10 (ten) Working Days of the request;
  - 4.1.4 arranging and attending a site visit prior to pre-application meetings (where appropriate and feasible);
  - 4.1.5 circulating notes of any pre-application meetings held with GAL within 5 Working Days of the meeting unless another timeframe is agreed in writing by GAL;
  - 4.1.6 dealing with DCO Discharge Submissions on behalf of CBC;
  - 4.1.7 managing any matters in relation to this Deed including discharges of obligations by GAL under this Deed; and
  - 4.1.8 representing CBC at any design review meetings held pursuant to the Design Principles Document and co-ordinating attendance of any other CBC officers who is required to attend.

#### **5. PLANNING PERFORMANCE AGREEMENT**

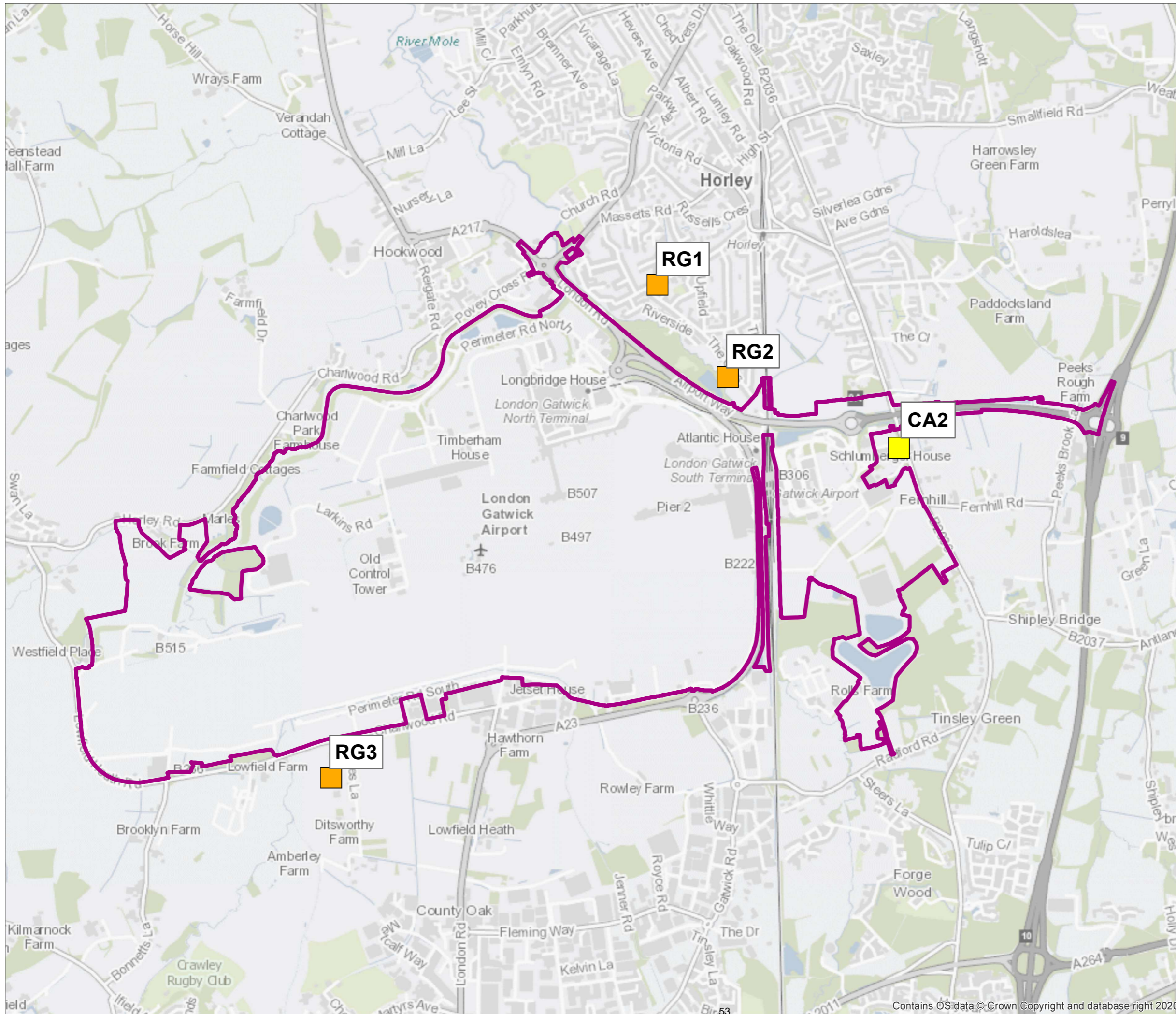
- 5.1 The Parties will enter into negotiations in good faith to complete a Planning Performance Agreement(s) with each other, Mole Valley District Council and Tandridge District Council.
- 5.2 The Parties will use reasonable endeavours to complete a Planning Performance Agreement(s) as soon as reasonably practicable after the date of this Deed and in any event no later than 27 November 2024.

- 5.3 In the event that any other local authority is named as a discharging authority or consultee under the Development Consent Order as made, the Applicant will enter into negotiations in good faith to complete a Planning Performance Agreement(s) with any such local authority.
- 5.4 The Applicant will use reasonable endeavours to complete a Planning Performance Agreement(s) under paragraph 5.4 as soon as reasonably practicable after the date on which the Development Consent Order is made and in any event no later than the Commencement Date.
- 5.5 The Planning Performance Agreement(s) will include provision for:
  - 5.5.1 compliance with agreed performance standards;
  - 5.5.2 a dedicated point of contact at each of the local authorities who shall be responsible for carrying out or coordinating the local authorities' functions in relation to the Project;
  - 5.5.3 the scope of activities carried out by the local authorities and their consultants to be covered under the Planning Performance Agreement(s);
  - 5.5.4 for the recovery of relevant costs from GAL of time spent by the local authorities and their consultants in giving their agreement, endorsement or approval to a DCO Discharge Submission or in their role as a consultee to a DCO Discharge Submission at any point from the date on which the Development Consent Order is made which is not covered by the contributions under paragraph 2.1 and 3.1;
  - 5.5.5 an agreed hourly and/or daily rate cost recovery basis which shall include indexation; and
  - 5.5.6 the arrangements for invoicing, the payment terms and the provision of evidence of work carried out.

**APPENDIX 1**  
**AIR QUALITY MONITORING SITE LOCATIONS**

**Funded Monitoring**

- Automatic - Reigate and Banstead Borough Council
- Automatic - Crawley Borough Council
- Project Site Boundary

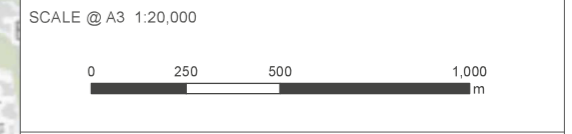


DOCUMENT  
**Environmental Statement**

DRAWING TITLE  
**RG1 , RG2 & RG3  
CA2**

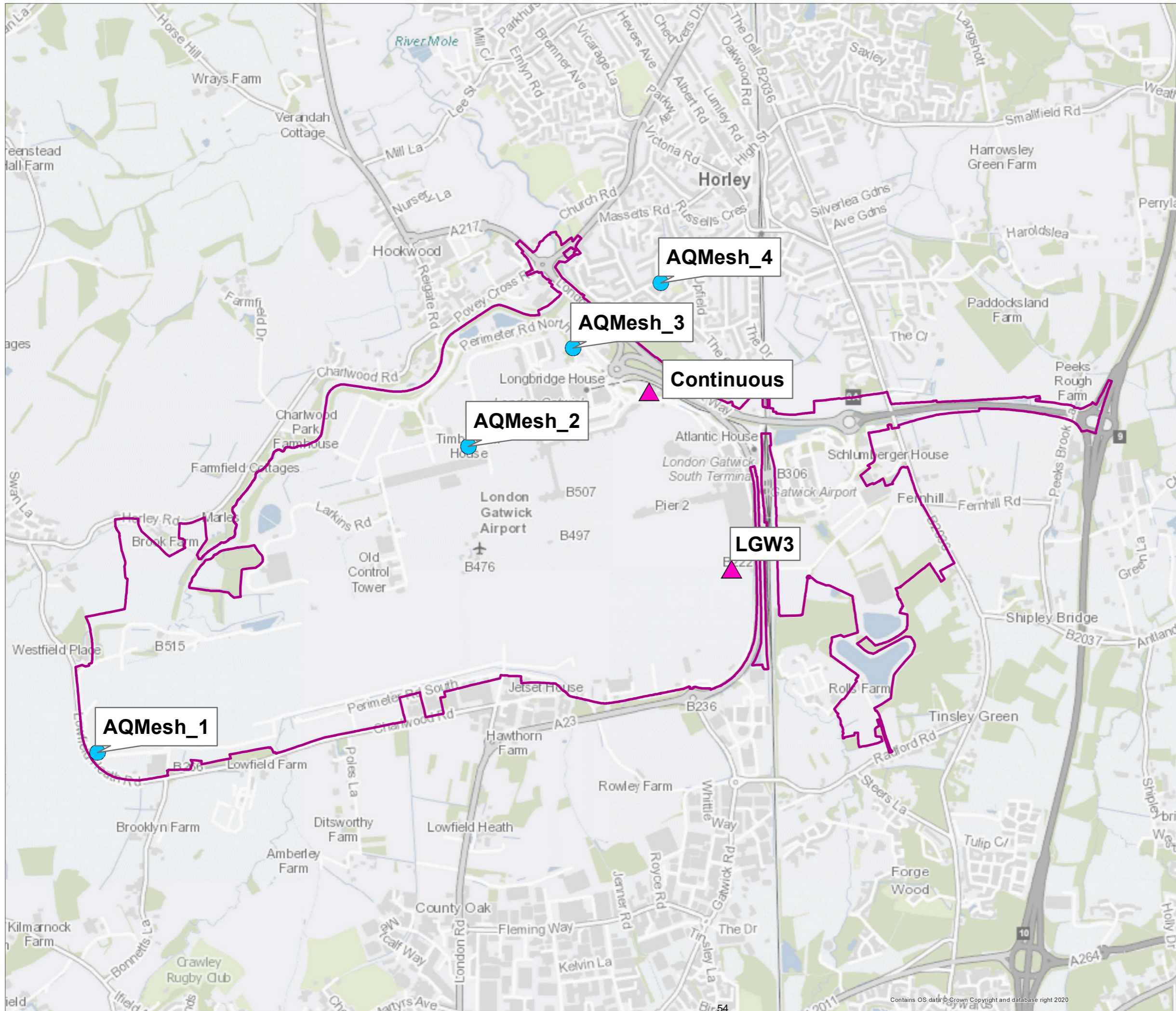
DATE  
**August 2024**

ORIENTATION	DRAWING NO.	REVISION
	DRAWN BY	PM / CHECKED BY



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### GAL Monitoring

- Indicative
- ▲ Reference
- Project Site Boundary

DOCUMENT		
Environmental Statement		
DRAWING TITLE		
GAL Monitoring		
DATE		
June 2024		
ORIENTATION	DRAWING NO.	REVISION
	DRAWN BY	PM / CHECKED BY
SCALE @ A3 1:20,000		
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**APPENDIX 2  
DRAFT AIR QUALITY ACTION PLAN**

# Contents

<b>1</b>	<b>Introduction</b>	<b>1-3</b>
1.2.	Purpose of this Document	1-3
1.3.	Interaction with controls in the draft DCO and draft s106 Agreement	1-4
<b>2</b>	<b>Description of Air Quality Measures – Construction Phase</b>	<b>2-5</b>
2.2.	Summary of Construction Phase Impacts	2-5
2.3.	Sign-posting to Air Quality Construction Measures	2-5
<b>3</b>	<b>Description of Air Quality Measures – Operational Phase</b>	<b>3-8</b>
3.1.	Summary of Operational Phase Impacts	3-8
3.2.	Surface Access	3-8
3.3.	Aircraft Emissions	3-9
3.4.	Airside Vehicles	3-11
3.5.	Energy and Fixed Plant	3-12
3.6.	Miscellaneous Emissions	3-13
<b>4</b>	<b>Air Quality Monitoring</b>	<b>4-14</b>
4.2.	Emissions Inventory	4-15
4.3.	Ultrafine Particulate Matter	4-15
4.4.	Odour Management	4-16
<b>5</b>	<b>External Engagement</b>	<b>5-16</b>
<b>6</b>	<b>Structure of an AQAP</b>	<b>6-18</b>
6.1.	Executive Summary	6-18
6.2.	Introduction	6-18
6.3.	Report on updates to relevant designations, legislation and standards	6-18
6.4.	Report on Monitoring and Programmes of Studies	6-18
6.5.	Report on the updated Emissions Inventory	6-18
6.6.	Report on Measures Taken	6-18
6.7.	Report on Engagement	6-19
6.8.	Conclusion	6-19
<b>7</b>	<b>References</b>	<b>7-19</b>

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# 1 Introduction

- 1.1.1 The air quality assessment provided for the **Environmental Statement (ES) Chapter 13 [REP3-018]** for the Northern Runway Project ('NRP' or the 'Project') demonstrates that no significant impacts are identified as a result of the Project. Therefore, no Project related mitigation is required. However, it is acknowledged in paragraph 13.5.72 of **ES Chapter 13 [REP3-018]** that *"there are no thresholds of effect at a population level identified for pollutants such as NO<sub>2</sub>, PM<sub>10</sub> and PM<sub>2.5</sub> (Public Health England, 2019), so there are health benefits to be gained from improving air quality even at concentrations below the standards"*.
- 1.1.2 Gatwick Airport Limited ('GAL') has a long history of implementing measures to improve air quality and the current Gatwick Second Decade of Change (Gatwick, 2023) includes an objective to 'Improve air quality impacts' with the target to 'maintain zero breaches of the air quality limit values'.
- 1.1.3 GAL has carried out monitoring and funded monitoring at the airport and in the vicinity for over 20 years, providing one of the longest running airport monitoring sites in the UK.
- 1.1.4 The historical implementation of measures along with the long history of air quality monitoring by the airport demonstrates the commitment to understanding and acting upon airport impacts on local air quality.

## 1.2. Purpose of this Document

- 1.2.1 Through the Project, GAL has made a number of commitments under the draft DCO (Doc Ref. 2.1) and the draft DCO s106 Agreement (Doc Ref. 10.11) which are to mitigate impacts and enhance the benefits arising from the Project. There are a number of commitments made which will or may have benefits for the air quality in and around the airport which are across the control documents. In this context, GAL has committed to providing the Councils with an Air Quality Action Plan every 5 years following the Commencement of Dual Runway Operations to draw together and report on the actions it has taken to improve air quality.
- 1.2.2 As required under the draft DCO s106 Agreement, the AQAPs will contain:
- updates on any ongoing programmes of studies of NO<sub>x</sub>/NO<sub>2</sub>, PM<sub>10</sub> and PM<sub>2.5</sub> attributable to activity at Gatwick Airport that GAL is carrying out from time to time;
  - reporting on measures taken by GAL to improve air quality in the preceding five year period;
  - consideration given by GAL to any Air Quality Management Area (AQMA) designated within 2km of Gatwick Airport at the relevant time;

- reporting on relevant updates to national standards or legislative requirements relating to air quality at Gatwick Airport including any proposed changes to the locations of the air quality monitors under paragraph 3 of this Schedule; and
- an updated Emissions Inventory.

1.2.3 To assist the parties in understanding and agreeing the scope of the AQAP that will be provided under the draft DCO s106 Agreement, this draft AQAP has been prepared and shared with the JLAs. Sections 2 to 5 provide contextual information and section 6 provides an outline and description of the content of the AQAPs. AQAPs submitted under the draft DCO s106 Agreement must be substantially in the form of this draft AQAP.

### 1.3. Interaction with controls in the draft DCO and draft s106 Agreement

1.3.1 As part of the Project, GAL is committing to control documents under which GAL may take actions which may or will deliver air quality improvements and/ or reduce emissions. The AQAP will report on the measures that GAL has taken in the preceding 5 years.

1.3.2 The relevant control documents are those certified with such name under the DCO:

- The Carbon Action Plan (CAP) secured by Requirement 21 of the Draft DCO (Doc Ref. 2.1);
- The Surface Access Commitments (SAC) secured by Requirement 20 of the Draft DCO (Doc Ref. 2.1);
- The Code of Construction Practice secured by Requirement 7 of the Draft DCO (Doc Ref. 2.1);
- The Outline Construction Traffic Management Plan secured by Requirement 12 of the Draft DCO (Doc Ref. 2.1); and
- The Outline Construction Workforce Travel Plan secured by Requirement 13 of the Draft DCO (Doc Ref. 2.1).

1.3.3 This draft AQAP refers to a number of these control documents and in some cases has copied in the relevant obligations to assist the reader in understanding the proposed scope of an AQAP. This draft AQAP does not duplicate those controls.

1.3.4 In addition to the AQAPs, GAL will work with RBBC and CBC to produce the Joint Air Quality Monitoring Report under Schedule 4 of the draft DCO s106 Agreement and will provide the data of its own monitoring to the Councils. The Air Quality Action Plans will be published on GAL's website.

## 2 Description of Air Quality Measures – Construction Phase

2.1.1 As air quality in relation to construction activities is controlled by the **ES Appendix 5.3.2: Code of Construction Practice (CoCP)** (Doc Ref. 5.3), this section has been included for context only. Future AQAPs will not report on construction-related measures and monitoring so as to not duplicate the controls in the CoCP.

### 2.2. Summary of Construction Phase Impacts

2.2.1 There will be demolition, earthworks, construction, and construction vehicle movements associated with the Project.

2.2.2 As identified in the Institute of Air Quality Management (IAQM) Guidance on the assessment of dust from demolition and construction (Stoaling *et al.*, 2024) all of the sources could have a potential significant effect. Therefore, a construction dust assessment for the Project has been carried out and is presented in **ES Appendix 13.9.1: Air Quality Results Tables and Figures [APP-163]**.

### 2.3. Sign-posting to Air Quality Construction Measures

2.3.1 With the application of best practice mitigation measures detailed in **ES Appendix 13.8.1: Air Quality Construction Period Mitigation [APP-161]**, all effects can be reduced to a negligible level. All relevant dust and emissions mitigation measures and dust monitoring commitments are included in **ES Appendix 5.3.2: Code of Construction Practice (CoCP)**, reflecting the content of **ES Appendix 13.8.1 [APP-161]**. This includes best practice mitigation measures following the IAQM Guidance on the assessment of dust from demolition and construction. Continuous monitoring at high-risk sites with automatic (Osiris type) equipment will be included. Details of the monitoring arrangements and reporting are provided in the outline Dust Management Plan (oDMP).

2.3.2 The **CoCP** secures all measures to be used to manage and monitor dust and emissions impacts during the construction phase, some examples include:

- Develop and implement a Construction Dust Management Plan (DMP), which may include measures to control other emissions, and will be approved by the relevant planning authority.
- Carry out monitoring using real-time particulate matter (PM<sub>10</sub>) continuous monitoring equipment at high-risk sites.
- All Non-Road Mobile Machinery (NRMM) net power 37kW to 560kW will comply with the engine emissions standards set by London LEZ for NRMM across all sites within the Order Limits. From 1 January 2025, NRMM used on any site will

be required to meet emission standard Stage IV as a minimum. From 1 January 2030, NRMM used on any site will be required to meet emission standard Stage V as a minimum.

- Application of best practice measures to manage dust from demolition, earthworks, construction and trackout.

- 2.3.3 Additional control documents are appended to the CoCP which will provide further measures that would help to improve air quality. This includes the **Outline Construction Traffic Management Plan** (ES Appendix 5.3.2, Annex 3) and **outline Construction Workforce Travel Plan** (ES Appendix 5.3.2, Annex 2) described further below.
- 2.3.4 Measures to reduce effects from construction traffic movements will be managed by the Construction Traffic Management Plans (CTMP), to be substantially in accordance with the **outline CTMP** (ES Appendix 5.3.2, Annex 2) and approved in line with Requirement 12 of the **Draft DCO** (Doc Ref. 2.1).
- 2.3.5 Construction traffic routing would direct traffic through the Strategic Road Network via the M23 Junction 9 in order to avoid any routing through the M23 Junction 10 and Hazelwick Air Quality Management Area. This approach would also minimise construction traffic on local minor routes except where necessary for local supply chain vehicles. The plan excludes local suppliers to allow for efficient routing. The CTMP would also manage delivery scheduling to avoid queuing or idling of vehicles, thus reducing emissions to air.
- 2.3.6 The **outline Construction Workforce Travel Plan** (CWTP) considers the various transport modes available to the workforce: public transport, including rail and bus services; private car travel; car sharing; and active travel routes like walking and cycling. The plan acknowledges the potential issues with single private car travel and proposes measures to reduce the use of this mode and mitigate the impact of those who continue to use it. These measures will support emissions reductions associated with travel to site.
- 2.3.7 A list of measures to achieve the outcomes in the CAP and included within the CAP itself. These measures are presented to demonstrate how GAL can achieve the committed outcomes, rather than as individual commitments themselves. Examples of additional measures that could be taken to reduce emissions from construction equipment are included in the **CAP**. The cross-cutting construction measures in the CAP which would help to improve air quality are set out in **Table 2.1** below. These measures form part of the CAP's toolkit of options which can be used in order to meet the carbon targets. However, there would also be associated improvements in emissions of NO<sub>x</sub>, PM<sub>10</sub> and PM<sub>2.5</sub>.

2.3.8 To avoid duplication, **Table 2.1** excludes measures that are contained within the CAP that would provide air quality improvements but which are contained within other control documents, as listed above. For instance, the development of a CTMP and CWTP, and compliance with the London Low Emission Zone and London Non-Road Mobile Machinery standards.

**Table 2.1: CAP construction measures**

CAP reference	Measure	Air quality impact
CN16	Minimising unnecessary transport and packaging	Reduction in Heavy Goods Vehicle (HGV) road traffic emissions.

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### 3 Description of Air Quality Measures – Operational Phase

#### 3.1. Summary of Operational Phase Impacts

3.1.1 As set out in **Environmental Statement (ES) Chapter 13 [REP3-018]** the key sources of emissions from the operation of the airport can be summarised as:

- surface access;
- aircraft emissions;
- airside vehicles;
- energy and fixed plant; and
- miscellaneous emissions.

#### 3.2. Surface Access

3.2.1 The 2013 Aviation Policy Framework (DfT, 2013) requires all airports with over 1,000 annual passenger air traffic movements to produce an Airport Surface Access Strategy (ASAS). The Gatwick ASAS (Gatwick Airport Ltd. 2022) is an eight-year plan that sets out targets and action plans for sustainable surface access, including the strategy to sustainably develop infrastructure, services, relationships and ways of working that GAL will put in place to support airport operations, GAL's users and neighbouring communities through to 2030. GAL remains committed to promoting and supporting passengers and staff to use sustainable modes of access to and from GAL, for which it commits to achieving ambitious targets to increase sustainable transport mode share.

3.2.2 Sustainable access remains at the heart of Gatwick's Second Decade of Change sustainability strategy and is wholly consistent with Government's direction on decarbonisation of transport and sustainable aviation. The ASAS has been updated to accommodate the increase in passenger and staff access to and from Gatwick Airport under dual runway operations.

3.2.3 With transport being the second largest contributor to air quality emissions, the measures being taken in the SAC and ASAS will help to reduce the emissions associated with the Project. Additionally, the Project includes measures which will help the flow of traffic and therefore help reduce congestion and the associated increased emissions. The highway improvement works are described in **ES Chapter 5: Project Description [AS-133]** and are secured in the **Draft DCO** (Doc Ref. 2.1).

3.2.4 The SACs set out four core commitments for mode share targets (commitments 1 to 4) as shown in **Table 3.1**. These four commitments are provided to give confidence that with the use of a range of measures available to GAL the outcome will be achieved, whilst maintaining the flexibility as to the measures

which GAL will use to do so. Further commitments, beyond the mode share commitments, are specified in the SACs (commitments 5 to 14), which prescribe specific actions that GAL must implement and which will contribute towards the achievement of the primary mode share targets.

**Table 3.1 SAC measures**

SAC reference	Measure	Air quality impact
Commitment 1	A minimum of 55% of air passenger journeys to and from the Airport to be made by public transport.	Reduce road traffic emissions.
Commitment 2	A minimum of 55% of airport staff journeys to and from the Airport to be made by public transport, shared travel and active modes.	Reduce road traffic emissions.
Commitment 3	A reduction of air passenger drop-off and pick-up car journeys at the Airport to a mode share of no more than 12% of surface access journeys.	Reduce road traffic emissions.
Commitment 4	At least 15% of airport staff journeys originating within 8km of the Airport to be made by active modes.	Reduce road traffic emissions.

### 3.3. Aircraft Emissions

- 3.3.1 A list of potential measures to achieve the outcomes in the CAP is included within the CAP itself. These measures are presented to demonstrate how GAL can achieve the committed outcomes, rather than as individual commitments themselves. As such, the individual measures listed do not represent specific mitigation relied upon for the purposes of the assessment. Instead, the overarching emissions reduction 'outcomes' to which they relate (as described in the CAP) are the mitigation assumed as part of the assessment, for carbon but not for air quality.
- 3.3.2 Emissions from aircraft and reductions which can be achieved by working with airport partners, operational management and technology improvements have been considered in the CAP. A summary of the measures, included as part of the toolkit of measures in the CAP, which will also help improve local air quality, are provided in **Table 3.2**.
- 3.3.3 Various measures in the CAP would support the uptake of sustainable aviation fuel (SAF) which will help reduce carbon emissions and also reduce emissions of NO<sub>x</sub> PM<sub>10</sub> and PM<sub>2.5</sub> emissions. In addition to encouraging the uptake of SAF, GAL will review the emerging evidence on the link between the sulphur content of aviation fuel and Ultrafine Particle (UFP) emissions and will work with industry

partners to assess the benefits and feasibility of reducing the sulphur content of the fuel.

3.3.4 The AQAP will report on the measures under the CAP which have been implemented in achieving the CAP outcomes which have an air quality impact.

**Table 3.2 CAP aviation measures**

CAP reference	Measure	Air quality impact
FL01	Carry out a survey of airlines to update knowledge of use of single engine (or reduced-engine) taxiing and follow up to understand reasons why they may not use single-engine or reduced-engine taxiing. GAL would identify and evaluate potential changes to taxi routes to encourage greater use of single or reduced engine taxiing.	Reduce aircraft engine emissions.
FL02	Negotiate with key airlines operating narrow-body aircraft at Gatwick to participate in a trial use of Taxibot for taxiing without the use of main engines.	Reduce aircraft engine emissions.
FL04	Offer reduced landing charges; reduced gate use charges and remove the carbon charge to airlines that commit to use levels of Sustainable Aviation Fuels ("SAF") significantly above the UK proposed SAF mandate.	Reduce aircraft engine emissions.
FL05	Carry out a review of the potential to implement Preconditioned Air Units ("PCA") on gates and stands, with the aim of identifying those gates/stands at which PCA could be installed.	Reduce auxiliary power unit (APU) emissions.
FL08	Establish a "sustainable aviation watching brief" to monitor and evaluate emerging technologies and industry best practice, for example for sustainable flight operations.	Reduce aircraft engine emissions.
FL09	Limit aircraft APUs to run no more than five minutes after arrival and 10 minutes before departure at gates and stands where Fixed Electric Ground Power ("FEGP") and PCA are available.	Reduce APU emissions.
FL10	Installation of PCA at suitable gates/stands	Reduce APU emissions.

CAP reference	Measure	Air quality impact
FL12	Supporting electric aircraft	Reduce aircraft engine emissions.
FL13	Supporting hydrogen-fuelled aircraft	Reduce aircraft engine emissions.
FL14	Application of taxiing efficiency	Reduce aircraft engine emissions during taxiing.
FL15	Develop a proposal for green slots (which give consideration to air quality emissions reduction) as part of development plans for the Northern Runway Project.	Reduce aircraft engine emissions.

### 3.4. Airside Vehicles

- 3.4.1 Airside vehicles do not contribute a significant amount to local air pollution concentrations due to the relatively low contribution to total airport emissions and the distance that they occur from where people are exposed. However, action to reduce emissions will still have a positive effect on air quality as part of the cumulative reductions from the airport activity.
- 3.4.2 A list of measures to achieve the outcomes in the CAP is included within the CAP itself. These measures are presented to demonstrate how GAL can achieve the committed outcomes, rather than as individual commitments themselves. A summary of the measures, included as part of the toolkit of measures in the CAP, which will also help improve local air quality are provided in **Table 3.3**.
- 3.4.3 The AQAP will report on the measures under the CAP which have been implemented in achieving the CAP outcomes which have an air quality impact.

**Table 3.3 CAP airside vehicle measures**

CAP reference	Measure	Air quality impact
AB7	Carry out a review of all vehicles and equipment operating as part of airport operations (including those of airlines and contractors) to understand the challenges, barriers, and opportunities of ZEV adoption.	Reduce airside vehicle emissions.
AB8	Offer Gatwick as an innovation hub to support research and development of suitable ZEV/ZE equipment technologies for airport operation needs.	Reduce airside vehicle emissions.

CAP reference	Measure	Air quality impact
AB9	Review targets for ZEV adoption on the airport: all vehicles in use for airport operations to be zero emissions from 2030, provided ZE technologies are available (any vehicles for which zero-emission technology options are not available shall meet ultra-low emission standards by 2030).	Reduce airside vehicle emissions.
AB10	Develop a plan for roll-out of recharging infrastructure for electric vehicles operating at the airport, to support a 100% ZE airport fleet.	Reduce airside vehicle emissions.
AB11	Develop a plan for the deployment of hydrogen vehicle refuelling infrastructure to support hydrogen vehicles operating at or visiting the airport	Reduce airside vehicle emissions.
AB21	Initiate a sustainability working group or partnership with third party operators at Gatwick Airport to support the transition to zero emission vehicles.	Reduce airside vehicle emissions.
AB27	Purchase ZEVs when GAL-owned vehicles are due to be replaced (where suitable vehicles exist).	Reduce airside vehicle emissions.
AB28	Implement a plan for recharging infrastructure phased to be ready ahead of vehicle shift to Zero Emissions.	Reduce airside vehicle emissions.
AB29	Implement a plan for hydrogen refuelling infrastructure to support airport operations and transport requirements in time for the deployment of ground operations hydrogen fleet.	Reduce airside vehicle emissions.
AB30	Ensure that airside coaching buses and landside shuttle/car park buses are zero emission by investing in ZE buses and necessary infrastructure.	Reduce airside vehicle emissions.

### 3.5. Energy and Fixed Plant

3.5.1 The Project will help to reduce emissions from energy and fixed plant sources through the design being implemented.

3.5.2 A list of measures to achieve the outcomes in the CAP is included within the CAP itself. These measures are presented to demonstrate how GAL can achieve the

committed outcomes, rather than as individual commitments themselves. A summary of the heating and energy related measures, included as part of the toolkit of measures in the CAP, which will also help improve local air quality are provided in **Table 3.4**.

- 3.5.3 The AQAP will report on the measures under the CAP which have been implemented in achieving the CAP outcomes which have an air quality impact.

**Table 3.4 CAP energy and fixed plant measures**

CAP reference	Measure	Air quality impact
AB1	Produce a strategy and action plan to deliver zero emission heating and cooling by 2030.	Reduce energy emissions.
AB5	Establish a "watching brief" to monitor and evaluate potential micro-generation options	Reduce energy emissions.
AB16	Continue to engage and influence third-party stakeholders to further improve energy efficiency on the Gatwick estate.	Reduce energy emissions.
AB17	Employ best practices in green leases and green procurement when leases and contracts renew, such as agreeing to energy reduction targets and measures with contractors and tenants.	Reduce energy emissions.
AB19	Studying the viability of heat recovery	Reduce energy emissions.
AB20	Produce an Energy Strategy and Action Plan to deliver zero emission energy by 2030	Reduce energy emissions.
AB24	Increase insulation and air tightness within Gatwick buildings to reduce heat energy usage and improve the energy efficiency of existing buildings to at least an energy performance certificate ("EPC") rating of B.	Reduce energy emissions.

### 3.6. Miscellaneous Emissions

- 3.6.1 The Project will help to reduce emissions from other sources of emissions through the design being implemented. Opportunities to reduce emissions to air from the use of hydrogen are being considered in the CAP and these are summarised in this section as they relate to a wide range of emission sources.
- 3.6.2 A list of measures to achieve the outcomes in the CAP is included within the CAP itself. These measures are presented to demonstrate how GAL can achieve the committed outcomes, rather than as individual commitments themselves. A

summary of the measures, included as part of the toolkit in the CAP, which will also help improve local air quality are provided in **Table 3.5**.

- 3.6.3 The AQAP will report on the measures under the CAP which have been implemented in achieving the CAP outcomes which have an air quality impact.

**Table 3.5 CAP miscellaneous measures**

CAP reference	Measure	Air quality impact
AB2	Establishing a "watching brief" on hydrogen use. The watching brief will monitor both the availability and use of hydrogen at the airport (including aircraft auxiliary power units ("APUs"), power units ("PUs"), aircraft, public service vehicles, airport owned vehicles, freight and heating)	Reduce emissions to air from a range of sources depending on the application and use of hydrogen fuel cells.
AB3	Exploring potential for green hydrogen production	Reduce emissions to air from a range of sources depending on the application and use of hydrogen fuel cells.
AB31	Enforce the use of zero carbon standby power generators (including battery generation, hydrogen and fuel cells) for all uses of standby generation within the Gatwick boundary.	Reduce emissions to air from a range of sources depending on the application and use of hydrogen fuel cells.

## 4 Air Quality Monitoring

- 4.1.1 Monitoring of ambient air quality has been carried out by GAL since 1996 using automatic monitoring equipment and has made commitments about its own air quality monitoring in the draft DCO s106 Agreement. The airport has also funded local authority managed monitoring sites via the previous Section 106 Agreements and proposes to do the same under the draft DCO s106 Agreement.
- 4.1.2 Under the draft DCO section 106 Agreement, GAL will provide its monitoring data to RBBC, WSCC and CBC on an annual basis. RBBC will prepare the Joint Air Quality Monitoring Report considering this data and data collected from its own monitoring and CBC's monitoring.

4.1.3 The indicative continuous monitoring data will be ratified following best practice methods and reported to the Councils. The monitoring will be subject to a rigorous Quality Assurance and Quality Control procedure set out below.

4.1.4 Prior to deployment, each monitor will be co-located at a relevant reference monitor to derive a correction algorithm, which will be applied when the monitors are deployed. Monitors will be co-located with a reference monitor to allow dynamic calculation of correction algorithms to ensure that the most up to date correction is applied that is representative of current environmental conditions (temperature, relative humidity, ozone, aerosol chemical and physical composition). This should ensure that the monitor is reporting high-quality data as based on the statement from a 2021 paper (Giordano et al. 2021):

*“As long as sensor users perform co-location calibrations that span the entire range of expected operating conditions (RH, T, PM concentrations), report the specific correction factors (equations) obtained from these collocation studies, and appropriate descriptive metrics for their correction factors (correlation, accuracy, and bias on separate testing data) then trust can be established that low-cost PM sensors are reporting high-quality data.”*

4.1.5 The quality performance of the monitors will be assessed using methodology recommended in EU guidance and reported in the monitoring reports produced. Annual results will be calculated in line with the method described in the DEFRA TG22 guidance (Defra, 2022).

## 4.2. Emissions Inventory

4.2.1 Emission inventories are a valuable method for understanding the total emissions from the airport and for quantifying the reductions being achieved.

4.2.2 GAL will submit an updated Emissions Inventory as part of the future AQAPs, to be provided on or before 30<sup>th</sup> June in the fifth year following the commencement of the Project and on every fifth anniversary thereafter until the end of the Monitoring Period.

4.2.3 The emissions inventory will include airport sources and review and summarise available road traffic data (e.g. in/out movements, car parking data, staff travel survey data).

## 4.3. Ultrafine Particulate Matter

4.3.1 UFPs are defined as those with an aerodynamic diameter less than 100 nanometres (PM<sub>0.1</sub>). Stakeholders have noted their interest in understanding the airport contribution to UFP emissions. There is no established modelling methodology for UFPs and although there is evidence of health impacts, there is



limited data due to the lack of long-term exposure studies. There is currently no legislated standard for UFPs.

4.3.2 As stated in the Section 106 Agreement, GAL shall participate in a UFP Project provided that:

- national standards on ultrafine particulates at airports have been promulgated in the United Kingdom; and
- RBBC has notified GAL of a UFP Project that it has launched and is undertaking.

4.3.3 The funding arrangements for a UFP Project are set out in the Section 106 Agreement.

#### 4.4. Odour Management

4.4.1 In order to continue to manage and reduce any odour impacts from the airport, GAL would carry out the following actions:

- Apply best practice handling methods for fuels as recommended by the Civil Aviation Authority (Civil Aviation Authority, 2004).
- Implement best practice waste handling methodologies for the Central Area Recycling Enclosure (CARE) facility.
- Manage and promote the system to record odour complaints and review the record of complaints on a regular basis, respond and identify any actions required.

## 5 External Engagement

5.1.1 From the commencement of the Project until the end of the Monitoring Period, as defined in the **Draft DCO** (Doc Ref. 2.1) and Section 106 Agreement, GAL shall attend the Annual Gatwick Air Quality Joint Authorities Meetings unless otherwise agreed by the parties.

5.1.2 The AQAPs and monitoring results will be discussed with the Councils at the Annual Gatwick Air Quality Joint Authorities Meeting.

5.1.3 In addition to the annual meetings and upon written request from RBBC or GAL, GAL shall attend twice-yearly meetings with RBBC to discuss progress with air quality monitoring, the results thereof and any further initiatives that may be deemed appropriate, as well as the progress of GAL with implementing the AQAP(s). The Section 106 Agreement sets out the arrangements that must be followed when requesting any such meetings.

- 5.1.4 GAL will also continue to engage with airlines and industry partners at a UK level through Sustainable Aviation, and in relevant forums at European and International levels, about best practice new technologies and techniques to improve local air quality.

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## 6 Structure of an AQAP

### 6.1. Executive Summary

6.1.1 This section will summarise the main points made within the AQAP.

### 6.2. Introduction

6.2.1 This section will provide any relevant recent context and references to the key documents that may assist the reader in understanding the AQAP.

### 6.3. Report on updates to relevant designations, legislation and standards

6.3.1 This section will report on any new Air Quality Management Areas designated within 2km of Gatwick Airport and any relevant updates to national standards or legislative requirements relating to air quality at Gatwick Airport and any proposed changes to the locations of the air quality monitors which arise as a result.

### 6.4. Report on Monitoring and Programmes of Studies

6.4.1 This section will include a reference to the latest Joint Air Quality Monitoring Report and summarise the findings of additional air quality monitoring carried out by GAL. It will provide updates on programmes of studies on NO<sub>x</sub>/NO<sub>2</sub>, PM<sub>10</sub> and PM<sub>2.5</sub> (or such other pollutants as are being monitored) attributable to activity at Gatwick Airport that GAL is undertaking.

### 6.5. Report on the updated Emissions Inventory

6.5.1 This section will set out the updated quantification of pollutant emissions (NO<sub>x</sub>/NO<sub>2</sub>, PM<sub>10</sub> and PM<sub>2.5</sub>) from airport related sources (the emissions inventory) and will also include modelled output of the updated emissions inventory.

### 6.6. Report on Measures Taken

6.6.1 This section will report on cross-cutting measures taken to reduce emissions in the preceding five year period in relation to the five key sources of emissions:

- surface access;
- aircraft emissions;
- airside vehicles;
- energy and fixed plant; and
- miscellaneous emissions.

6.6.2 The AQAPs will also give consideration to any Air Quality Management Area (AQMA) designated within 2km of Gatwick Airport at the relevant time, as secured by the s106.

## 6.7. Report on Engagement

6.7.1 This section will summarise the meetings and engagement that GAL has carried out with the local authorities and the public in the preceding five year period in relation to air quality. It will also report on any air quality related complaints that have been received in that period and how those have been managed.

## 6.8. Conclusion

6.8.1 This section will conclude the AQAP.

# 7 References

## 7.1. Published Documents

Civil Aviation Authority (2004) CAP 748 Aircraft fuelling and fuel installation management (withdrawn May 2020 and yet to be replaced).

Department for Environment, Food and Rural Affairs (DEFRA) (2022) Local Air Quality Management Technical Guidance [online source]. Available at: <https://laqm.defra.gov.uk/wpcontent/uploads/2022/08/LAQM-TG22-August-22-v1.0.pdf>

Department for Transport (2013) Aviation Policy Framework. Available at: [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/153776/aviation-policy-framework.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/153776/aviation-policy-framework.pdf)

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Stoaling *et al.* (2024) IAQM Guidance on the assessment of dust from demolition and construction, Institute of Air Quality Management, London.

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practices for effectively calibrating low-cost particulate matter mass sensors,  
Journal of Aerosol Science, Volume 158, 2021, 105833, ISSN 0021-8502

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quality and public health. London: PHE publications

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**APPENDIX 3  
POVEY CROSS ACCESS PLAN**

**Legend**

DOCUMENT

**Draft Section 106 Agreement**

DRAWING TITLE

**Povey Cross Access**

DATE

**January 2024**

ORIENTATION



DRAWING NO.

**PLAN 2**

REVISION

**DRAFT**

DRAWN BY

PM / CHECKED BY

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Internal Surface Access Routes

**APPENDIX 4**  
**TRANSPORT MITIGATION FUND DECISION GROUP TERMS OF REFERENCE**



## **Transport Mitigation Fund Decision Group - Terms of Reference**

*All expressions and phrases shall have the meaning ascribed to them in the draft Section 106 Agreement. In the event of a conflict between these Terms of Reference and the provisions in the Section 106 Agreement, the provisions in the Section 106 Agreement shall take precedence.*

### **1. Purpose**

- 1.1. The purpose of the Transport Mitigation Fund Decision Group ("TMFDG") is to agree the allocation of funding for measures that respond to unknown or unintended impacts of the Project in future. The Transport Mitigation Fund ("TMF") is mode-neutral and will be available for interventions on the highway network, the railway network or the public right of way network. The TMF may be used for infrastructure or for operational expenditure in relation to public transport services and may be used as part funding alongside other third party contributions.
- 1.2. The TMFDG will meet annually until the fifteenth anniversary of completion of the national highway works or the year 2047 (whichever is later) to assess and determine applications for funding from the Transport Mitigation Fund which is a sum of £10 million to be used to fund mitigation measures proposed by local and regional stakeholders from local authorities, transport operators, agencies, or representative bodies including but not limited to:
  - 1.2.1. West Sussex County Council
  - 1.2.2. Surrey County Council
  - 1.2.3. East Sussex County Council
  - 1.2.4. Kent County Council
  - 1.2.5. Crawley Borough Council
  - 1.2.6. Reigate and Banstead Borough Council
  - 1.2.7. National Highways
  - 1.2.8. Network Rail
  - 1.2.9. Govia Thameslink Railway
  - 1.2.10. Great Western Railway
  - 1.2.11. Transport for London
  - 1.2.12. Metrobus
  - 1.2.13. National Express
  - 1.2.14. Gatwick Diamond Business Initiative
  - 1.2.15. Gatwick's Passenger Advisory Group

- 1.3. It is anticipated that any applications for funding on behalf of Parish Councils should be submitted (or sponsored) by the relevant local authority to ensure the deliverability of mitigation.

## **2. Scope of Work**

- 2.1. The TMFDG shall review TMF Applications and determine whether a TMF Application should be granted funding from the TMF subject to the process set out in the Section 106 Agreement and as outlined in these Terms of Reference.
- 2.2. When reviewing a TMF Application, the TMFDG shall consider the following matters which must be included in any TMF Application:
  - 2.2.1. Evidence of an impact on the highway network, the railway network, the bus network, or the public right of way network and evidence that the identified impact is directly related to the Project and that the TMF Applicant considers that the identified impact requires mitigation. Examples of the evidence this criterion requires is a measurable change in operational performance (such as excess demand creating congestion or crowding), impacts on safety (including but not limited to accident/incident records and/or safety audits and inspections) or behaviour change that creates negative impacts (such as active travel desire lines not catered for by the available network)
  - 2.2.2. Proposed mitigation measures and evidence that such measures would be effective in addressing the identified impact on the highway network, the railway network, the bus network, or the public right of way network including the deliverability of the proposed mitigation measures<sup>1</sup>. An example of the mitigation measures and evidence that such measures would be effective in addressing the identified impact is a junction improvement that improves local network operation and safety, or implementation of active travel infrastructure such as crossing facilities or rights of way to safely mitigate new desire lines.
  - 2.2.3. The value required from the TMF to deliver the Proposed Mitigation (the sum requested by a TMF Applicant to the TMFDG to carry out the Proposed Mitigation in their TMF Application). It is expected that the required sums will vary from application to application depending on the impact and the mitigation required to mitigate it. Some years may result in the approval of grants of a large proportion of the TMF while other years may have very little to no grants made. A TMF Applicant may seek funding from the TMF to cover part of the costs of a proposed project. A TMF Application shall confirm whether part of full funding is sought, and in cases where part funding is sought, the TMF Application shall specify the proportion of costs proposed to be covered by the TMF for the mitigation proposed, that the funds sought are proportionate to the impact of the Authorised Development and that remaining funding has been or is capable of being secured.
  - 2.2.4. The proposed reporting to the TMFDG on the use of the funds and on the effectiveness of the Proposed Mitigation in addressing the identified impact.

<sup>1</sup> This shall include evidence that the mitigation is consistent with other relevant plans and policies, does not conflict with other projects or sources of funding and that the relevant planning authority, highway authority, network provider and/or operator has been consulted on the proposal if they are not the promoter or another TMFDG member.

- 2.3. Prior to making any determination of a TMF Application, the TMFDG shall first consider GAL's recommendation on the TMF Application, and the results of any further investigations or further information provided in response to a request for such information or investigations in accordance with the Section 106 Agreement.
  - 2.4. Any TMF Application must be determined by the TMFDG within six months of receipt of the TMF Application<sup>2</sup> or (if later) the date of receipt of further information required in accordance with the Section 106 Agreement, unless otherwise agreed with the TMF Applicant.
  - 2.5. If the TMFDG decides by majority vote (each member present at a meeting shall have one vote) that it is necessary to provide mitigation to address the impact identified in the TMF Application, it may:
    - 2.5.1. approve the use of the Proposed Sum from the TMF for the Proposed Mitigation and set out the necessary monitoring requirements; or
    - 2.5.2. propose the use of such alternative sum from the TMF as the TMFDG reasonably considers necessary to mitigate the impacts identified and set out the necessary monitoring requirements
- PROVIDED the TMFDG is satisfied that the TMF Application demonstrates that the impact which has been identified in the TMF Application has arisen as a result of the Project (a "TMF Decision").

### **3. Membership**

- 3.1. The TMFDG membership shall comprise:
  - 3.1.1. one representative of GAL;
  - 3.1.2. one representative of CBC;
  - 3.1.3. one representative of WSCC;
  - 3.1.4. one representative of Surrey County Council;
  - 3.1.5. one representative of National Highways; and
  - 3.1.6. one representative of Network Railor such alternates as may be nominated by those representatives from time to time as agreed by the members of the TMFDG.
- 3.2. In the context of paragraph 3.1 above, the term "alternates" means a suitably qualified person from the same member organisation to attend as a substitute of the usual representative from that member organisation. It is not intended to allow a person from a different organisation to represent that member at any particular meeting.
- 3.3. Membership of the TMFDG does not fetter the members' planning and other statutory duties. The CBC, WSCC, Surrey County Council, National Highways and Network Rail

<sup>2</sup> GAL shall provide a copy of the TMF Application to each and every member of the TMFDG (to an email address notified to GAL) as soon as reasonably practicable after receiving the TMF Application

nominated TMFDG representative shall be an officer from each authority with knowledge of the transport aspects of the Northern Runway Project.

- 3.4. Each member of the TMFDG shall provide an email address for the purposes of being contacted by GAL and other members of the TMFDG for distribution of TMF Applications and related communication. All members of the TMFDG shall be included in all such communications.

#### **4. Meetings**

- 4.1. Between Commencement and Commencement of Dual Runway Operations the TMFDG shall meet when necessary and within 10 Working Days of receipt of a Highway Maintenance TMF Application to consider the same unless otherwise agreed by the TMFDG.
- 4.2. The TMFDG shall meet no later than first three months after the Commencement of Dual Runway Operations and thereafter annually until the fifteenth anniversary of completion of the national highway works or the year 2047 (whichever is later), either virtually or in a convenient location to be identified by GAL.
- 4.3. GAL will be responsible for the administration of convening and holding meetings of the TMFDG, albeit all TMFDG members have the power to convene a TMFDG meeting at any time with the agreement of the other TMFDG members.
- 4.4. Any TMFDG member convening a meeting of the TMFDG which is in addition to the regular annual meetings of the TMFDG shall give not less than 20 working days' notice of the meeting to TMFDG members, unless that TMFDG member acting reasonably considers that reasons of urgency require a shorter notice period to be given, or all TMFDG members agree to dispense with the notice period.
- 4.5. TMFDG meetings will be chaired by a member representing GAL. The chair shall have the casting vote in the event of a tied vote.

#### **5. Quorum**

- 5.1. The TMFDG will be quorate if at least three members (at least one of which is a TMFDG member representing GAL and at least one of which is a member representing one of the Councils) are present.

#### **6. Monitoring Requirements**

- 6.1. TMF Applicants shall provide reporting to the TMFDG (of a nature and frequency to be agreed with the TMF Applicant that is commensurate to the level of funding received by the TMF Applicant and in accordance with any necessary monitoring requirements set out on a TMF Decision) on the use of the funds and on the effectiveness of the Proposed Mitigation in addressing the impact identified in the TMF Application. The TMFDG shall review and consider such reporting. If the TMF Applicant does not comply with its reporting obligations, this shall be a relevant consideration for the TMFDG when considering any subsequent application made by the same member for funding from the TMF.

#### **7. Reporting**

- 7.1. On or before 31 March of any year following the Commencement of Dual Runway Operations until the fifteenth anniversary of completion of the national highway works or

the year 2047 (whichever is later), GAL shall submit to the TMFDG a statement detailing the use of the TMF over the preceding year including:

- 7.1.1.details of payments out of the TMF;
- 7.1.2.a description of the initiatives that were paid for by the TMF; and
- 7.1.3.the remaining balance of the TMF.

## **8. Dispute Resolution**

- 8.1. The provisions of clause 11 (Resolution of Disputes) of the Section 106 Agreement shall apply as if each member of the TMFDG was a party to that agreement and as set out in the following section.
- 8.2. For the avoidance of doubt, decisions of the TMFDG (including a decision made pursuant to paragraph 7.3.5 of Schedule 3 of the Section 106 Agreement) shall be subject to dispute resolution in accordance with clause 10 of the Section 106 Agreement.
- 8.3. Any member(s) of the TMFDG may refer a TMF Decision directly to arbitration pursuant to clause 11.2 of the Section 106 Agreement.

## **9. Review**

- 9.1. GAL will consult the TMFDG and take into account their reasonable representations when carrying out a review of the TMFDG and the process for determining TMF Applications, in accordance with paragraph 9 of Schedule 3 of the Section 106 Agreement.

## **10. Other**

- 10.1. The decisions of the TMFDG will be made available to members of the public via a publicly accessible website to be agreed by the TMFDG.
- 10.2. These terms of reference are to be agreed at the first meeting of the TMFDG. Changes to these TMFDG terms of reference are to be approved unanimously by the TMFDG members.

**APPENDIX 5  
EMPLOYMENT, SKILLS AND BUSINESS STRATEGY**

## Table of Contents

1	Executive Summary	1
2	Introduction	3
3	The Economic Context	7
4	ESBS Objectives and Underpinning Principles	7
5	Delivery of the ESBS through the ESBS Implementation Plan	10
6	Resources for implementing the ESBS	12
7	Governance, Performance Management, Monitoring and Reporting	13
8	ESBS Delivery	15
9	ESBS Core Themes	19
10	Route Maps	39
	References	41
	Glossary	41

# 1 Executive Summary

1.1.1 This Employment, Skills and Business Strategy (ESBS) sets out how Gatwick Airport Limited (GAL) will 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 This ESBS envisages these being delivered by:

- 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 will 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 will open up a wider range of opportunities than those that

will 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 Coast to Capital (previously the LEP), and Jeff Alexander who was the Executive Director of Gatwick Diamond Initiative, a business-led partnership focused upon the growth of new and established companies and inward investment. Following the retirement of Jeff Alexander, Dee Mathieson, current Chair of Gatwick Diamond Business (2024), is also acting as an advisor.

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 will be supported by the following cross-cutting themes:

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

1.1.7 The details of the delivery of the ESBS will be set out within an ESBS Implementation Plan. This will describe, in detail, how GAL will collaborate with partners to deliver the ESBS. The ESBS Implementation Plan will be approved by the ESBS Steering Group and must be in general accordance with this ESBS and the Draft ESBS Implementation Plan. The ESBS Implementation Plan will be secured via the Section 106 agreement.

1.1.8 The ESBS will deliver activity from the commencement of construction of the Project until nine years following the

commencement of dual runway operations – but the level of resource would vary year-on-year in order to reflect contemporary circumstances. This is to ensure that the benefits are activated at the most appropriate times in the lifetime of the Project. Review and recalibration points are built into the programme to ensure that the strategy and activities as set out in the ESBS Implementation Plan (including the Thematic Plans) for that period reflect contemporary needs and opportunities and can effectively contribute to the policies, priorities and ambitions of key stakeholders. The use of the ESBS Fund and governance for the ESBS Implementation Plan is set out in section 7 of this ESBS.

1.1.9 For the ESBS to be most effective, there will 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 will 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 will 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 will 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. Further detail on the geographical area and spatial extent of the ESBS is set out in section 4.4 below.

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 An explanation of each of these core themes and examples of the types of activities which may be delivered under each theme is set out in section 9 of this ESBS. ESBS Governance and robust performance and financial management, monitoring and reporting systems are set out in section 7 of this ESBS. Where additional detail is necessary, this will be included in the ESBS Implementation Plan submitted to the ESBS Steering Group for approval.

## 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) will 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 will 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.

2.1.2 This ESBS envisages these being delivered by:

- 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.

2.1.3 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.

2.1.4 The ESBS describes measures that would be funded through the ESBS Fund and managed by a governance and reporting process set out in section 7 of this ESBS.

## 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 in 2021. 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 businesses operating on the Gatwick Airport campus, 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 Coast to Capital (previously the 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 also included 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 region, informing and promoting its members and championing public and private sector investment to help businesses prosper and grow. He then moved to a role as 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 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 businesses operating on the Gatwick campus 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; 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. 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 Over the timeframe of the ESBS, local structures and organisations may change due to evolving Government policy and funding requirements. GAL will monitor such changes and continue to build relationships and partnerships with the most relevant structures and organisations.

2.2.14 More detail on GAL'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 ES 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.

## 4.2 Cross-cutting Themes

4.2.1 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 supporting hard to reach groups; and
- Embracing and promoting environmental sustainability and the development and embedding of green skills and technologies.

## 4.3 ESBS Underpinning Pillars of Engagement

4.3.1 Our strategy is underpinned by the three operational pillars of engagement, corresponding to requests that stakeholders have made of Gatwick, signalling how we need to relate to other agencies as a partner. GAL 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 including the businesses operating on the Gatwick campus, businesses within the Gatwick Diamond, and those within the broader region (encompassing the whole of Crawley and parts of Horsham, Mid Sussex, Mole Valley, Reigate and Banstead and Tandridge, as well as the County Council areas of West Sussex, East Sussex, Surrey and Kent, Brighton and Hove Unitary Authority area and the London Borough of Croydon).

4.3.2 The ESBS Implementation Plan will be developed in general accordance with this ESBS, the Draft ESBS Implementation Plan (including the Draft Thematic Plans). The ESBS Implementation Plan will, collectively, ensure that GAL, 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 campus businesses, 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, including work with local partners to enable outreach and access to relevant ESBS activities for hard to reach groups, as key cross-cutting themes, with associated goals being clearly evident in the design of activities.

## 4.4 Geographical Targeting and Extent

4.4.1 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.

4.4.2 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:

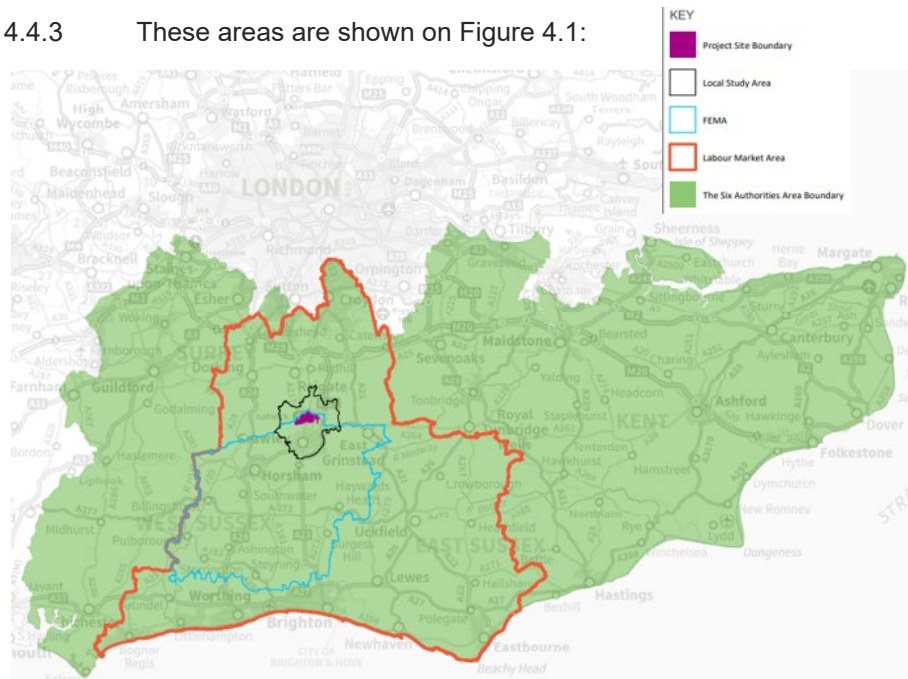
- Project Site Boundary: the Development Consent Order (DCO) boundary.
- Local Study Area: the area most likely to be affected during the construction and operational phases. This includes the whole of Crawley and parts of Horsham, Mid Sussex, Mole Valley, Reigate and Banstead and Tandridge.
- Northern 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 previous 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.

4.4.3 These areas are shown on Figure 4.1:



4.4.4 Notwithstanding that there will be a need for a nuanced approach that enables the ESBS Fund and activities to be focused 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.

4.4.5 It is expected that ESBS employment and skills activities will be delivered primarily within the Local Study Area (with a 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 will be delivered across the wider Six Authorities Area.

## 5 Delivery of the ESBS through the ESBS Implementation Plan

### 5.1 Scope of the ESBS Implementation Plan

5.1.1 The delivery of the ESBS will be set out within an ESBS Implementation Plan which will include specific "Thematic Plans". The role and approval of the ESBS Steering Group is set out in section 7 of this ESBS.

5.1.2 The ESBS Implementation Plan must be in the form of the Draft ESBS Implementation Plan (Appendix 7 to the s106 Agreement) and will restate the aims and objectives of the ESBS and identify the time period that the ESBS Implementation Plan applies to.

5.1.3 In relation to the ESBS Fund, the ESBS Implementation Plan must set out:

- the allocation of the fund for that period;
- the allocation of the fund across the themes;
- the forecasted spend and contingency spend for each activity (including a high-level break down of the budget); and
- from the second ESBS Implementation Plan, reporting on the spending in the previous period.

5.1.4 In relation to the activities proposed for the ESBS period, the ESBS Implementation Plan must set out in the form of the Thematic Plans:

- the activities that GAL is committed to delivering itself in the ESBS period;
- information on need, specific beneficiaries, geographical spatial extent and delivery risks;
- the partners and stakeholders that will deliver each activity;
- monitoring and reporting specific to each activity which will be provided to the ESBS Steering Group;
- a bespoke key performance indicator (KPI) by which delivery of each activity can be measured.

5.1.5 In relation to reporting on the activities from the previous period, the ESBS Implementation Plan must set out:

- a quantitative and qualitative analysis of the activities and impact of the previous period; and
- learnings on contemporary need, demand, opportunity and the gathering of intelligence on what works and what needs to improve

## 5.2 Time Periods for the ESBS Implementation Plan

5.2.1 The ESBS Implementation Plan will be renewed with an updated version submitted to the ESBS Steering Group for approval in line with the below timetable until the ninth anniversary of the commencement of dual runway operations.

5.2.2 The following timetable of updated ESBS Implementation Plans will be followed:

- (1) Commencement Date to commencement of Airfield Works;
- (2) Commencement of Airfield Works to Commencement of Dual Runway Operations;
- (3) Commencement of Dual Runway Operations to the third anniversary of Commencement of Dual Runway Operations;
- (4) Third anniversary of Commencement of Dual Runway Operations to the sixth anniversary of Commencement of Dual Runway Operations;
- (5) Sixth anniversary of Commencement of Dual Runway Operations to the ninth anniversary of Commencement of Dual Runway Operations; and

(6) Any such other time as the Steering Group may agree.

## 6 Resources for implementing the ESBS

### 6.1 GAL Direct Funding

6.1.1 In addition to providing the ring-fenced ESBS Fund described below, GAL will secure appropriate people resource to provide administration and project management support to the delivery of the ESBS. GAL will directly fund and be responsible for:

- the overall programme management of delivering the ESBS;
- Co-ordinating the monitoring, evaluation and reporting;
- Setting up and running the ESBS Steering Group;
- Liaising with third party delivery partners; and
- Managing the activities that GAL is responsible for delivering under an ESBS Implementation Plan.

6.1.2 GAL will deliver and fund directly (i.e. in addition to the ESBS Fund) a number of activities which will contribute to the delivery of the ESBS. These are largely activities that GAL is currently undertaking. These activities will be included in the ESBS Implementation Plan for information but will be clearly identified as activities that are not being funded by the ESBS Fund.

### 6.2 ESBS Fund

6.2.1 GAL is committed to spending £20 million to maximising the employment, skills and business benefits in the local area of

delivering the Project. It is a priority that the ESBS Fund is spent at the right time and in the right way.

6.2.2 The ESBS will deliver activity from commencement of construction until the end of the Project Period, and the level of financial resource would vary year on year in order to reflect contemporary circumstances. This reflects 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).

6.2.3 Each ESBS Implementation Plan will set out the value of the ESBS Fund to be used within the relevant period. A range of funding has been allocated to each period in the table below and each ESBS Implementation Plan must show a value which is above the minimum value and below the maximum value of the relevant funding range unless otherwise agreed with the ESBS Steering Group. Any amount of the ESBS Fund not spent in an ESBS Implementation Plan period to which it was allocated will be available for a later ESBS Implementation Plan Period:

ESBS Implementation Plan Period	Funding
Commencement Date to commencement of Airfield Works	£2,000,000 - £2,500,000
Commencement of Airfield Works to Commencement of Dual Runway Operations	£3,500,000 - £5,500,000
Commencement of Dual Runway Operations to the third anniversary of Commencement of Dual Runway Operations	£4,500,000 - £6,500,000
Third anniversary of Commencement of Dual Runway Operations to the sixth anniversary of Commencement of Dual Runway Operations	£3,500,000 - £5,000,000
Sixth anniversary of Commencement of Dual Runway Operations to the ninth anniversary of Commencement of Dual Runway Operations	£3,000,000 - £4,000,000

- 6.2.4 As set out in section 5.1, each ESBS Implementation Plan must set out:
- the allocation of the fund for that period;
  - the allocation of the fund across the themes;
  - the forecasted spend and contingency spend for each activity (including a high-level breakdown of the budget); and
  - from the second ESBS Implementation Plan, reporting on the spending in the previous period.

## 7 Governance, Performance Management, Monitoring and Reporting

### 7.1 Introduction

- 7.1.1 It is vital to have a robust system of governance around the delivery of the ESBS and the use of the ESBS Fund. GAL is committed to working collaboratively with stakeholders and delivery partners to maximise the benefits of the Project whilst ensuring that the appropriate frameworks and safeguards are in place.

### 7.2 Role of the ESBS Steering Group

- 7.2.1 The role of the ESBS Steering Group is to ensure the strategic direction of the delivery of the ESBS including the use of the ESBS Fund.
- 7.2.2 The ESBS Implementation Plans will be approved by the ESBS Steering Group provided that they are in general accordance with this document and in the form of the Draft ESBS Implementation Plan (including Draft Thematic Plans)
- 7.2.3 The ESBS Steering Group will act in accordance with their Terms of Reference as approved upon assembly of the Group and updated by agreement thereafter. The terms of reference shall include an escalation process available to any member of the ESBS Steering Group for situations when the ESBS Steering Group has not approved an ESBS Implementation Plan submitted to it or there is a tie on the approval of the ESBS Implementation

Plan. The ESBS Steering Group shall make decisions by consensus wherever possible. The ESBS Steering Group shall ensure that all decisions are recorded in writing and communicated to the relevant parties.

- 7.2.4 The purpose and function of the ESBS Steering Group is to:
- review and approve the ESBS Implementation Plans and any amendments;
  - consider and assess the effectiveness of the measures undertaken under the ESBS Implementation Plan having regard to the priorities, targets and KPIs agreed within the relevant ESBS Implementation Plan;
  - identify additional and/or replacement measures that could be undertaken in response to any education, skills and employment impact identified through monitoring;
  - review and, where appropriate, support the implementation of measures within the ESBS Implementation Plan through the distribution and allocation of the ESBS Fund; and
  - establish task and finish groups to secure delivery of the measures within the ESBS Implementation Plan where appropriate.

### 7.3 Monitoring

- 7.3.1 GAL will work closely with delivery partners to monitor activities and provide support where it is needed. GAL will require delivery partners to monitor impact and provide reports as set out within the approved ESBS Implementation Plans.

## 7.4 Review of the ESBS Implementation Pan

- 7.4.1 Review and recalibration intervals have been 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. Major changes in prevailing economic circumstances could catalyse a review outside of this time frame.

- 7.4.2 An annual report will be provided to the ESBS Steering Group annually on the previous years' activities.

- 7.4.3 A full review of the ESBS Implementation Plan will be carried out to inform the preparation of the updated ESBS Implementation Plans approved by the ESBS Steering Group at the time periods set out in paragraph 6.2.3. As set out in section 5, each ESBS Implementation Plan must include reporting on the previous period.

## 7.5 Annual Reporting to the ESBS Steering Group

- 7.5.1 Following commencement, each year before the meeting of the ESBS Steering Group, GAL will produce an annual report on the previous year's delivery to include a quantitative and qualitative narrative on activities delivered, resources used, feedback from beneficiaries (where relevant) along with an analysis of what worked well and what could be improved upon, and recommendations to GAL and the ESBS Steering Group for the development of the following period's activity, beneficiaries and resources.

7.5.2 Reporting will be provided against the KPIs/ outcomes identified in the approved ESBS Implementation Plan and will include reporting on the actual spend from the ESBS Fund against the spend proposed in the approved ESBS Implementation Plan.

## 7.6 GAL's review to inform the updated ESBS Implementation Plan

7.6.1 In preparing an updated ESBS Implementation Plan for approval, GAL shall review the activities and outcomes of the ESBS Implementation Plan for the previous period.

7.6.2 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.

7.6.3 The outcomes of this review will be included within the updated ESBS Implementation Plan submitted to the ESBS Steering Group.

7.6.4 In preparing each of the ESBS Implementation Plans, GAL shall have regard to any feedback received from the ESBS Steering Group.

## 7.7 Independent Impact Evaluation

7.7.1 Following the completion of each ESBS Implementation Plan GAL will contract a third party organisation to review that period and carry out an impact evaluation, using a relevant methodology, to assess the extent to which the ESBS Implementation Plan has supported the journey to achieving the overarching objectives as detailed in 1.1.5 whilst supporting the cross cutting themes as detailed in 1.1.6. In addition, this report will include a value for money assessment and demonstrate social impact and social return on investment, using current and relevant methodologies.

## 8 ESBS Delivery

8.1.1 There is a wealth of learning and good practice on successful approaches to driving up skills and providing access to employment and a range of these will be utilised in the delivery of the ESBS.

### 8.2 Employment Outreach and Brokerage

8.2.1 Effective employment brokerage would support the maximisation of the Project attracting local talent pools into Gatwick and supporting 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.

8.2.2 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 GAL team, the Gatwick campus businesses 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.

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

8.3.1 The ESBS seeks to maximise opportunities to capture the imagination of potential talent pools in pursuing careers not only with Gatwick, the Gatwick campus businesses and our suppliers, but also with businesses located within the geographical extent set out in paragraph 4.4 above. 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.

8.3.2 Gateway to jobs activities could include securing Work Experience and Internships, Apprenticeships and Graduate Recruitment opportunities.

8.3.3 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.

## 8.4 Employment and Skills Consortium-based Delivery

8.4.1 Core to GAL'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 GAL and Gatwick campus businesses' recruitment needs.

8.4.2 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, 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, 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. GAL has already entered into discussions with some key

stakeholders to conduct a discreet pilot of the consortium approach to support GAL's immediate recruitment and upskilling needs.

- 8.4.3 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.
- 8.4.4 Whilst the outreach, brokerage and consortium of providers would work closely in tandem with GAL 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. GAL 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.
- 8.4.5 GAL 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.

## 8.5 Building upon Existing Relationships

- 8.5.1 GAL 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 GAL projects involving engagement with schools on airport opportunities, GAL 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 GAL staff on the full spectrum of airport careers and connect GAL staff to mentoring opportunities;
  - pilots designed to address the volume recruitment needs of GAL and the Gatwick campus businesses associated with the build back of the Airport during 2021 and 2022. This 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 GAL's contacts to develop relationships with other employers and business groups like the Manor Royal Business Improvement District, beyond the Airport site; and

8.5.2 GAL'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 GAL'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.

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

8.6.1 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.

8.6.2 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.

## 9 ESBS Core Themes

### 9.1 Introduction

9.1.1 The ESBS envisages project activity across six core themes. Each theme has a set of thematic 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 conditions:

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

9.1.2 The core themes would be delivered by a comprehensive suite of potential options for action that are, collectively, capable of both enhancing impacts on the local labour market that could arise from the volume and nature of GAL'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 [REP3-082] 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 GAL's potential as an effective facilitator of opportunity and benefit.

9.1.3 The six core themes are:

- Inspire and Motivate;
- Construction;

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

9.1.4 The six core themes, together with their thematic objectives are set out in six tables in this section. These tables include a description of some of the options which could be delivered in relation to each core theme. This is further supplemented by the Draft Thematic Plans appended to the Draft Implementation Plan.

9.1.5 Each table is accompanied by supporting information about the core theme which describes in detail the rationale for the core theme and highlights key features. This includes demonstrating that delivery approaches are realistic and robust and 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.

### 9.2 Inspire and Motivate

**Table 5.1: Inspire and Motivate**

Inspire and Motivate – Theme Summary	
Theme Objectives	Options for Employment and Skills Actions
Employment and Skills Objective:	<ul style="list-style-type: none"> <li>▪ GAL would support the delivery of an integrated education</li> </ul>

Inspire and Motivate – Theme Summary	
Theme Objectives	Options for Employment and Skills Actions
1. 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>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.</p> <ul style="list-style-type: none"> <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).</li> </ul>

Inspire and Motivate – Theme Summary	
Theme Objectives	Options for Employment and Skills Actions
	<p>This could include bursaries and scholarships for young people from areas exhibiting multiple deprivation. GAL would include within target schools those with high Pupil Premium percentages for STEM-related and other potential interventions designed to drive up motivation, enthusiasm and achievement.</p> <ul style="list-style-type: none"> <li>▪ GAL 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>
2. Challenge perceptions of STEM careers to encourage new and different talent pools to pursue	<ul style="list-style-type: none"> <li>▪ Subject to a year-long feasibility and piloting phase, the education engagement strategy could be</li> </ul>

Inspire and Motivate – Theme Summary	
Theme Objectives	Options for Employment and Skills Actions
careers in STEM, particularly groups that are underrepresented in STEM careers.	underpinned by the development of an on-site Science, Technology, Engineering and Maths (STEM) Centre – a cross-GAL resource for all departments driven by the need for strong STEM acumen. It would be an expansion of the current Engineering Youth Development Programme 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.

### Inspire and Motivate – Additional Contextual Information

9.2.1 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 GAL’s current schools-based STEM motivational work. Feedback from schools on the experience of pupils and staff alike is consistently excellent.

9.2.2 The concept of providing a STEM Centre arose out of a significant expansion of GAL’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%.

9.2.3 GAL’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. GAL 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 GAL 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.

9.2.4 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 GAL’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 GAL 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 region, 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.

9.2.5 The space itself would provide a combination of classroom accommodation, space for learning rigs and modelling and testing of equipment relating to innovation projects.

9.2.6 We would ensure that provision at the STEM Centre is delivered in close collaboration with other STEM learning provision within the region. 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 region.

9.2.7 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 Airport’s South Terminal, train station and bus terminals, will be a

strong motivator to those seeking work to look to the Airport as a potential employer.

9.2.8 GAL 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

9.2.9 In addition to our existing STEM work with schools, GAL 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”, GAL previously worked in partnership with the Coast to Capital LEP Careers Hub and now with the West Sussex & Brighton and Hove Careers Hub (following LEP transition), to ensure young people in our region have access to employer insight and understand the potential opportunities open to them). GAL has been involved in a number of associated initiatives that have enabled us to build good working links with schools, Careers Hub 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. Over the timeframe of the ESBS, local structures and organisations may change due to evolving Government policy and funding requirements. GAL

will monitor such changes and continue to build relationships and partnerships with the most relevant structures and organisations.

## 9.3 Construction

**Table 5.2: Construction**

Construction – Theme Summary	
Theme Objectives	Options for Construction Actions
<p>Employment and Skills Objectives:</p> <ol style="list-style-type: none"> <li>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;</li> <li>2. Ensure that these pathways are in place sufficiently in advance of recruitment to maximise opportunities for take up by residents.</li> </ol>	<p>Employment and Skills Actions:</p> <ul style="list-style-type: none"> <li>▪ Facilitate recruitment and access to training for construction-related jobs with GAL'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>Business Objective:</p> <p>3. Leverage 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>Business Actions:</p> <ul style="list-style-type: none"> <li>▪ In accordance with the NSAfC model and in collaboration with CITB and CECA, connect GAL'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</li> </ul>

Construction – Theme Summary	
Theme Objectives	Options for Construction Actions
	<p>research and new training solutions for a sustainable, decarbonised construction industry.</p>

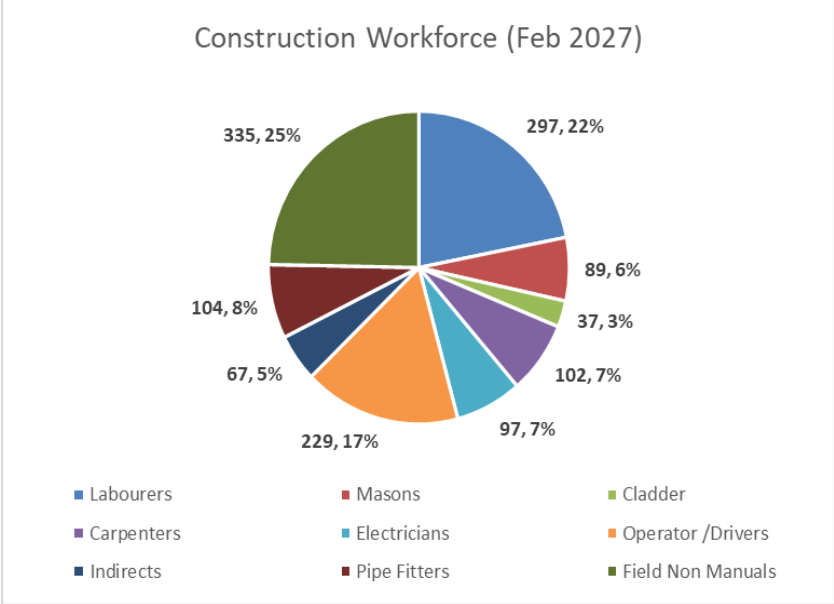
## Construction – Additional Contextual Information

### Workforce and Skills Requirements

- 9.3.1 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 requirements throughout the construction supply chain and in the procurement of materials and services.
- 9.3.2 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.

9.3.3 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.

9.3.4 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**

9.3.5 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.

9.3.6 It is expected that the ESBS framework will enhance construction labour supply effects arising from the Project. In addition, GAL is committed to supporting the nurturing of local talent in order to boost construction labour pools.



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

9.3.8 GAL 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.

9.3.9 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. GAL 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**

9.3.10 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 GAL to work collectively with employment brokers and education and skills providers with the dual objectives of GAL 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.

9.3.11 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.

9.3.12 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.

9.3.13 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.

9.3.14 Although not essential to the Project, GAL 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 provisions 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 GAL.

9.3.15 The NSAfC would apply across all of GAL's large construction projects. GAL 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.

9.3.16 The achievement of NSAfC status would require GAL 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.

- 9.3.17 The CITB has committed to working alongside GAL 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 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

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

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

## 9.4 Employment and Skills (non-construction)

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

<b>Employment and Skills (non-construction) – Theme Summary</b>	
<b>Theme Objectives</b>	<b>Options for Employment and Skills (non-construction) Actions</b>
<p>Employment and Skills Objectives:</p> <p>1. Create clear pathways to GAL and Gatwick campus business' 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>Employment and Skills Actions:</p> <ul style="list-style-type: none"> <li>▪ Engage with the Gatwick campus businesses, 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> </ul>

Employment and Skills (non-construction) – Theme Summary	
Theme Objectives	Options for Employment and Skills (non-construction) Actions
<p>3. Create opportunities to target GAL and Gatwick campus business' 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>	<ul style="list-style-type: none"> <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

9.4.1 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.

9.4.2 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).

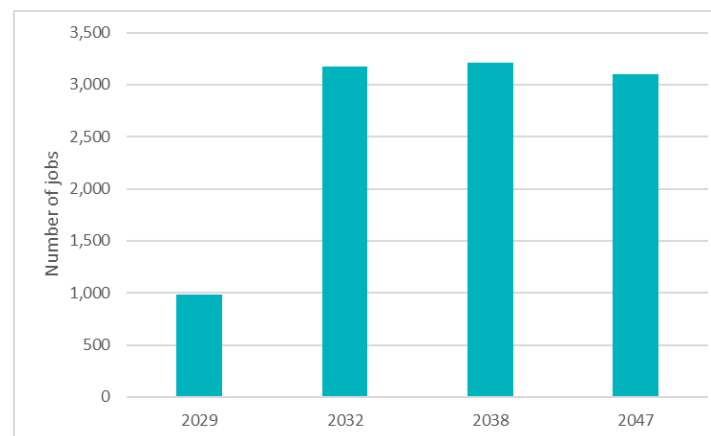
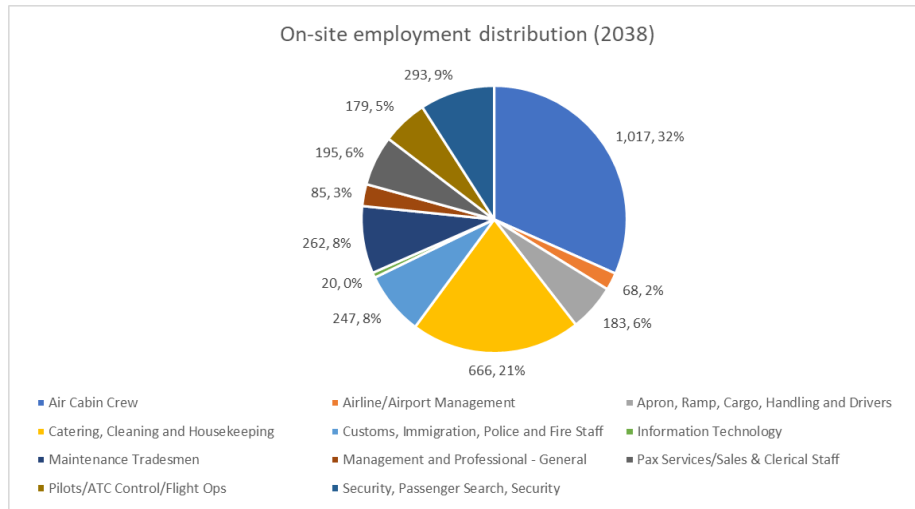


Figure 5.2: On-Airport Employment

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

9.4.3 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

9.4.4 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. GAL would aim to marshal support across the Gatwick campus businesses 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.

9.4.5 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

9.4.6 The ESBS would make provision for sufficient dedicated resource to establish robust, working links between GAL and the Gatwick campus 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). GAL has employed a Business Engagement Lead on a temporary (two-year) basis to build these relationships.

## 9.5 Adding Value Through Procurement

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

<b>Adding Value Through Procurement (goods and services) – Theme Summary</b>	
<b>Theme Objectives</b>	<b>Options for Adding Value Through Procurement (goods and services) Actions</b>
<p><b>Employment and Skills Objective:</b> 1. Leverage the procurement process to support local recruitment and enhance workforce development</p> <p><b>Business Objective:</b> 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>GAL 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 GAL 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 GAL Preferred Supplier and lead the charge to bring 'look local first' front of mind</li> </ul>

<b>Adding Value Through Procurement (goods and services) – Theme Summary</b>	
<b>Theme Objectives</b>	<b>Options for Adding Value Through Procurement (goods and services) Actions</b>
	<p>across GAL staff with purchasing responsibilities where there is potential for this to add value to local business prosperity.</p> <ul style="list-style-type: none"> <li>GAL would investigate and roll out mechanisms to communicate how to do business with GAL 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**

- 9.5.1 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 GAL contracts or through the supply chain and to drive up business productivity. GAL's commitment to this extends beyond Procurement relating to the construction phases.

9.5.2 GAL 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.

9.5.3 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, GAL 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.

9.5.4 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.

9.5.5 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 GAL's intelligence on the contracting base;
- Investigating the merits of an online supplier portal to support greater visibility of GAL opportunities; a clear understanding of how to work with GAL; and clarity about what GAL values from our supply chain, which would include support for local recruitment and workforce development;
- Considering how best GAL can support businesses to gain and sustain the necessary acumen to reach sustainability and competitiveness thresholds required to contract with GAL. 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 GAL's Procurement practices in ways that are appropriate to provide clarity on GAL requirements and wider support to promote SME success in tendering, whilst maintaining quality and supply/service continuity.

9.5.6 By way of preparation, GAL'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.

### Construction Procurement

9.5.7 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.

9.5.8 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.

9.5.9 We would develop an awareness campaign, which signposts potential opportunities for local contractors and suppliers.

9.5.10 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.

## 9.6 Innovation

**Table 5.5: Innovation**

Innovation – Theme Summary	
Theme Objective	Options for Innovation Actions
<p>Business Objective</p> <p>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:</p> <p>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 GAL'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 GAL innovation</li> </ul>

Innovation – Theme Summary	
Theme Objective	Options for Innovation Actions
	<p>needs and our trajectory of interests;</p> <ul style="list-style-type: none"> <li>▪ Deliver, in collaboration with partners, an awareness raising campaign for businesses and education institutions on GAL contemporary and predicted innovation challenges and opportunities to develop solutions for GAL and the wider Gatwick campus businesses;</li> <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> </ul>

Innovation – Theme Summary	
Theme Objective	Options for Innovation Actions
	<ul style="list-style-type: none"> <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

- 9.6.1 GAL 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 GAL 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.
- 9.6.2 The innovation interventions set out above build upon commitments that GAL has already offered to Crawley Borough Council, notably in support of the Crawley Innovation Centre. This includes:

- Sharing the GAL innovation pipeline to explore potential collaborations;
- running an annual Innovation Challenge event for Crawley Innovation Centre tenants;
- GAL 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.

9.6.3 The key differentiating factor between GAL'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.

9.6.4 GAL 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, GAL 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, GAL 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.

- GAL 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 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.

## 9.7 Regional Promotion

**Table 5.6: Regional Promotion**

Regional Promotion – Theme Summary	
Theme Objectives	Options for Regional Promotion Actions
<p>Employment and Skills Objective</p> <p>1. Create the conditions for driving up high level skilled jobs within the Labour Market Area</p> <p>Business Objective</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). GAL 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 Six Authorities Area.</li> </ul>

	<ul style="list-style-type: none"> <li>Support the development of a strategic statement and an associated action plan to include targeted projects to drive visitor generation, 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.</li> </ul>
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### Regional Promotion – Additional Contextual Information

- 9.7.1 The Project would constitute a significant opportunity to promote future domestic and international trade and investment opportunities for the region.
- 9.7.2 In July 2022, GAL published the Airport Economic Zone (AEZ) research report. GAL 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.

9.7.3 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.

9.7.4 GAL’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.

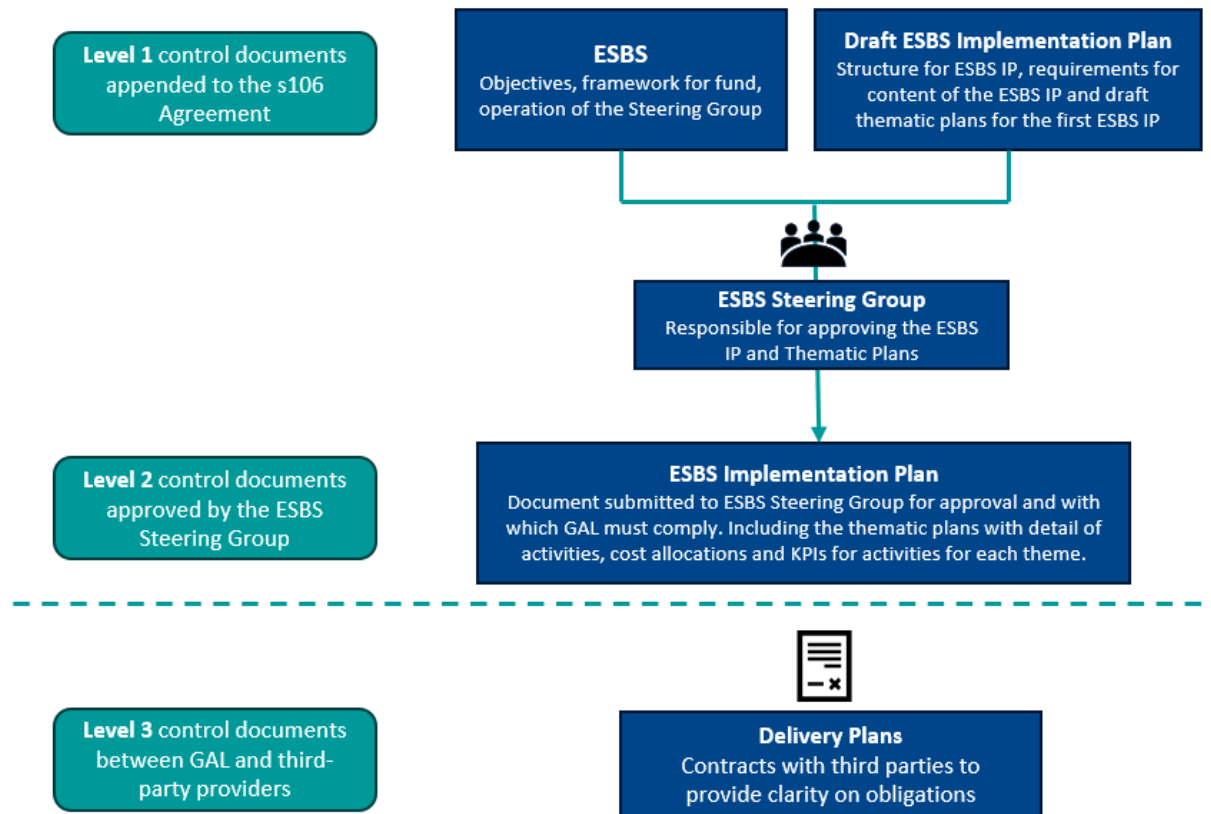
9.7.5 Following the inaugural Summit, in GAL has continued to engage with stakeholders to explore opportunities to progress the next steps set out within the AEZ research recommendations.

9.7.6 GAL 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 has continued through membership of the East Sussex, Brighton and Hove and West Sussex LVEP Interim Board.

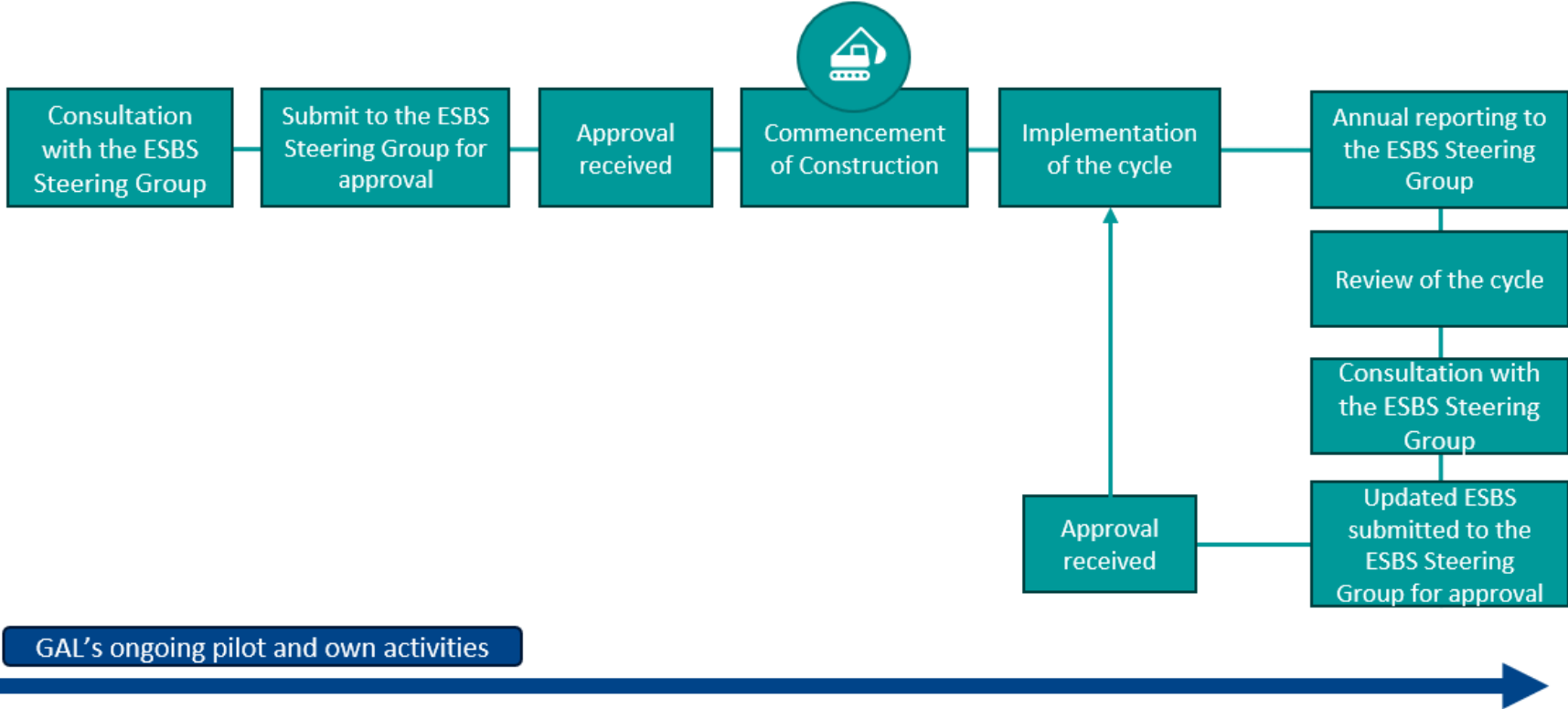
9.7.7 The Project would enable GAL to contribute to a step change in the promotion of inward investment on the ground; leveraging a greater level of funds, strategic connections, intelligence and leadership from GAL’s Executive and Airline Relationship team.

# 10 Route Maps

## 10.1 Structure of ESBS Control documents



10.2 ESBS Cycle of Approval and Implementation



## 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

## Glossary

### 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-

Term	Description
	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 GAL 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.
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 (NESCOL) and the Universities of Surrey and Brighton, it will



Term	Description
	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

**APPENDIX 6**  
**DRAFT ESBS IMPLEMENTATION PLAN**

## Table of Contents

1	Introduction	2
2	Background	3
3	Draft ESBS Implementation Plan	7
4	Draft Thematic Plans	15

### Tables

Table 2.1:	Examples of delivery partners	3
Table 2.2:	ESBS and Draft Implementation Plan engagement 2021 - 2024	4
Table 3.7:	ESBS Themes	14

### Figures

Figure 3.1:	ESBS Spatial Areas (Figure 17.4.2 of Environmental Statement Socio-Economic Effects Figures [APP-052])	11
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# 1 Introduction

- 1.1.1 The Employment Skills and Business Strategy (Appendix 5 to the section 106 agreement) sets out how GAL will work with partners to maximise economic benefits for communities and businesses generated by the Northern Runway Project (the Project).
- 1.1.2 GAL's underpinning approach is 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 will be implemented through both the construction and the operation phases of the Project. Over that time it is expected that the activities required to implement the ESBS will change, and with that, possibly the delivery partners. To maximise the economic benefits through each phase of the Project GAL will submit updated ESBS Implementation Plans to the ESBS Steering Group for approval throughout the Project as set out in the s106 Agreement. GAL is seeking to work closely with the relevant local authorities and key partners in the local area to shape how the ESBS is implemented.
- 1.1.4 This Draft ESBS Implementation Plan has been prepared as a template for the ESBS Implementation Plans submitted to the ESBS Steering Group for approval under Schedule 5 of the s106 Agreement. The ESBS Implementation Plans must be substantially in the form of this document.
- 1.1.5 Section 5 of the ESBS sets out the information that must be included in each ESBS Implementation Plan. This template shows how that information will be provided to the ESBS Steering Group the form of the ESBS Implementation Plan.
- 1.1.6 Each ESBS Implementation Plan will set out the detail of how the ESBS is to be applied to the current circumstances in the local area for the relevant phase of the Project to which each ESBS Implementation Plan related. GAL's preference is to develop the ESBS Implementation Plan collaboratively with the local authorities and key partners but in any event will submit the ESBS Implementation Plan to the ESBS Steering Group for approval.

## 2 Background

- 2.1.1 This document should be read alongside the ESBS which sets out the full background to the strategy. 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 of the Project that will maximise the delivery of important local benefits. Some of these activities will be delivered directly by GAL, some will be delivered exclusively by third parties, and some will be delivered through partnership working, e.g. matching suitably skilled local residents with job vacancies on the airport.
- 2.1.2 GAL is making available £20 million to support the delivery of the ESBS in addition to an appropriate people resource to provide administration and project management support to the delivery of the ESBS and activities which GAL will deliver and fund directly.
- 2.1.3 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 partners as detailed in Table 2.1 below:

**Table 2.1: Examples of delivery partners**

<p><b>Education Providers:</b></p> <ul style="list-style-type: none"> <li>▪ Primary Schools</li> <li>▪ Secondary Schools:               <ul style="list-style-type: none"> <li>▪ Thomas Bennett</li> <li>▪ Gatwick School</li> </ul> </li> </ul> <p><b>Colleges:</b></p> <ul style="list-style-type: none"> <li>▪ Chichester College Group</li> <li>▪ NESLOT</li> <li>▪ East Surrey College</li> </ul> <p><b>Universities:</b></p> <ul style="list-style-type: none"> <li>▪ Sussex University</li> <li>▪ University of Brighton</li> <li>▪ Surrey University</li> </ul> <p><b>Specialist Skills Providers:</b></p> <ul style="list-style-type: none"> <li>▪ CITB</li> </ul>	<p><b>Businesses:</b></p> <ul style="list-style-type: none"> <li>▪ Tier 1&amp;2 Construction firms</li> <li>▪ Supply Chain Firms</li> <li>▪ On Campus Firms:               <ul style="list-style-type: none"> <li>▪ Airlines</li> <li>▪ Ground Handling Agents</li> <li>▪ Retail</li> <li>▪ F&amp;B concessions</li> <li>▪ Engineering firms</li> </ul> </li> </ul> <p><b>Economic Stakeholders:</b></p> <ul style="list-style-type: none"> <li>▪ Local Authorities</li> </ul> <p>Visitor Economy stakeholders:</p> <ul style="list-style-type: none"> <li>▪ Gateway Gatwick partnership;</li> <li>▪ East Sussex, Brighton &amp; Hove and West Sussex Local Visitor Economy Partnership;</li> <li>▪ Tourism South East</li> </ul>
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<ul style="list-style-type: none"> <li>▪ Sussex and Surrey Institute of Technology</li> </ul> <p><b>Business Organisations</b></p> <p><b>Accredited Chambers of Commerce:</b></p> <ul style="list-style-type: none"> <li>▪ Sussex Chamber</li> <li>▪ Surrey Chambers</li> <li>▪ Kent Invicta Chamber</li> <li>▪ London Chamber of Commerce and Industry</li> </ul> <p><b>Inward Investment Organisations:</b></p> <ul style="list-style-type: none"> <li>▪ Gatwick Diamond Initiative</li> <li>▪ Invest Crawley</li> <li>▪ Opportunity Mid Sussex</li> <li>▪ Invest West Kent</li> </ul> <p><b>Business Membership Organisations:</b></p> <ul style="list-style-type: none"> <li>▪ Gatwick Diamond Business Federation of Small Businesses - Sussex and Surrey</li> </ul>	<ul style="list-style-type: none"> <li>▪ Destination Management Organisations</li> </ul> <p><b>Job Brokerage Organisations:</b></p> <ul style="list-style-type: none"> <li>▪ Employ Crawley</li> <li>▪ Job Centre Plus</li> </ul> <p><b>Other business community representatives</b></p> <ul style="list-style-type: none"> <li>Manor Royal BID</li> <li>▪ Crawley Town Centre BID</li> <li>▪ Develop Croydon Forum</li> </ul>
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- 2.1.4 Where required, partnerships will be formally documented between GAL and the relevant third party through memorandums of understanding and / or contracts.
- 2.1.5 Table 2.2 summarises the engagement carried out by GAL to collaborate with the local authorities and other stakeholders in developing both the ESBS and this Draft ESBS Implementation Plan. In addition to these formal engagement activities GAL has undertaken extensive bilateral engagement with individual stakeholders:

**Table 2.2: ESBS and Draft Implementation Plan engagement 2021 - 2024**

Activity	Purpose
Stakeholder Round Tables	<ul style="list-style-type: none"> <li>▪ To gain understanding of insights key issues for businesses going forward.</li> </ul>

Activity	Purpose
<ul style="list-style-type: none"> <li>▪ 21<sup>st</sup> April 2021 &amp; 29<sup>th</sup> July 2021: Business Membership Organisations</li> <li>▪ 22<sup>nd</sup> April 2021 &amp; 30<sup>th</sup> June 2021: Education Providers</li> <li>▪ 22<sup>nd</sup> April 2021 &amp; 1<sup>st</sup> July 2021: Economic Partnerships</li> <li>▪ 23<sup>rd</sup> April 2021 &amp; 2<sup>nd</sup> July 2021: Local Businesses</li> </ul>	<ul style="list-style-type: none"> <li>▪ Development of initial ESBS theme ideas.</li> <li>▪ Input to benefits and wider opportunities.</li> <li>▪ What could address concerns and other considerations</li> </ul>
<p>Topic Working Groups with local Authorities (including ESBS):</p> <ul style="list-style-type: none"> <li>▪ 28 August 2019 – In-Person Meeting – TWG Economics and Employment</li> <li>▪ 3 August 2021 – Virtual Meeting – MS Teams – TWG on Economy, Employment, Housing and Health</li> <li>▪ 16 May 2022 – Virtual Meeting – MS Teams (Recorded) – TWG on Econ &amp; Soc-Econ</li> <li>▪ 14 June 2022 – Virtual Meeting – MS Teams (Recorded) – TWG on Econ &amp; Soc-Econ</li> <li>▪ 7 July 2022 – Virtual Meeting – MS Teams (Recorded) – TWG on Econ &amp; Soc-Econ</li> <li>▪ 28 September 2022 – Virtual Meeting – MS Teams (Recorded) – TWG on Econ/Soc-Econ</li> <li>▪ 18 November 2022 – Virtual Meeting – MS Teams (Recorded) TWG on Econ/Soc-Econ</li> </ul>	<ul style="list-style-type: none"> <li>▪ To share updates on the development of the ESBS and seek feedback from the local authorities.</li> </ul>
<p>Topic Working Groups with Local Authorities – ESBS specific:</p> <ul style="list-style-type: none"> <li>▪ 2 August 2023 - ESBS Topic Working Group</li> </ul>	<ul style="list-style-type: none"> <li>▪ Share how Gatwick will maximise opportunities for communities and businesses created by the project.</li> <li>▪ Confirm how the ESBS will be secured as part of the DCO process.</li> </ul>

Activity	Purpose
	<ul style="list-style-type: none"> <li>▪ Seek local authority feedback on how focus/resource should be balanced across the themes.</li> <li>▪ Agree practical next steps in developing ESBS Statements of Common Ground</li> </ul>
<p>Topic Working Groups with Local Authorities – ESBS specific:</p> <ul style="list-style-type: none"> <li>▪ 12 December 2023 – ESBS Topic Working Group with local authorities. Draft skeleton Implementation Plan shared on 30/11/23</li> </ul>	<ul style="list-style-type: none"> <li>▪ Receive further feedback on the submitted ESBS.</li> <li>▪ Explain how the Implementation Plan would secure delivery of the ESBS.</li> <li>▪ Receive and discuss feedback on the draft skeleton Implementation Plan.</li> </ul>
<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"> <li>▪ Receive and discuss feedback on the draft Implementation Plan.</li> <li>▪ Discuss the six ESBS themes to gather further input develop priority activities for delivery.</li> </ul>
<p>8 April 2024– ESBS Draft Implementation Plan workshop with representatives of Joint Local Authorities.</p>	<ul style="list-style-type: none"> <li>▪ Receive and discuss feedback on the draft Implementation Plan.</li> <li>▪ Discuss the six ESBS themes to gather further input to develop priority activities for delivery.</li> </ul>
<p>30 May 2024 - ESBS Draft Implementation Plan Workshop with stakeholders. Attendees were drawn from proposed future ESBS Steering Group membership, including Crawley Borough Council, other representatives of the JLAs, and skills and education providers</p>	<ul style="list-style-type: none"> <li>▪ Combined stakeholder workshop (ESBS SG representatives and joint local authorities) to further develop draft Implementation Plan.</li> <li>▪ Two draft example thematic plans (Construction and Procurement) were shared in advance on 15 May to seek feedback on structure and content to inform the development of the remaining four thematic plans.</li> <li>▪ Focus on generation of specific inputs on the four following areas of the implementation plan: <ol style="list-style-type: none"> <li>1. <b>Beneficiaries</b> – who are the top level beneficiaries for each</li> </ol> </li> </ul>



Activity	Purpose
	<p>theme, and the sub groups of beneficiaries?</p> <ol style="list-style-type: none"> <li>2. <b>Interventions</b> – what types of interventions would you want the ESBS to deliver across the 6 themes?</li> <li>3. <b>Intermediaries</b> (including any gaps that ESBS could address) Who should the ESBS be partnering with for delivery and reaching the beneficiary groups?</li> <li>4. <b>Output descriptors</b></li> </ol> <p>The workshop generated a large number of helpful suggested inputs across the four areas.</p>
11 July 2024	<ul style="list-style-type: none"> <li>▪ Review of the six example Thematic Plans (circulated by GAL on 28 June). Feedback on the plans was positive and confirmed that the plans were providing the right focus for each theme and gave greater clarity on interventions; outputs; beneficiaries; intermediaries and geographic scope. Suggestions for refinement or additions were also made which have now been addressed. The template for these example thematic plans was also included in the draft Implementation Plan at Deadline 6.</li> </ul>

### 3 Draft ESBS Implementation Plan

#### 3.1 Introduction

3.1.1 This is the [first] ESBS Implementation Plan of the Project ESBS.

3.1.2 This Implementation Plan covers the period [following the Commencement Date up to the Commencement of Airfield Works].

### 3.2 Required Information in the ESBS Implementation Plan

3.2.1 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.

3.2.2 It includes 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.

### 3.3 Project Overview and Summary

3.3.1 This section provides a summary overview of the Project at GAL and a summary overview of the ESBS.

#### Gatwick Airport Northern Runway Project Overview

3.3.2 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.

3.3.3 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.

3.3.4 The Project 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 £2.2 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.

### 3.4 Aims and Objectives of the ESBS

3.4.1 The Project presents an opportunity to strengthen and enhance Gatwick Airport'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 Project 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.

3.4.2 The ESBS is a framework to enable partners and GAL to work together to deliver better economic and social outcomes both immediately around the airport and more widely.

#### Objectives

3.4.3 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.

#### Cross-cutting Themes

3.4.4 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 supporting hard to reach groups; and
- Embracing and promoting environmental sustainability and the development and embedding of green skills and technologies.

### ESBS Underpinning Pillars of Engagement

3.4.5 GAL's strategy is underpinned by the three operational pillars of engagement, corresponding to requests that stakeholders have made of Gatwick, signalling how we need to relate to other agencies as a partner. GAL 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 including the businesses operating on the Gatwick campus , businesses within the Gatwick Diamond, and those within the broader region (encompassing the whole of Crawley and parts of Horsham, Mid Sussex, Mole Valley, Reigate and Banstead and Tandridge, as well as the County Council areas of West Sussex, East Sussex, Surrey and Kent, Brighton and Hove Unitary Authority area and the London Borough of Croydon).

3.4.6 The ESBS Implementation Plan will be developed in general accordance with the ESBS and the Draft ESBS Implementation Plan (including the Draft Thematic Plans). The ESBS Implementation Plan will, collectively, ensure that GAL, 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 campus businesses, 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, including work with local partners to enable outreach and access to relevant ESBS activities for hard to reach groups, as key cross-cutting themes, with associated goals being clearly evident in the design of activities.

#### Geographical Targeting and Extent

3.4.7 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.

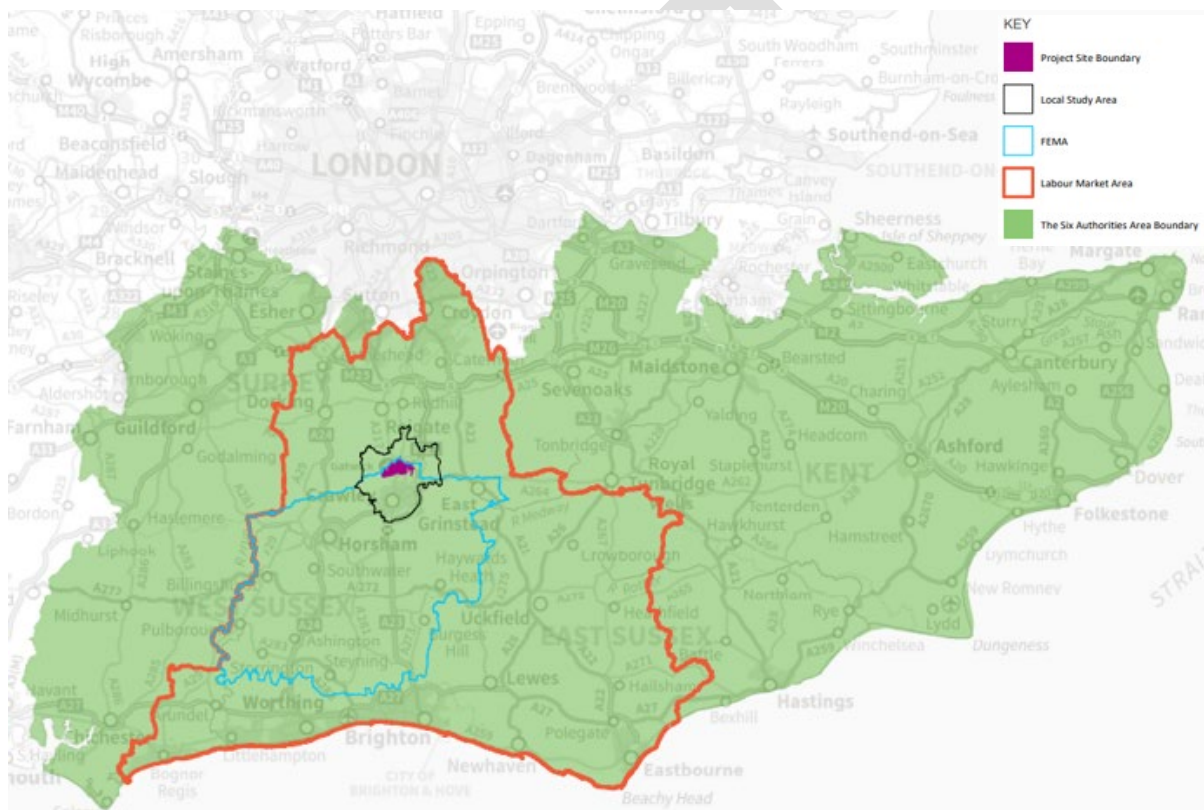
3.4.8 The Labour Market Assessment defines specific geographical areas within which particular impacts might reasonably be predicted to arise. These areas have guided our approach to how and where actions should be focused:

- Project Site 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 previous 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.

3.4.9 These areas are shown on Figure 3.1:



3.4.10 Notwithstanding that there will be a need for a nuanced approach that enables the ESBS Fund and activities to be focused 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.

3.4.11 It is expected that ESBS employment and skills activities will be delivered primarily within the Local Study Area (with a 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 will be delivered across the wider Six Authorities Area.

### 3.5 ESBS Implementation Plan Priorities and Targets

3.5.1 This section will set out the specific priorities and targets for each ESBS Implementation Plan according to the phase of the Project to which the ESBS Implementation Plan relates and the upcoming activities.

### 3.6 Key Activities and Delivery Partners

3.6.1 This section will provide a high-level summary of the key activities and delivery partners that will deliver those activities for the relevant phase.

### 3.7 Details of Activities and Delivery Partners

3.7.1 This section will set out:

- the activities that GAL is committed to delivering itself in the ESBS period;
- information on need, specific beneficiaries, geographical spatial extent and delivery risks;
- the partners and stakeholders that will deliver each activity;
- monitoring and reporting specific to each activity which will be provided to the ESBS Steering Group; and
- a bespoke key performance indicator (KPI) by which delivery of each activity can be measured.

3.7.2 This information will be provided in the form of the thematic plans.

3.7.3 The Draft Thematic Plans in section 4 of this Draft ESBS Implementation Plan have been developed to cover the first years following commencement of development. The thematic plans in the ESBS Implementation Plan submitted to the ESBS Steering Group for approval will be in general accordance with these Draft Thematic Plans unless otherwise agreed with the ESBS Steering Group.

3.7.4 The funding for each activity will be shown on the thematic plans and will be categorised to indicate if the activity will be funded by the ESBS Fund, or funded by GAL. The principles which inform whether activities are funded by the ESBS Fund or directly by GAL are as follows:

- **ESBS Funding:** Commitment by GAL to deliver a new activity which directly delivers ESBS objectives and is funded out of the ESBS Fund.

- **GAL Funding:** Commitment by GAL to continue existing/pilot activities that will directly deliver ESBS objectives; and commitment to people resources to support delivery, which are funded separately.

### 3.8 Allocation of the ESBS Fund

3.8.1 GAL is responsible for the delivery of the ESBS Implementation Plan as secured through the DCO s106 Agreement.

3.8.2 This section will set out:

- the allocation of the ESBS Fund for that period;
- the allocation of the fund across the themes;
- the forecasted spend and contingency spend for each activity (including a high-level break down of the budget); and
- from the second ESBS Implementation Plan, reporting on the spending in the previous period.

3.8.3 The ESBS Fund for this ESBS Implementation Plan is [between £2 and 2.5 million] and is allocated between the core themes as shown in Table 3.7 [NB these figures will be discussed and agreed with the ESBS Steering Group in preparing the ESBS Implementation Plan]:

**Table 3.1: ESBS Themes**

Theme	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
Administration, marketing & evaluation (10% maximum)	TBC
TOTAL	TBC

### 3.9 Reporting on Previous ESBS Implementation Plan

3.9.1 This section will set out:



- a quantitative and qualitative analysis of the activities and impact of the previous period; and
- learnings on contemporary need, demand, opportunity and the gathering of intelligence on what works and what needs to improve.

## 4 Draft Thematic Plans

DRAFT

#### 4.1 Draft Thematic Plan: Inspire and Motivate

4.1.1 The table below demonstrates an example plan for delivery and details the following: theme objectives; ESBS activity; indicative outputs; how the activity is funded; beneficiaries and example partners and intermediaries. The example thematic plan also details the spatial areas in which delivery should create enhanced positive impact and the potential resources from the ESBS fund and GAL to enable the ESBS activity.

<b>ESBS Activity Theme 1: Inspire and Motivate</b>	
Theme owner: Stakeholder Engagement Manager; Employment and Skills Lead	
<b>ESBS objective:</b> <ol style="list-style-type: none"> <li>1. 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.</li> </ol>	<b>ESBS Conditions:</b> 1: Employment and Skills
<b>Theme Objectives:</b> <ol style="list-style-type: none"> <li>1. Employment and Skills Objective:               <ol style="list-style-type: none"> <li>1.1. 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.</li> <li>1.2. 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.</li> </ol> </li> </ol>	<b>Delivery phase and time frames:</b> Commencement Date to Commencement of Airfield Works  <b>Indicative timeframe:</b> Commencement plus two years
<b>Resourcing:</b> Indicative ESBS Funding: [£371,000]  GAL People: Stakeholder Manager; Employment and Skills Lead GAL Property: London Gatwick STEM Centre	<b>Spatial areas:</b> Labour Market Area

Theme objectives	ESBS Activity	Indicative Outputs	ESBS/ GAL funded	Beneficiaries	Example partners / Intermediaries
<p><b>Theme Objective 1.1:</b> 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>	<p>To provide ready access to a talent pool with the right skills, knowledge, aptitude and behaviours and to enable Gatwick and, importantly, the communities around the airport to thrive, GAL will build on and scale up the programmes and initiatives currently supported. This will include reviewing and expanding on pilot projects to deliver inspirational activity. GAL will identify impactful projects where ESBS funding would enable engagement with more cohorts of young people within a wider geography.</p>	<p>Number of student encounters</p>	<p>ESBS</p>	<p><b>Young people; to include:</b></p> <ul style="list-style-type: none"> <li>• young people facing multiple barriers to sustaining education who are NEET and/or have Special Education Needs and Disabilities (including neurodiverse)</li> </ul>	<p><b>Careers Hubs</b></p> <p>Careers Hubs in East Sussex, West Sussex and Brighton and Hove and Surrey</p> <p>Education providers:</p> <ul style="list-style-type: none"> <li>• Schools</li> <li>• Colleges</li> <li>• Universities</li> </ul> <p>Gatwick Greenspace Partnership</p>
	<p><b>An Education Programme (a two-year plan of work)</b>, to be evaluated by the Steering Group, will be developed, mapping initiatives, identifying appropriate partner(s) and collaborative projects with education and voluntary sector partners. Particular focus will be on social mobility and diversity, equity, and inclusion (DEI). This will include actions targeting specific age</p>	<p>Number of (student) encounters</p>	<p>ESBS</p>	<ul style="list-style-type: none"> <li>• young people from areas exhibiting multiple deprivation.</li> <li>• target ethnic minorities that are underrepresented in STEM</li> </ul>	

	<p>groups as well as parents, carers, and engagement with key career decision influencers.</p> <p>These actions could include (examples in following rows):</p>			<ul style="list-style-type: none"> <li>care experienced and carers.</li> </ul>	
	<p>1. Teacher encounters</p>	<p>Number of teacher encounters</p>	<p>ESBS</p>		
	<p>2. Career showcase events (to include job fairs, talks, visits)</p>	<p>Number of events Number of student encounters</p>	<p>ESBS</p>		
	<p>3. Work placements</p>	<p>Number of work placements</p>	<p>ESBS</p>		
	<p>4. Mentorship</p>	<p>Number of young people mentored</p>	<p>ESBS</p>		
	<p>Whilst inherent in our current education strategy, GAL will commit to projects that close equity gaps in participation and attainment and include: New targeted actions to engage young people (particularly as identified above) could include bursaries and scholarships. Other potential interventions designed to drive up motivation, enthusiasm and achievement will be considered and supported.</p>	<p>A set value of funding for a set number of bursaries or scholarships</p>	<p>ESBS</p>		

	Further collaboration with long-standing partner, Gatwick Greenspace Partnership will be considered to drive up biodiversity and habitat management awareness and environmental education, with the potential of supporting funding for an apprentice to be employed.	New apprenticeship role	ESBS		
<p><b>Theme</b></p> <p><b>Objective 1.2:</b> 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>	<p>London Gatwick STEM Centre:</p> <p>Competencies in science, technology, engineering and maths (STEM) are critical, not only to our business, but are seen as one of the accelerating forces for economic growth across the UK. Permanency of an onsite London Gatwick STEM Centre to facilitate learning and development opportunities at all levels will ensure our impact is as positive, diverse and wide-reaching as possible. If recommended, GAL will develop a business case for extending the delivery of the on-campus STEM venue and fund the continued delivery for 3 years until second evaluation.</p>	Number of student encounters per year in the STEM Centre	GAL	<ul style="list-style-type: none"> <li>Schools with high Pupil Premium percentages for STEM-related and other potential interventions designed to drive up motivation, enthusiasm, and achievement.</li> <li>Address the science gender gap by driving engagement amongst girls to promote</li> </ul>	<ul style="list-style-type: none"> <li><b>Sussex and Surrey Institute of Technology (or similar):</b> building on current commitments, the IOT provides further opportunity for a collaborative and innovative approach to higher level technical education to help address skills gaps, particularly in science, engineering and technology areas.</li> <li>Schools</li> <li>Colleges</li> <li>Universities</li> </ul>

	Identify ways to drive up delivery of education outreach will include further investment in current initiatives and partnerships to extend their impact and broadening the depth and reach of existing programmes.		ESBS	STEM subjects.	
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#### 4.1.2 Contextual information relating to this example thematic plan:

Current Activity undertaken by GAL	
Theme 1	<p>Our Decade of Change Strategy includes the goal to invest resources in programmes and partnerships for those communities most affected by London Gatwick’s operations. This means contributing to a sustainable future for our local community and is supported by roadmaps which includes one specific to inspiring the next generation. GAL currently deliver a fully integrated education engagement strategy which aims to Inform, Inspire, and Invest in young people and targets age groups from 5 to 19. This broadly aligns with Theme Objectives 1.1. and 1.2 here.</p> <p>GAL currently deliver a wide range of activity designed to broaden the knowledge and understanding of young people about the range of job roles and career pathways available at the airport and provide a package of career-related support, steered by colleagues from across the business. This includes careers fairs, events, talks, workshops, airport visits etc and is supplemented with a Future Careers Resource Pack. Examples include:</p> <ul style="list-style-type: none"> <li>• <b>Learn Live - Career Live broadcasts:</b> As the name suggests GAL broadcast London Gatwick live into classrooms, showcasing key airport themes and roles and providing a live question and answer session for students with the airport colleagues featured in the episode. All our broadcasts are available to watch on demand.</li> <li>• <b>Dare to Dream</b> (Love Local Jobs Foundation)</li> <li>• <b>Mentoring Programme</b> currently delivered in two Crawley Schools: Thomas Bennet Community College and The Gatwick School</li> </ul>
Theme 2	<p>Key School Initiatives/partnerships include:</p> <ul style="list-style-type: none"> <li>• <b>Virtual Discovery Workshops</b> (in partnership with Speakers for Schools)</li> </ul>

- **Everfi by Blackbaud Endeavour Schools Programme:** A digital STEM programme offered at no cost to 15 schools. Includes a career session/STEM workshop delivered in school.
- **Engineering Tomorrow (STEM Centre and off site):** A range of labs for teachers and engineers to deliver to students which are an effective and interactive means to encourage younger generations into engineering careers. Focus on three topics: aerodynamics, bridges and water treatment.
- As a **Cornerstone Employer** GAL work together with the Careers and Enterprise Company networks, the wider business community and the Local Enterprise Coordinator and Careers Hub Lead, to ensure all young people in an area have the opportunities they need to be prepared and inspired for the world of work. Supporting delivery of their initiatives such as “Open Doors” apprentice talks and teacher encounters.

Other partnerships:

- **Sussex and Surrey Institute of Technology:** GAL are an Industry Partner with Director level representation on the Strategic Consortium Panel.
- **Crawley Innovation Centre:** GAL have joined the Project Board which will create the environment necessary to drive technological advancement within key growth sectors.

Key GAL sponsorships include:

- The EYE (Eco Young and Engaged) Project – Eco Summit
- Teen Tech Sussex
- STEM In the Park (Crawley)
- Mid Sussex Science Week

### ESBS Pilot Activity undertaken by GAL

Theme  
1

#### **Airport & Aviation Careers:**

London Gatwick is a major local employer, and home to many different businesses, from airlines and handling agents to big brand retailers and catering outlets. There are a huge variety of jobs across a range of skills and qualification levels which means that there are opportunities for all in the future. GAL are therefore working with airport partners and regional bodies to build understanding of current and future skills and employment trends and challenges, helping to build a collective response to meeting future needs and therefore build a foundation for future delivery post consent

Understanding career pathways available across the London Gatwick campus forms part of this, as GAL grow its own existing opportunities (apprenticeships, graduate programme, summer internships).

A pilot event was held during National Apprenticeship week in February 2024, hosted by GAL at the London Gatwick STEM Centre. Alongside promoting GAL apprenticeships, 12 employers from across the campus representing a range of industries attended, all with live apprenticeship opportunities. Local students attended in the morning and Further Education and those looking for work attended in the afternoon.

Other pilot projects designed to support career readiness and raising aspirations include:

- **Brightside:** An app-based mentoring initiative with a charity whose mission is to improve students' self-confidence and career prospects. A 12-week programme was piloted in 2023.
- **Care Leavers:** London Gatwick will endeavour to work towards signing the Care Leaver Covenant formalising support for young people leaving care. London Gatwick will provide employability support including mentoring, site visits to London Gatwick, work experience and a clear line of sight to jobs.
- **Girls Network:** This has been identified as a potential pilot project: Their mission is to inspire and empower girls from the least advantaged communities by connecting them with a mentor and a network of professional role models who are women. Potential to partner in Crawley (Thomas Bennett Community College) in 2024 if Girls Network progress this further.
- **2024 Work experience programme:** The week was made up of interactive activities, tours, panel discussions and innovation challenges for students. Each session linked to one goal set out in our Decade of Change policy and 1-2 Skills Builder essential skills. 28 Year 10 students attended from local Crawley and Horley Schools (demonstrating high levels of pupil premium). In designing the programme, emphasis was put on qualitative measures relating to self-esteem, aspirations, and the acquisition of soft skills which GAL believe collectively increase the chances of sustained success for the young people. Those benefitting from the experience were likely to be students facing significant challenges in their academic journey due to factors beyond their control. These factors can encompass a wide spectrum, including socio-economic background, ethnicity, disability, and personal circumstances.

## 4.2 Draft Thematic Plan: Construction (employment, skills and procurement)

4.2.1 The table below demonstrates an example plan for delivery and details the following: theme objectives; ESBS activity; indicative outputs; how the activity is funded; beneficiaries and example partners and intermediaries. The example thematic plan also details the spatial areas in which delivery should create enhanced positive impact and the potential resources from the ESBS fund and GAL to enable the ESBS activity.



**ESBS Activity Theme 2: Construction**

GAL theme owner: Employment & Skills Lead

<p><b>ESBS objectives:</b></p> <ol style="list-style-type: none"> <li>2. Cultivate and promote conditions whereby people from all backgrounds can reach their full potential and share in the benefits of a healthy economy.</li> <li>3. 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.</li> </ol>	<p><b>ESBS Conditions:</b></p> <ol style="list-style-type: none"> <li>1 Employment and Skills</li> <li>2 Business Growth and Productivity Enhancements</li> </ol>
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<p><b>ESBS Theme objectives:</b></p> <ol style="list-style-type: none"> <li>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; Ensuring that these pathways are in place sufficiently in advance of recruitment to maximise opportunities for take up by residents.</li> <li>2. Leverage 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.</li> </ol>	<p><b>Delivery phase and time frames:</b> Commencement Date to Commencement of Airfield Works</p> <p><b>Indicative timeframe:</b> Commencement plus two years</p>
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<p><b>Resourcing:</b> Indicative ESBS Funding: [£950,000]</p> <p>GAL People: Employment and Skills Lead (GAL) Skills, Employment and Education (SEE) Manager – Construction Specific</p>	<p><b>Spatial areas:</b></p> <ol style="list-style-type: none"> <li>1. LSA</li> <li>2. LMA</li> <li>3. 6 Authorities Area</li> </ol>
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Theme Objective	ESBS Activity	Indicative Outputs	ESBS/ GAL funded	Beneficiaries	Example Partners / Intermediaries
<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,</p>	<p>1.1 Building on the pilot work of the National Skills Academy for Construction (NSAfc) accreditation Tier 1 contractors and their supply chain will commit to providing:</p> <ul style="list-style-type: none"> <li>• Work Experience</li> </ul>	<ul style="list-style-type: none"> <li>• Jobs at London Gatwick</li> <li>• Apprenticeships at London Gatwick</li> <li>• Jobs/Apprenticeships in supply chain</li> </ul>	<p>GAL</p>	<ul style="list-style-type: none"> <li>• People not working.               <ul style="list-style-type: none"> <li>◦ Workplace returners</li> <li>◦ Care Leavers</li> <li>◦ Economically inactive</li> <li>◦ Ex-Service personnel</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Employ Crawley and other local authority employability programmes.</li> <li>• IOT</li> <li>• Schools</li> <li>• FE Colleges</li> <li>• DWP/JCP</li> <li>• LA Leaving Care Services</li> </ul>

<p>then residents of the Labour Market Area; Ensuring that these pathways are in place sufficiently in advance of recruitment to maximise opportunities for take up by residents</p>	<ul style="list-style-type: none"> <li>• Apprenticeship Recruitment</li> <li>• Creating jobs for people out of work and living locally</li> <li>• Development of Green Skills for those employed in the construction industry.</li> <li>• These outputs will be based on the NSAfC indicative levies for infrastructure projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Work experience opportunities</li> <li>• Increased skills development in construction workforce</li> </ul>		<ul style="list-style-type: none"> <li>• People of working age</li> <li>• Employers</li> </ul>	<ul style="list-style-type: none"> <li>• Private training providers</li> </ul>
	<p>1.2 GAL will contractually oblige Tier 1 contractors in the construction, design, planning and delivery phases to deliver outputs in line with the NSAfC accreditation obligations, these will be delivered on outputs based on contract value. All Tier 1 contractors will appoint 'Skills Employment and Education (SEE)' resource to work directly with GAL and local skills, employment and education providers.</p>		GAL		
	<p>1.3 GAL will ensure dedicated 'SEE' resource to drive this engagement with supply chain, providing links to the local skills, employment, and education providers. They will be responsible for monitoring outputs and reporting to CITB to fulfil NSAfC</p>		GAL		

	<p>accreditation.</p>				
	<p>1.4 GAL will work with DEI networks and providers to engage, attract and retain talent from underrepresented groups within the construction industry to include; women, ethnic minorities, people with disabilities, armed forces and emergency service veterans, care leavers, economically inactive individuals including returners to the workplace.</p>		<p>ESBS</p>		
	<p>1.5 GAL will measure and report on the value delivered to the local community and economy through a recognised Social Value reporting platform and or with consultancy input, to quantify and evidence the positive impact delivered locally and regionally during the construction phase.</p>		<p>ESBS</p>		
	<p>1.6 GAL will work with education and skills providers to develop and enhance construction skills training.</p>		<p>ESBS</p>		

	1.7 Travel bursary fund to support engagement with employment and skills events		ESBS	
2: 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>2.1 Development and delivery of full procurement portal with opportunities from GAL construction and GAL construction supply chain for local and regional Small Medium sized Enterprises (SME).</p> <p>To include:</p> <ul style="list-style-type: none"> <li>• Tender opportunities</li> <li>• Ability to register to supply</li> <li>• Guide to doing business with GAL</li> <li>• Opportunity for supply chain to develop skills via online training platform</li> </ul>	<ul style="list-style-type: none"> <li>• Access to talent pipeline</li> <li>• Upskilling of workforce</li> <li>• Access to supply chain opportunities</li> </ul>	ESBS	<ul style="list-style-type: none"> <li>• Tier 1 Construction Firms</li> <li>• Local SME Construction firms</li> </ul>
	2.2 Delivery of workshop programme specifically for construction sector on how to do business with large complex organisations (delivered in partnership)		ESBS	

4.2.2 Contextual information relating to this example thematic plan:

**Current activity undertaken by GAL**

A revised Capital Expenditure programme was announced in 2023. Construction planning and delivery works which had been paused due to the COVID-19 Pandemic have come into scope and now provide an opportunity for employment, skills and procurement pilot activity.

#### **ESBS pilot activity undertaken by GAL**

**Embedding Outputs:** GAL will gain CITB National Skills Academy for Construction (NSAfC) accreditation.

Working with tier 1 contractor on a test major project to deliver CITB National Skills Academy for Construction KPI outputs, GAL will support a programme of activity to include:

- Work Experience
- Apprenticeship Recruitment
- Creating jobs for people out of work and living locally

To achieve this GAL will:

- Engage local partner schools,
- Engage with colleges prioritising Sussex and Surrey Institute of Technology
- Local authority employment and training organisations
- Jobcentre Plus
- Private employment and training organisations.

**Improving Representation:** GAL will set DEI commitment targets ensuring there is an improved representation across all protected characteristics with additional focus on social mobility and hard to reach groups.

Creation of a sign-up form for expression of interest by any SME construction businesses in the LSA and LMA that want to do business with GAL.

Development strand of opportunity for SME firms in procurement frameworks.

#### **4.3 Draft Thematic Plan: Employment and Skills (non-construction)**

4.3.1 The table below demonstrates an example plan for delivery and details the following: theme objectives; ESBS activity; indicative outputs; how the activity is funded; beneficiaries and example partners and intermediaries. The example

thematic plan also details the spatial areas in which delivery should create enhanced positive impact and the potential resources from the ESBS fund and GAL to enable the ESBS activity.

<b>ESBS Activity Theme 3: Employment and Skills (Non-Construction)</b>	
GAL Theme owner: Employment & Skills Lead; Business Engagement Lead	
<p><b>ESBS objectives:</b></p> <ol style="list-style-type: none"> <li>1. 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.</li> <li>2. Cultivate and promote conditions whereby people from all backgrounds can reach their full potential and share in the benefits of a healthy economy.</li> </ol>	<p><b>ESBS Conditions:</b></p> <ol style="list-style-type: none"> <li>1. Employment and Skills</li> <li>2. Business Growth and Productivity Enhancements</li> </ol>
<p><b>Theme objectives:</b></p> <ol style="list-style-type: none"> <li>1. Create clear pathways to GAL and Gatwick campus 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.</li> <li>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.</li> <li>3. Create opportunities to target GAL and Gatwick campus 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.</li> </ol>	<p><b>Delivery phase and time frames:</b></p> <p>Commencement Date to Commencement of Airfield Works</p> <p><b>Indicative timeframe:</b> Commencement plus two years</p>
<p><b>Resourcing:</b> Indicative ESBS Funding: [£290,000]</p> <p>GAL People: Employment and Skills Lead; Business Engagement Lead</p>	<p><b>Spatial areas:</b></p> <ol style="list-style-type: none"> <li>1. Local Study Area</li> <li>2. Labour Market Area</li> <li>3. 6 Authorities area</li> </ol>

Theme Objectives	ESBS Activity	Indicative Outputs	ESBS /GAL funded	Beneficiaries	Example Partners/Intermediaries
<p><b>Theme Objective 1</b> (Employment and Skills):</p> <p>Create clear pathways to GAL and Gatwick campus 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><b>Recruitment Channels:</b> Build relationships with retail, hospitality, and other companies on the Airport campus to engage with wider recruitment channels and to support the development of clear pathways to employment and skills related opportunities for delivery post consent.</p>	<ul style="list-style-type: none"> <li>• Jobs at London Gatwick</li> <li>• Jobs in supply chain</li> <li>• Jobs at campus businesses</li> </ul>	GAL	<ul style="list-style-type: none"> <li>• People not working:               <ul style="list-style-type: none"> <li>○ Workplace returners</li> <li>○ Care Leavers</li> <li>○ Economically inactive</li> <li>○ Ex-Service personnel</li> </ul> </li> <li>• People of working age</li> <li>• Employers</li> </ul>	<p>Employ Crawley and other local authority employability programmes</p> <ul style="list-style-type: none"> <li>• IOT</li> <li>• Schools</li> <li>• FE Colleges</li> <li>• DWP/JCP</li> <li>• Local Authority Leaving Care Services</li> <li>• Third sector organisations supporting hard to reach groups</li> <li>• Private training providers</li> </ul>
	<p><b>Partners:</b> Build on relationships with Jobcentre Plus, Employ Crawley and other brokerage partners, whilst also engaging local schools, colleges and private employment/training providers, to facilitate delivery of and access to work experience and employment opportunities at London Gatwick post consent.</p> <p>This will deliver pre-employment programmes that will provide skills-based training, work experience and sustainable jobs.</p>		GAL		

<p>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>GAL's vision is to be "the airport for everyone, whatever your journey" and this applies to our people. Diversity Equity and Inclusion (DEI) is critical to the success of widening our recruitment channels providing a range of opportunities which ensures that London Gatwick through the northern runway project will be the airport for everyone, whatever their journey. We are using pilot activity to help develop and deliver DEI commitments to ensure we improve representation across all protected characteristics with additional focus on social mobility for hard to reach groups and those further away from the labour market.</p>		<p>GAL</p>		
	<p>Build on relationships developed in pilot phase with employment support organisations and on campus firms to deliver clear pathways to work at LGW. This will include working with airlines via the Airport Industry Skills Board (AISB) to identify opportunities to support recruitment activity.</p>		<p>ESBS</p>		



	<p>We will also build on the relationships established locally with schools, colleges, employment and training providers to actively promote and support access to these job and career pathways.</p> <p>DEI commitments developed through pilot activity will be incorporated into delivery of activity post consent.</p> <p>Work in partnership with a local employment support organisation to create and fund a new Employment Broker role (also to support construction employment)</p> <p>Travel bursary fund to support engagement with employment and skills events</p>		<p>ESBS</p> <p>GAL</p> <p>ESBS</p> <p>ESBS</p>		
<p><b>Theme Objective 2 (Employment and Skills):</b></p> <p>Create opportunities to target GAL and Gatwick campus employment and skills related</p>	<p>Job Brokerage: Develop an operating model for promoting jobs and careers that are available through on campus partners.</p> <p>Develop and deliver recruitment fairs in partnership with on campus partners to support the future development of a successful operating model for recruitment events for adoption post consent.</p>	<ul style="list-style-type: none"> <li>Jobs at London Gatwick</li> <li>Jobs in supply chain</li> <li>Jobs at campus businesses</li> </ul>	<p>ESBS</p> <p>GAL</p>	<ul style="list-style-type: none"> <li>People not working. <ul style="list-style-type: none"> <li>Workplace returners</li> <li>Care Leavers</li> <li>Economically inactive</li> <li>Ex-Service personnel</li> </ul> </li> <li>People of working age</li> <li>Employers</li> </ul>	<ul style="list-style-type: none"> <li>Campus Employers</li> <li>Employ Crawley and other local authority employability programmes</li> <li>IOT</li> <li>Schools</li> <li>FE Colleges</li> <li>DWP/JCP</li> <li>Local Authority Leaving Care Services</li> </ul>

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	Building on delivery and review of pilot recruitment fairs, develop and deliver a programme of recruitment fairs to raise awareness of and enable access to employment opportunities at LGW.		ESBS	<ul style="list-style-type: none"> <li>Private training providers</li> </ul>
	Building on the delivery and review of the pilot jobs portal, develop and deliver a more sophisticated job portal that is API enabled, or similar, to take feeds from on campus businesses job pages and directly list the job on the GAL job portal.		ESBS	

4.3.2 Contextual information relating to this example thematic plan:

<b>Current Activity Undertaken by GAL</b>
Due to the nature of the challenges posed by the pandemic, GAL does not have established employment and skills initiatives across the campus – therefore during the rebuilding of operations, this activity has been focused on delivery of NRP pilots below which supports current operations and build strong operating practices for the future.
<b>ESBS Pilot Activity Undertaken by GAL</b>
<b>Recruitment Channels:</b> GAL have further developed relationships with retail, hospitality, and other companies on the Airport campus to engage with wider recruitment channels and to support the development of clear pathways to employment and skills related opportunities for delivery post consent.
<b>Partners:</b> GAL have built relationships with Jobcentre Plus, Employ Crawley and other brokerage partners, whilst also engaging local schools, colleges and private employment/training providers, to facilitate delivery of and access to work experience and employment

opportunities at London Gatwick post consent. This will deliver pre-employment programmes that will provide skills-based training, work experience and sustainable jobs

**“The Airport for Everyone, Whatever Your Journey”:** DEI is critical to the success of widening our recruitment channels providing a range of opportunities which ensures that London Gatwick through the northern runway project will be the airport for everyone, whatever their journey. We are using pilot activity to help develop and deliver DEI commitments to ensure we improve representation across all protected characteristics with additional focus on social mobility and care leavers.

**Job Brokerage:**

GAL have developed an operating model for promoting jobs and careers that are available through on campus partners this includes:

GAL have developed and delivered recruitment fairs in partnership with on campus partners to support the future development of a successful operating model for recruitment events for adoption post consent.

GAL have developed a job portal page on the GAL website that provides links through to the job pages of on campus companies and organisations, increasing awareness of jobs and careers that are available across the campus. Also work across all business units at GAL to ensure the most effective use of the job portal. The objective of this pilot is to support the future development of a more sophisticated, permanent solution post consent.

#### 4.4 Draft Thematic Plan: Adding Value Through Procurement (non-construction)

4.4.1 The table below demonstrates an example plan for delivery and details the following: theme objectives; ESBS activity; indicative outputs; how the activity is funded; beneficiaries and example partners and intermediaries. The example thematic plan also details the spatial areas in which delivery should create enhanced positive impact and the potential resources from the ESBS fund and GAL to enable the ESBS activity.

#### **ESBS Activity Theme: Adding Value Through Procurement (non-construction)**

GAL theme owner: Business Engagement Lead

<b>ESBS objective:</b> <b>3:</b> Drive up growth and productivity across the business base through the expansion of capacity and enterprise acumen of small medium and micro businesses				<b>ESBS Conditions:</b> 2: Business Growth and Productivity Enhancements	
<b>ESBS theme objectives:</b> 1: Employment and Skills Objective - Lever the procurement process to support local recruitment and enhance workforce development (note: that this is a cross-cutting theme with employment and skills) 2: Business Objective - Create the conditions for GAL to increase the sustainability of local businesses and add maximum value to local economy.				<b>Delivery phase and time frames:</b> Commencement Date to Commencement of Airfield Works  <b>Indicative timeframe:</b> Commencement plus two years	
<b>Resourcing:</b> ESBS Funding: [£175,000]  GAL People: Business Engagement Lead, Procurement Team				<b>Spatial areas:</b> 1. Local Study Area 2. Labour Market Area 3. Six Authorities Area	
Theme Objectives	ESBS Activity	Indicative Outputs	ESBS /GAL funded	Beneficiaries	Example Partners / Intermediaries
Theme objective 1: (employment and skills)  Lever the procurement process to support local recruitment	Following successful pilot reviews:  <b>Skills development platform:</b> Commit to continuing a skills development programme through an online platform, in partnership with and to wider supply chain,	<ul style="list-style-type: none"> <li>Number of people engaged in skills development</li> <li>Number of people attending</li> </ul>	ESBS	<b>Businesses:</b> <ul style="list-style-type: none"> <li>Regional SMEs</li> </ul> <b>Adults of working age:</b> <ul style="list-style-type: none"> <li>Regional SME Business Employees</li> <li>Those in work</li> </ul>	<ul style="list-style-type: none"> <li>Supply Chain</li> <li>On Campus Partners</li> <li>Business Associations</li> <li>Skills providers</li> <li>Growth Hubs</li> <li>Careers Hubs</li> </ul>

<p>and enhance workforce development (*note: that this is a cross-cutting theme with employment and skills)</p>	<p><b>Deliver recruitment fairs or similar:</b> Commit to continue to work with supply chain and airport campus companies to deliver recruitment fairs at London Gatwick across each year.</p>	<p>recruitment fairs</p>	<p>ESBS</p>	<ul style="list-style-type: none"> <li>• Those not in work</li> </ul>	
<p><b>Theme objective 2 (Business):</b>  Create the conditions for GAL to increase the sustainability of local businesses and add maximum value to local economy.</p>	<p>Following on from review of the pilot activity GAL will deliver the following activity: <b>Look Local First:</b> Encourage a 'Look Local First' attitude to all procurement / buying across GAL and the on campus partners.</p> <p><b>GAL Campus Procurement Opportunities:</b> Develop and deliver a more in-depth Procurement Portal on the GAL website that will open the understanding of how to supply to GAL airport campus partners and GAL supply chain. It is envisioned that this could include:</p> <ul style="list-style-type: none"> <li>○ Details on how to do business with GAL (for example a handbook or online webinars)</li> </ul>	<ul style="list-style-type: none"> <li>• Increase of regional businesses in GAL and GAL campus partners supply chain</li> <li>• Number of regional businesses that are now more confident to seek new contracts with large businesses</li> <li>• Number of businesses engaged in procurement development programme</li> </ul>	<p>GAL</p> <hr/> <p>ESBS</p>	<p><b>Businesses:</b></p> <ul style="list-style-type: none"> <li>• Regional SMEs</li> <li>• Supply chain contractors</li> <li>• Start-up firms</li> </ul>	<ul style="list-style-type: none"> <li>• Growth Hubs</li> <li>• Business membership organisations/groups/networks</li> <li>• Tier one contractors</li> <li>• IoT</li> <li>• Industry Associations</li> </ul>

	<ul style="list-style-type: none"> <li>○ Details on how to do business with organisations on the GAL campus</li> <li>○ Detail of opportunities to supply from the GAL supply chain and on campus partners</li> </ul>				
	<p>Supply Chain Development Programme:</p> <p>3.1 Carry out research to understand the barriers of why SMEs do not bid for contracts with large complex organisations and the challenges large organisations have when engaging SMEs in their supply chain.</p>		ESBS		
	<p>3.2 Develop and fund delivery of a procurement training programme for SME's based on the outcomes of the research and the pilot activity whilst taking into account feedback form</p>		ESBS		

	stakeholder workshops such as: <ul style="list-style-type: none"> <li>• Modular and flexible delivery</li> <li>• Training in required accreditation and standards</li> <li>• Training in Social Value, Environment, Net Zero, Modern Slavery, Sustainability, Writing bids, Collaboration</li> </ul>				
	<b>Measure Social Value:</b> Develop and deliver a measure of demonstrating local /regional social value in the GAL supply chain that goes beyond the local and regional spend.		ESBS		

4.4.2 Contextual information relating to this thematic plan:

<b>Current Activity undertaken by GAL</b>
GAL has been working with on campus businesses to deliver recruitment fairs to build up teams for delivery as passenger numbers increased post COVID and to prepare for the summer season.

The Local Economy goal within the Decade of Change Strategy is: To be a partner and advocate for a thriving, resilient economy.

Contribute to local and regional workforce skills initiatives.

Current activity contributing to this goal include:

A commitment to local and regional spend:

- 10% in RH
- 25% in the wider region – 12 post codes; RH, BN, CR, KT, TN, GU, PO, SM, ME, CT, BR and DA

GAL has launched a website hosted form for businesses that are interested in supplying GAL to register their details. The searchable database is shared across GAL with procurement teams and others that may require their services.

GAL has developed procurement policies to demonstrate commitment to local / regional supply chain

#### **ESBS Pilot Activity undertaken by GAL**

Review of platforms that can provide online skills development (enhance workforce development) for the current supply chain and roll out a pilot with selected partners. This will allow a range of skills development in the supply chain, and future supply chain, where they will be able to develop their workforce at their own pace. Platforms will include workforce development on sustainability and social value.

Work with the GAL Procurement team to build a 'look local first' initiative into the procurement strategies has begun.

GAL subscription to business database, mnAI, to support the procurement teams to source local and regional suppliers and help to develop more diversity in the range of GAL suppliers.

The Gatwick Diamond has benefitted from Meet the Buyer events since 2002, but these have reached their natural conclusion. In collaboration with local business organisations, such as Manor Royal BID and Gatwick Diamond Business GAL has reviewed feedback and outcomes from the MTB events and it was agreed that the training element was where the programme offered the most value. Based on this this, GAL will support the delivery of a business development programme to support getting local SMEs ready to supply to large complex organisations such as GAL and Local Authorities. The stakeholder round tables and other discussion have shown that 'Understanding Social Value', 'Developing Sustainability Policies', 'Modern Slavery' and 'consortium buying', are examples of workshops that can be delivered to support potential supply chain. The workshops would be developed and delivered by training professionals with 'hero' slots from procurement professions in local larger firms to help understand how to do business with them.

Through the development of a network of on campus business partners, ascertain the social impact that GAL procurement has created, GAL carry out a review of 'Social Value' elements of supply chain with focus on larger suppliers, to include:



- Local and regional employment
- Apprentices employed
- Community engagement and support
- Local spend

DRAFT

## 4.5 Draft Thematic Plan: Innovation

4.5.1 The table below demonstrates an example plan for delivery and details the following: theme objectives; ESBS activity; indicative outputs; how the activity is funded; beneficiaries and example partners and intermediaries. The example thematic plan also details the spatial areas in which delivery should create enhanced positive impact and the potential resources from the ESBS fund and GAL to enable the ESBS activity.

<b>ESBS Activity Theme 5: Innovation</b>	
GAL Theme owner: Business Engagement Lead	
<p><b>ESBS objective:</b></p> <ol style="list-style-type: none"> <li>3. 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</li> <li>4. Create a dynamic, connected, and innovative business environment, that is the destination of choice for technology field leaders and established business sectors alike.</li> </ol>	<p><b>ESBS Conditions:</b></p> <ol style="list-style-type: none"> <li>1. Employment and Skills</li> <li>2. Business Growth and Productivity Enhancements</li> </ol>
<p><b>Theme objectives:</b></p> <p>Business Objective: Maximise the full potential of the Project to drive up entrepreneurship, business productivity and the development of cutting-edge technology</p>	<p><b>Delivery phase and time frames:</b></p> <p>Commencement Date to Commencement of Airfield Works</p> <p><b>Indicative timeframe:</b></p> <p>Commencement plus two years</p>

**Resourcing:**

Indicative ESBS Funding: [£280,000]

GAL people: Business Engagement Lead, Innovation team

**Spatial areas:**

6 Authorities Area

Theme Objective	ESBS Activity	Indicative Outputs	ESBS/ GAL Funded	Beneficiaries	Example Partners / Intermediaries
<p>Theme Objective (Business):</p> <p>Maximise the full potential of the Project to drive up entrepreneurship, business productivity and the development of cutting-edge technology</p>	<p><b>1. Deliver partnership-based innovation challenges</b></p> <p>In partnership with other organisations such as Crawley Innovation Centre and universities, develop and deliver innovation challenges and hack events to work on challenges from both GAL and airport campus firms, based on findings from innovation mapping.</p>	<p>Number of challenges per year</p> <p>Number of people / businesses taking part in innovation challenges</p>	<p>ESBS</p>	<ul style="list-style-type: none"> <li>• SME Businesses (start-up and established)</li> <li>• Pupils and Students</li> <li>• Business clusters such as: Digital, Engineering and Manufacturing, Tech, Aviation and Green tech (sustainability)</li> </ul>	<ul style="list-style-type: none"> <li>• Education partners:               <ul style="list-style-type: none"> <li>• Universities</li> <li>• Schools</li> <li>• Colleges</li> </ul> </li> <li>• Innovation Centre Providers</li> <li>• Growth Hubs</li> <li>• Business networks and organisations such as:               <ul style="list-style-type: none"> <li>• Sector based cluster groups</li> <li>• Business support organisations</li> <li>• Industry associations</li> </ul> </li> <li>• Innovate UK</li> </ul>
	<p><b>2. Deliver Innovation network events</b></p> <p>Continue developing and delivering 'Innovation Network' events based on feedback and evaluation of pilot activity</p>	<p>Delivery a number of GAL led innovation network events per year with a target number of people / businesses</p>	<p>ESBS</p>		

	<p><b>3. Collaboration with education partners</b></p> <p>Develop and deliver a plan on how GAL can collaborate with education providers on Innovation – this will be done alongside, and to enhance the delivery of the Inspire and Motivate theme.</p>	<p>Deliver a number of innovation educational based events/talks per year with a target number of students</p>	<p>GAL</p>		
	<p><b>4. Innovation funding programme</b></p> <p>GAL will commission a research and feasibility study into an innovation fund that could support regional SMEs with Innovation work in the region and, if positive, deliver an innovation funding programme.</p>	<p>Year 1: Delivery of a research paper on feasibility of innovation fund</p> <p>Year 2: Subject to outcome of research, plan and develop a regional innovation competition fund.</p> <p>Year 3: Commitment to support a set number of projects up to a set fund value</p>	<p>ESBS</p>		

	<p><b>5.Gatwick Airport as an innovation test bed</b></p> <p>In partnership with the GAL Innovation teams and other business units, establish a framework for using the airport to test aviation / airport-based innovations developed by SMEs in the region.</p>	<p>Year 1: Develop a strategy and plan on how London Gatwick can create opportunities for innovations to be tested on the campus, within set parameters.</p> <p>Years 2 and 3: Allow a set number of innovations from the region to be tested at London Gatwick</p>	<p>GAL</p>		
	<p><b>6.Partnership working with Crawley Innovation Centre</b></p> <p>Continue the partnership work with the Crawley Innovation Centre through actions that are agreed in the MOU. When the Innovation Centre has launched work with the operating agent and CBC to add additional value from GAL</p>	<p>More active commitments from GAL to support the Innovation Centre, to be defined in partnership with the centre operators and CBC.</p>	<p>GAL</p>		

4.5.2 Contextual information relating to this example thematic plan:

### **Current activity undertaken by GAL**

Commitment to support Crawley Innovation Centre (CIC) through:

- GAL representative on project board
- Run annual GAL / CIC Innovation Challenge
- 6 monthly meeting of GAL Head of Innovation and Crawley Innovation Director
- 6 monthly share of GAL Innovation pipeline with CIC
- GAL Innovation team to review the CIC Innovation pipeline / roadmap to identify on campus testing.
- GAL Innovation Team to participate in CIC networking events quarterly.
- Specialist GAL team members to join networking events quarterly to enrich wider understanding of GAL

Establishing links with and position in the regional Innovation Ecosystem (e.g. regular update meeting with Oxford Innovation, UKRI, attending innovation events)

Commitment to support the Surrey and Sussex Institute of Technology

- GAL are committed to the IoT as a key Industry Partner
- GAL Exec Board member is on the IoT strategic board
- GAL Senior Leader is on an IoT curriculum development board
- GAL have committed to support the IoT through providing specialist voluntary hours to mentor students and input to lessons

### **ESBS Pilot Activity undertaken by GAL**

1. Hackathon, linking on campus business with graduates / apprentices at GAL: Working in partnership with an on-campus tech business, GAL have developed a model for a junior talent 'hackathon' event, bringing together junior talent across the two businesses, to include apprentices and graduates, to work on developing a solution to challenge that has been passed by London Gatwick.
2. Host and deliver an 'Innovation Network' event at the GAL STEM centre to build on the tech forum that is currently in place. This will begin to open up the Innovation at GAL to local opportunity and showcase GAL innovation (Planned)
3. GAL will map Innovation activity across the Gatwick Airport campus to include wider GAL business units (such as construction and engineering) and on campus organisations. This mapping exercise will create a more thorough understanding of all the pockets of

innovation and opportunity for innovation (both internal and external) that are happening across the business and the airport campus (underway)

#### 4.6 Draft Thematic Plan: Regional Promotion

4.6.1 The table below demonstrates an example plan for delivery and details the following: theme objectives; ESBS activity; indicative outputs; how the activity is funded; beneficiaries and example partners and intermediaries. The example thematic plan also details the spacial areas in which delivery should create enhanced positive impact and the potential resources from the ESBS fund and GAL to enable the ESBS activity.

<b>ESBS Activity Theme 6: Regional Promotion</b>	
GAL theme owner: Economic Partnerships Manager	
<p><b>ESBS Objective:</b></p> <p>4. Create a dynamic, connected and innovative business environment, that is the destination of choice for technology field leaders and established business sectors alike.</p>	<p><b>ESBS Conditions:</b></p> <ol style="list-style-type: none"> <li>1. Employment and Skills</li> <li>2. Business Growth and Productivity Enhancements</li> </ol>
<p><b>Theme Objectives:</b></p> <ol style="list-style-type: none"> <li>1. Employment and Skills Objective – Create the conditions for driving up high level skilled jobs within the Labour Market Area.</li> <li>2. Business Objective – 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.</li> </ol>	<p><b>Delivery plan phase and time frames:</b></p> <p>Commencement Date to Commencement of Airfield Works</p> <p><b>Indicative timeframe:</b></p> <p>Commencement plus two years</p>

<p><b>Resourcing:</b> ESBS Funding: [£530,000]</p> <p>GAL people: Economic Partnerships Manager</p>	<p><b>Spatial areas:</b></p> <ul style="list-style-type: none"> <li>• Inward Investment and Trade initiatives: Six Authorities Area</li> <li>• Visitor Economy initiatives: West Sussex, East Sussex, Brighton &amp; Hove, Surrey and West Kent (Sevenoaks, Tunbridge Wells and Tonbridge &amp; Malling).</li> </ul>
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Theme Objectives	ESBS Activity	Indicative Outputs	ESBS / GAL Funded	Beneficiaries	Example Partners / Intermediaries
<p>Theme objective 1 (Employment and Skills):</p> <p>Create the conditions for driving up high level skilled jobs within the Labour Market Area</p> <p>Theme objective 2 (Business):</p> <p>Showcase and actively promote the economic benefits of the Gatwick region to generate foreign direct investment</p>	<p><b>1. Inward Investment Airport Economic Zone:</b></p> <p>GAL will lead on and provide ESBS funding towards the implementation of the Gatwick Economic Zone concept, creating a recognisable economic identity and brand with a compelling narrative to support place-based economic development and emerging local growth plans. This step change will involve GAL convening and collaborating with regional partners to appoint a high-profile Chair and board of a Gatwick Economic Zone to promote the geography defined by the development board. The AEZ</p>	<ul style="list-style-type: none"> <li>• Gatwick Economic Zone brand and identity created;</li> <li>• Chair and board established;</li> <li>• Initiatives delivered to promote the region;</li> <li>• Advocacy and lobbying</li> </ul>	<p>ESBS</p>	<p>Regional Economy and Businesses:</p> <ul style="list-style-type: none"> <li>• Regional businesses, business membership organisations; business improvement districts;</li> <li>• Investors and developers, land agents</li> <li>• Regional Visitor Economy DMOs, tourist attractions, hospitality businesses, accommodation</li> </ul>	<p>Local Authorities</p> <ul style="list-style-type: none"> <li>• Including where appropriate economic/business fora, e.g. Growth Hubs, Surrey Business Leaders Forum, Business Surrey</li> </ul> <p>Economic Partnerships:</p> <ul style="list-style-type: none"> <li>• Gatwick Diamond Initiative</li> </ul> <p>Inward Investment Organisations:</p> <ul style="list-style-type: none"> <li>• Gatwick Diamond Initiative;</li> <li>• Invest Crawley;</li> </ul>



<p>and expansion of existing businesses and drive up the value of the visitor economy</p>	<p>will leverage the London Gatwick brand to raise the profile of the broader region on the national and international stage. Initiatives will be delivered by the AEZ to promote and elevate the region as an asset of international economic significance. Successful advocacy and lobbying by the AEZ will seek to attract further funding and investment for the region.</p>			<p>and transportation sectors, creative and cultural sectors, local producers</p> <ul style="list-style-type: none"> <li>• Universities</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Croydon Forum</li> </ul> <p>Gateway Gatwick Partnership:</p> <ul style="list-style-type: none"> <li>• Partners representing West and East Sussex, Surrey, West Kent, Brighton &amp; Hove</li> </ul> <p>Accredited Chambers of Commerce:</p> <ul style="list-style-type: none"> <li>• Sussex Chamber;</li> <li>• Surrey Chambers;</li> <li>• Kent Invicta Chamber;</li> <li>• London Chamber of Commerce and Industry</li> </ul>
	<p><b>1. Inward Investment Regional Inward Investment Service:</b></p> <p>Recognising that collaboration across boundaries is necessary to drive future inward investment, and that inward investment underpins all elements of regional promotion, the AEZ will lead and champion the collaborative development of a Regional Inward Investment Service to support competitiveness of the wider economy. This will build on the work of Gatwick Diamond</p>	<ul style="list-style-type: none"> <li>• Soft landing provision;</li> <li>• Inward investment programmes delivered;</li> <li>• Investor enquiries and value of investments secured;</li> <li>• Businesses engaged;</li> <li>• Marketing interactions;</li> <li>• Inward investment events attended, e.g. UKREiiF and other international exhibitions</li> </ul>	<p>ESBS</p>		

	<p>Initiative (GDI) and will provide ESBS funding towards the resource for a service to promote key sectors and industries, initiatives to drive Foreign Direct Investment, the support for specific site promotion and targeted opportunities to deliver measurable commercial outcomes from businesses locating or expanding in the region. This service will support the priorities identified by local authority economic development strategies and opportunities highlighted by Department for Business and Trade (DBT) and other stakeholders, including promotion of the region as a place to live as well as to do business. This service will also be informed by business-led economic governance boards in the region, with the opportunity for additional bilateral conversations with key sub-regional businesses and fora to support and drive inward investment opportunities.</p>	<p>targeting investors and developers</p>			
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	<p><b>1. Inward Investment Inward Investment Partnerships:</b></p> <p>GAL will provide partnership funding for public sector partners to drive targeted inward investment and growth across sub-regions within the Six Authorities Area, such as Invest Crawley. GAL will explore opportunities to support specific initiatives delivered by Local Authority inward investment services, such as Opportunity Mid Sussex and Invest West Kent.</p>	<ul style="list-style-type: none"> <li>• Funding for public sector inward investment partnerships</li> <li>• Support for inward investment initiatives (e.g. participation in investor tours)</li> </ul>	ESBS		
	<p><b>2. Visitor Economy</b></p> <p>Through the Gateway Gatwick Partnership, GAL will lead the development of a clear strategic statement (drawing on existing regional and national strategies) and an associated action plan to include delivery of targeted projects to promote the regional visitor economy and to drive visitor generation, with associated costs supported by ESBS funding. The focus will</p>	<ul style="list-style-type: none"> <li>• Strategic statement and action plan to drive visitor generation;</li> <li>• Targeted projects with the aim to increase number of nights spent in region by inbound international tourists;</li> <li>• Promotion of local producers;</li> <li>• Marketing campaigns with</li> </ul>	ESBS		

	<p>be to increase the number of nights spent by inbound international tourists in the region. The action plan will detail how projects supported by the ESBS funding are to be delivered with and through the existing strategic destination arrangements. The strategic statement and action plan will consolidate and underpin the ongoing strategic direction of the Gateway Gatwick Partnership and support Local Visitor Economy Partnership (LVEP) strategies. The strategic statement and action plan will be integrated under the umbrella of the Gatwick Economic Zone and Regional Inward Investment Service to add further value and enable business development support and capacity building for local businesses in the visitor economy. Initiatives will also include promotion of local and regional food and drink producers. Opportunities to collaborate with other partners and tourism stakeholders, including regional and national agencies and boards (such as</p>	<p>measurable outcomes (e.g. hotel bookings resulting from advertising campaign)</p>			
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	<p>VisitBritain, UKinbound, London &amp; Partners and Tourism South East) will also be explored.</p>				
	<p><b>3. Trade Opportunities</b></p> <p>GAL will contribute ESBS funding towards the development and implementation of initiatives led by a cooperative of regional Chambers of Commerce in collaboration with GAL to promote international trade opportunities for the AEZ region aligned to destinations served by London Gatwick's route network. The focus will be to increase the value of exports to those destinations, and to promote regional innovation. Initiatives will also aim to promote the interests of relevant regional stakeholders, such as freight and logistics businesses and organisations, and universities and other higher education institutions. Examples of initiatives that will be considered include trade missions, and will aim to build</p>	<ul style="list-style-type: none"> <li>• Businesses engaged;</li> <li>• Initiatives to promote international trade with measurable outcomes (e.g. value of additional exports secured)</li> </ul>	<p>ESBS</p>		

	relationships with international Chambers, embassies, and international business and investment bodies.				
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4.6.2 Contextual information relating to this example thematic plan:

<b>Current Activity undertaken by GAL</b>
<p>In July 2022, GAL 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 built upon efforts to explore with partners the potential to define a clear regional identity, emphasising regional economic strengths and opportunities, and showcasing the area for inward investors as part of Global Britain.</p> <p>Since 2022, GAL has been the Strategic Partner of Gatwick Diamond Initiative (GDI), the regional inward investment platform. This partnership currently provides funding to support a limited inward investment service, largely confined to place promotion, sign-posting and keeping stakeholders updated and informed.</p> <p>The airport has hosted an annual London Gatwick Economic Summit since 2022, bringing together influential leaders from across the region to discuss driving long-term sustainable local economic growth and future inward investment. Themes and topics discussed have included how the region could better define and promote its economic identity (to compete for inward investment, attract new, diverse industries and jobs, and secure its long-term economic prosperity), and how international connectivity can support MICE tourism in the region.</p> <p>GAL is a partner of Invest Crawley and has committed to continuing funding the inward investment partnership led by Crawley Borough Council in 2024.</p> <p>GAL is a partner of Develop Croydon Forum and this partnership continues in 2024, supporting the organisation to promote economic regeneration and inward investment in the borough.</p> <p>The Gateway Gatwick Partnership has been facilitated by GAL since 2018. Meeting at least bi-monthly, this partnership with visitor economy representatives was established by the airport to promote the region to international inbound passengers. The region includes West Sussex, East Sussex, Surrey, West Kent and Brighton &amp; Hove. Terms of Reference set out the purpose, role, objectives and</p>

membership. Aims include to seek to attract funding and investment, including from Government funds. Initiatives include the Discover Local campaign in 2019 and a regional tourism video funded by GAL in 2024.

GAL has been a board member of the Sussex Visitor Economy Industry Group and from 2024 is represented on the interim board of the East Sussex Brighton & Hove and West Sussex Local Visitor Economy Partnership.

GAL worked with Sussex visitor economy partners to co-fund and deliver an Expedia campaign “Celebrate Sussex: The Jewel in England's Crown” for the US market in 2022. GAL has also partnered with Tourism South East on trade missions to North America in 2022 and 2023.

GAL has facilitated engagement between airline partners and regional economic stakeholders from Gatwick Diamond Business (gdb), GDI, Department for Business and Trade, Coast to Capital LEP and Chambers of Commerce at events in 2023 and 2024 to promote regional trade opportunities.

In 2024, GAL signed up to the Sussex Six campaign, pledging to increase and promote local produce on shelves and menus across the airport. The airport introduced four new products in World Duty Free and a fifth product in Sonoma, and also promoted a further local brand on the Retail Tasting Bar to support English Wine Week.

### **ESBS Pilot Activity undertaken by GAL**

**Airport Economic Zone:** Since 2022, GAL has engaged with stakeholders to explore opportunities to progress the next steps of the AEZ research report and lead on the development of a Gatwick Economic Zone. In 2023, GAL actively explored with key stakeholders opportunities to work in partnership to take the Gatwick AEZ concept forward. GAL sponsored a panel session at UKREiiF in 2024 to further explore the opportunities that Airport Economic Zones can present to regional economies. Next steps could involve collaboration with partners to initially form a development board to explore and commission the preparation of a business case for a future Gatwick Economic Zone. This would be informed by the recommendations of the Gatwick Airport Economic Zones research (June 2022).

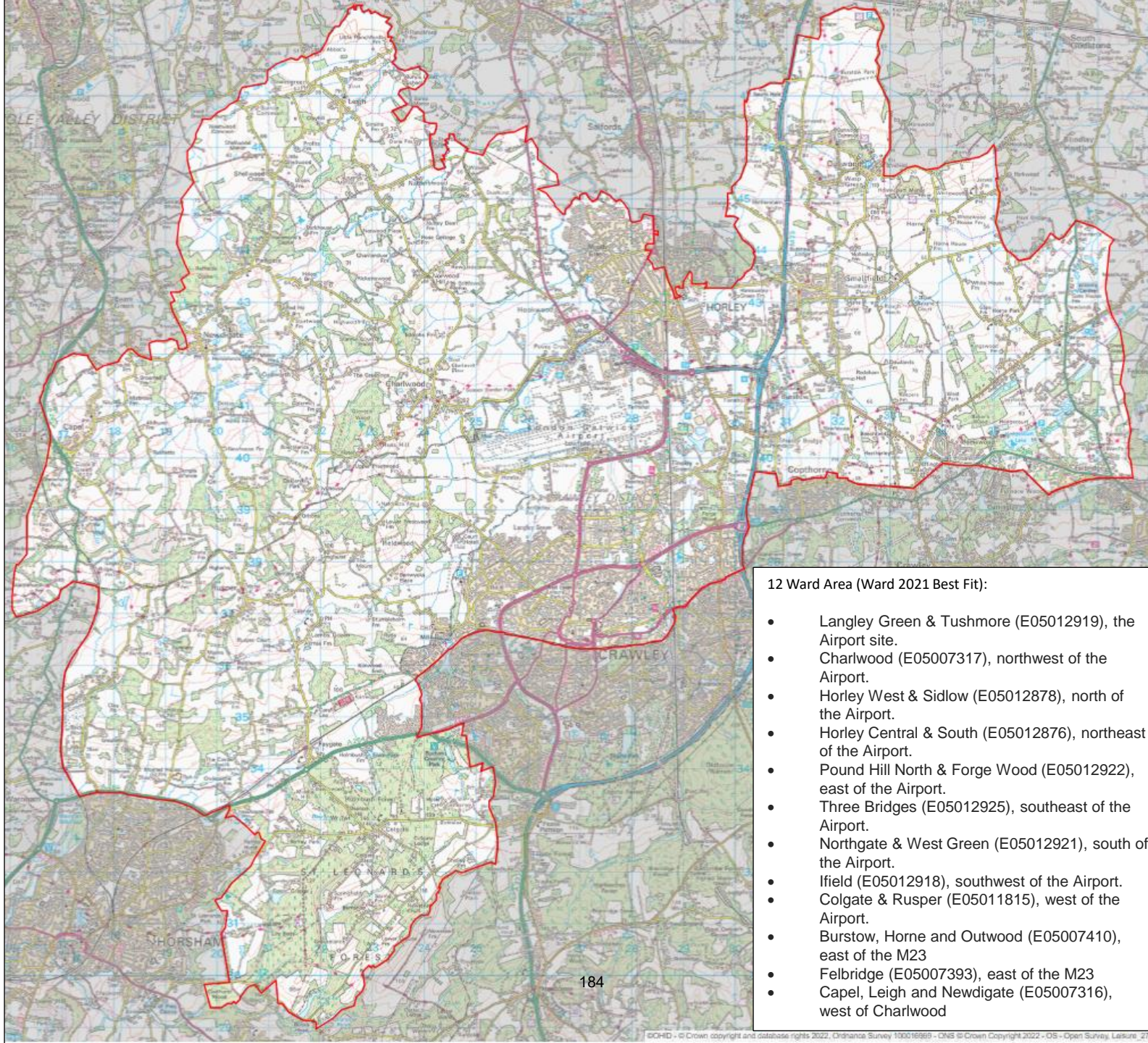
**UKREiiF:** In 2024, GAL was the lead partner in the first Invest Gatwick Diamond delegation at the UK Real Estate Investment and Infrastructure Forum (UKREiiF) in Leeds, showcasing the region's investment potential and the visitor economy. Partners include GDI, Invest Crawley, Invest West Kent, East Surrey local authorities (represented by Reigate and Banstead), Develop Croydon Forum, Croydon Council, Horsham District Council and private sector partners including SHW, Birketts LLP and Oander. This pilot activity will inform the consideration of commitment to future funding for delivery of delegations post-consent.

**Trade Opportunities:** In 2024, GAL facilitated engagement between regional accredited Chambers of Commerce (Sussex, Surrey, Kent Invicta and London Chamber of Commerce & Industry) and the Gatwick Airline Development team to explore pilot and future initiatives to promote trade opportunities aligned to London Gatwick's route network.

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**APPENDIX 7  
HARDSHIP SCHEME PLAN**



12 Ward Area (Ward 2021 Best Fit):

- Langley Green & Tushmore (E05012919), the Airport site.
- Charlwood (E05007317), northwest of the Airport.
- Horley West & Sidlow (E05012878), north of the Airport.
- Horley Central & South (E05012876), northeast of the Airport.
- Pound Hill North & Forge Wood (E05012922), east of the Airport.
- Three Bridges (E05012925), southeast of the Airport.
- Northgate & West Green (E05012921), south of the Airport.
- Ifield (E05012918), southwest of the Airport.
- Colgate & Rusper (E05011815), west of the Airport.
- Burstow, Horne and Outwood (E05007410), east of the M23
- Felbridge (E05007393), east of the M23
- Capel, Leigh and Newdigate (E05007316), west of Charlwood

**APPENDIX 8 HOMELESSNESS PREVENTION FUND PLAN**



**Figure 1: Map of Northern West Sussex Authorities**