



YOUR LONDON AIRPORT
Gatwick

*Our northern runway:
making best use of Gatwick*

**Outline employment, skills and business
strategy**

Autumn 2021

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1 Introduction

1.1 Purpose

- 1.1.1 This Outline Employment, Skills and Business Strategy (OESBS) forms part of a suite of consultation documents produced in connection with Gatwick Airport Limited's (GAL) proposal to bring the existing northern runway into routine use, referred to within this OESBS as 'the Project'.
- 1.1.2 The construction and operational phases of the Project are expected to create significant opportunities for sustainable employment, skills development and career progression, as well as enhancements in the productivity and growth of business.
- 1.1.3 The purpose of this strategy is to set out GAL's core objectives, proposed ways of working and key initiatives that aim to translate opportunities into tangible beneficial impacts. It also provides a framework for the development of a detailed Employment, Skills and Business Strategy Implementation Plan, which will be completed by December 2021.

1.2 The context and process for compiling the OESBS

- 1.2.1 The OESBS has been informed by analysis of the projected socio-economic effects of the Project as set out within Chapter 16 (Socio-Economics) of the Preliminary Environmental Information Report (PEIR), which also forms part of the suite of consultation documents.
- 1.2.2 In preparing it, we have taken into account the policies and priorities of local authorities, businesses, business representative agencies and education providers, who we consider to be key stakeholders.
- 1.2.3 We have also worked with these stakeholders to gain their insights into how to maximise the benefits of the Project for people and businesses and ensure that it contributes as much as possible to developing and sustaining healthy communities and a prosperous economy.
- 1.2.4 We have also drawn on learning from GAL, the wider Gatwick Family of businesses located at the Airport and other stakeholders on projected needs and demands and how existing, successful initiatives could be customised and adapted to deliver maximum beneficial impact as part of the Project.
- 1.2.5 The insights of stakeholders were garnered through a combination of one-to-one meetings; small group discussions; larger Round Table meetings held in September and December 2019 and April, June and July 2021; and an Economics, Employment, Housing and Health Topic Working Group with Local Authorities in August 2021. The Appendix contains a full list of meeting attendees, which are comprised of:
- Business Membership Organisations (including Chambers of Commerce and Associations);
 - Business Representative Bodies, Economic Partnerships, and Business Improvement Districts;
 - Individual businesses;
 - Further and Higher Education Institutions; and
 - Local Authorities.

1.3 Geographical Targeting of Initiatives

1.3.1 For the purposes of undertaking the assessment of the impact of the Project, the PEIR defines specific geographical areas within which particular impacts might reasonably be predicted to arise. These areas have guided our approach to how and where proposed OESBS actions should be focused. They are:

- Local Study Area: the area most likely to be affected during the construction and operational phases. This includes the whole of Crawley, parts of Horsham, Mid Sussex, Mole Valley, Reigate and Banstead and Tandridge and smaller settlements located near to the Project site boundary including Charlwood and Hookwood.
- Labour Market Area: the area from which Gatwick Airport currently draws the majority of its operational workforce and can be expected to in the future. This area is centred on the airport and extends to include Crawley, Mole Valley, Reigate and Banstead, Croydon, Tandridge, Wealden, Lewes, Brighton and Hove, Mid Sussex, Horsham, Eastbourne, Adur, Worthing and Arun. This area includes the Gatwick Diamond and is largely consistent with the boundary of the Coast to Capital Local Enterprise Partnership.
- Five Authorities Area: the widest extent of the area where the socio-economic effects of the Project could be evident. These are the County areas of East Sussex, West Sussex, Surrey, Kent and Brighton & Hove (unitary authority).

1.3.2 With the exception of construction-related initiatives, where our work suggests there may be a need to draw labour from across the Five Authorities Area and possibly beyond, it is projected that the majority of employment and skills initiatives will be focused upon the Local Study and Labour Market Areas. It is envisaged that initiatives relating to business would also be focused upon the Local Study and Labour Market Areas, although certain strands could extend across the Five Authorities Area.

1.3.3 Two key factors have guided the geographical targeting of proposed OESBS 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.

1.4 Overarching Objectives

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

- 1.4.2 An important culmination of these objectives will be to ensure that communities from within the Local, and Labour Market Areas, are well placed to successfully benefit from local training and employment opportunities and meet the employment and skills demands of the Project.

2 Construction phase skills and employment

2.1 2024 to 2038

- 2.1.1 The first employment and wider economic opportunities will arise from the construction phase of the Project. These will be generated through the employment requirements created throughout the construction supply chain and in the procurement of materials and services.
- 2.1.2 Chapter 16 of the PEIR (Section 16.9) sets out projected construction employment and associated skills requirements from 2024 through to 2038.
- 2.1.3 The Project will create a temporary requirement for additional construction workers, initially between 2024 and 2031. This will generate, on average, an additional 800 roles across this period. The scale of the Project will require the engagement of major national companies within the supply chain and the number of workers needed will create a demand for construction skills within Local Study Area, the wider Labour Market Area and across the Five Authorities Area.
- 2.1.4 The requirement for construction workers will peak in late 2026, when we will deliver a significant amount of infrastructure work to bring the Northern Runway into operation by 2029. This will include taxiway alterations and improvements required within and around the terminal buildings. The works that will take place between 2028 and 2034 are a similar mix of taxiway alterations, building works to the terminal buildings and highways projects to further optimise the airfield's operation. However, the work over this later period is less intense and the rolling workforce would be reduced, although there will still be significant employment and skills opportunities. Modest numbers of workers will be required between 2034 and 2038, when final works will be required to fully optimise the airfield's operation.
- 2.1.5 The top construction trades likely to be required will vary with the focus of the works. For the initial alterations to the airfield there will be a significant number of plant operators, ground workers, concrete placing specialists and electrical engineers. For the works to the terminal buildings and car parking there will be a need for a significant number of steel erectors, cladding and glaziers, electrical engineers, building management system and fitout specialists. It is anticipated that the demand will exceed the skilled labour available, requiring training and skills development initiatives across these skill areas leading to employment opportunities.

2.2 Construction initiatives

- 2.2.1 Following consultation, we will develop a more detailed strategy and actions specific to supporting the construction phases. We envisage that a number of core actions would be delivered in order to achieve the OESBS aims during the construction phase of the Project.
- 2.2.2 We would develop a package of construction training, upskilling and apprenticeship opportunities

based upon the projection of labour requirements, predicted skills gaps and targets for local recruitment and progression.

- 2.2.3 GAL would work alongside other industry experts and partners with a good reach into communities to connect opportunities with skills development provision. We envisage a combination of bespoke provision at the Airport site as well as connections with other existing construction training facilities. We would expect these to include specialist facilities in place within the Chichester College Group network, including Crawley College, and the proposed Crawley Town Centre Skills Academy. It is likely that skills development will include airport-specific and generic skills training.
- 2.2.4 We would maximise opportunities for recruiting from the Local Study Area and Labour Market Areas. The National Skills Academy for Construction (NSAfC) would work alongside GAL and support us and our contractors to develop a practical, structured skills development and employment plan. NSAfC would provide support to set stretching but realistic targets for local recruitment, skills development and progression routes for people within the Local Study Area and Labour Market Areas. We would maximise opportunities for communities from these areas, who may already be employed by a contractor, to be targeted with support for in-work progression. NSAfC would help us to ensure that all the necessary processes are in place to connect with employer brokerage organisations and other agencies with a good reach into communities and job seekers. NSAfC would also ensure access to appropriate skills development provision to meet the needs and skills gaps of local people and the Project and create sustainable employment results.
- 2.2.5 We would work alongside industry training boards like the Construction Industry Training Board (CITB) through the NSAfC to ensure GAL is able to import contemporary intelligence regarding industry skills shortages, labour market trends and good practice and benefit from the collaboration of experts in fields relevant to construction skills recruitment, training and progression. In turn, GAL would share insights into predicted workforce requirements and potential skill gaps with Local Enterprise Partnerships (LEP), Further and Higher Education institutions and schools, to contribute to a collaborative approach to ensuring that recruitment and skills provision reflects demand and that opportunities are flagged in a timely way to support labour supply planning across infrastructure developers.
- 2.2.6 Leveraged through the procurement process, Gatwick would work closely with lead contractors and also the wider supply chain to maximise the opportunity for the inclusion of SMEs and smaller businesses into contract supply chains in order to drive up investment in local businesses.

3 Operational phase employment

3.1 From 2029

- 3.1.1 2029 is the opening year for the operational phase of the Project – when routine use of the northern runway would begin. It is estimated that the effect of the pandemic upon the United

Kingdom aviation sector as a whole, and on Gatwick Airport in particular, will have subsided by this time; passenger numbers and employment levels would have returned to where they were in 2019. In 2019, approximately 24,000 jobs were provided at the Gatwick Airport site. Our employment projections, excluding the Project, indicate that there would be a total of around 27,600 jobs on the Airport site in 2029.

- 3.1.2 Projections of jobs that will be created as a result of the Project have been calculated on three levels: direct employment, indirect employment, and catalytic employment.

3.2 Direct employment

- 3.2.1 It is predicted that the Project would create an additional 990 on-Airport jobs in 2029 (the opening year). Adding in projections for employment growth for 2029 without the Project, this would bring the total number of jobs to around 28,600.
- 3.2.2 The Project would create an additional 3,200 jobs at the Gatwick Airport site by 2038. Adding in projections for employment growth without the Project by 2038 (around 28,800 jobs), a total of just under 32,000 jobs would be on-site in 2038.
- 3.2.3 The Office for National Statistics (ONS) Standard Occupational Classification (SOC) Hierarchy categorises jobs by skill levels. We have used these categories in order to determine the split between high, semi-skilled and lower skilled jobs that would be generated on-site. Just over 50% of jobs created would be a combination of higher and semi-skilled jobs. The higher and semi-skilled jobs would include pilots; air traffic controllers and flight operations staff; customs immigration, police and fire staff; and information technology roles. Lower skilled roles include apron, ramp, baggage and cargo handling; drivers; catering, cleaning and housekeeping; maintenance roles; passenger service, sales and clerical; and security roles.

3.3 Indirect employment

- 3.3.1 The second level is referred to as indirect employment, which are jobs within the supply chain; all of the businesses that provide goods and services that support Gatwick Airport's operations.
- 3.3.2 It is predicted that an additional 1,900 indirect jobs would be generated by the Project in 2029, rising to an additional 6,300 in 2038. The geographical location of these jobs is divided almost equally between the Labour Market Area and the wider Five Authorities Area.

3.4 Catalytic employment

- 3.4.1 The third level is referred to as catalytic employment, which are jobs generated by the wider role of Gatwick Airport in improving the productivity of business and in attracting economic activities such as inward investment and inbound tourism in the study area.
- 3.4.2 It is predicted that an additional 3,850 jobs would be generated by the Project in 2029, rising to 10,800 in 2038. Just over half of these would be provided within the Labour Market Area and the remainder in the wider Five Authorities Area.

4 Operational Phase Employment and Skills Initiatives

- 4.1.1 We will develop a more detailed strategy and actions specific to the Operational phase. However, at this stage, there are a number of core activities that we expect would be delivered in order to achieve the OESBS objectives.
- 4.1.2 GAL would engage with the wider Gatwick 'family' of businesses operating from within the boundary of the Airport to enable accurate and timely projections of collective employment and skill needs across all Gatwick Airport businesses. Information gathered from this engagement would be shared with education providers, employment broker agencies and skills partnerships to help better predict employee and skills demand and support curriculum planning.
- 4.1.3 Information would also be shared with education providers, employment broker agencies and skills partnerships on employment and career progression opportunities arising from on-Airport operational phases and how to access them. These would include early careers options - work experience opportunities, which could be up to six months; an expanded apprenticeship programme that could incorporate additional departments, including IT, construction and innovation; and graduate entry.
- 4.1.4 We would actively welcome opportunities to collaborate with other businesses - GAL Family businesses and companies external to the Airport - around recruitment, training and skills development in response to common needs and demands. This would include recruitment campaigns or development of strategies for skills development for specific sectors such as hospitality and construction, that are predicted to experience critical labour market and skills shortages.
- 4.1.5 We would reinvigorate our focus on promoting inclusion, which would include support for returners to the labour market and exploring scholarships as a tool to promote social mobility in areas where multiple deprivation levels are greatest, including the south-west of Crawley.
- 4.1.6 GAL would explore the expansion of capacity for providing Science, Technology, Engineering and Mathematics (STEM) learning on the Airport site. This would 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 engineers and apprentices pairing with schools and working with teachers to deliver STEM-based lessons supported by exciting, practical project challenges. We have also successfully customised delivery to accommodate children facing barriers to learning and would look to expand our pilot, working with children with special educational needs; and
 - 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 (see 5.1.5 below).

5 Engaging with business

5.1 Innovation and Technology Sharing and Transfer

- 5.1.1 Moving forward, collaboration, the sharing of technology and technology learning will be key to the health of the Gatwick business. They will also play an important role in increasing productivity and technology development within businesses located in close proximity to the Airport and right across the Five Authorities Area. We propose to support innovation and technology sharing in a number of ways, as follows.
- 5.1.2 We would engage local education providers and businesses with GAL's existing, continuously developing innovation technology pipeline. The pipeline consists of a large number of technology concepts that can potentially help to solve problems for the Airport. Some are specific to aviation, but a large range of concepts are transferrable to other sectors. For example, they may relate to shopping, dining, hospitality or smart energy usage.
- 5.1.3 The pipeline contains close to 100 ideas and is prioritised every six months to allow us to adapt our focus to the changing needs of the airport. The ideas are wide ranging and include things like machine learning concepts that can predict future performance, robotic automation, contactless experiences and smart energy management solutions. Potential areas for collaboration would include technology development, testing and roll out or joint funding of initiatives.
- 5.1.4 We propose to work with partners, which would include the Institute of Technology which, if approved, would sit close to the Airport's boundary in Crawley; the Crawley College STEM Centre; the Fusion Innovation Centre on Manor Royal and wider innovation network partners; and other businesses - large and small - with shared interests. Partners could be located right across the Five Authority Area, but we would particularly welcome opportunities to work with those located within the Local Study and Labour Market Areas.
- 5.1.5 We would work with partners to provide innovation showcase events and workshops on Airport and at the Fusion Innovation Centre, to build knowledge on local innovation and technology expertise, capacity and potential and to create platforms for collaborative working.
- 5.1.6 Recognising that there are many - particularly small companies, including those that would be located at the Fusion Innovation Centre – that may lack the capacity to work alongside the Airport, GAL would explore ways to boost capacity within the Local Study and Labour Market Areas. This could include grants to boost capacity generally, but with a particular focus on supporting green technology development.

5.2 Procurement

- 5.2.1 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 GAL supply chain.
- 5.2.2 There is also potential for GAL to use its purchasing power to secure wider, socio economic benefits that are consistent with the policies and priorities of local authorities and other stakeholders in relation to successfully addressing other employment, skills and business

challenges.

5.2.3 Our proposed initiatives would include:

- Increasing staffing allocated to GAL procurement. This would enable GAL to work more closely with Local Authorities, County Councils, business representative and member groups with good, practical reach into the business community, to create opportunities for more businesses to engage with GAL's supply chain.
- Providing information and training for businesses to support their ability to bid, and potentially to bid collectively, for contracts.
- Building requirements to deliver added value benefits that go beyond core service delivery objectives into our tender specifications. This would mean our contractors would be obliged to, for example:
 - provide clear progression opportunities and accreditation of skills for employees; and
 - work with employment brokers to target recruitment from specific locations.
- We would also seek to secure, through the procurement process, socio-economic gains or social value contributions, that go beyond core service delivery objectives, that match wider, stakeholders' priorities. This could include a requirement for contractors to engage with schools to offer vocational insights or contribute expertise to enhancing productivity within small business.

5.3 Showcasing the economic benefits of the Labour Market Area

5.3.1 We would welcome an opportunity to explore with partners the potential to define a clear regional 'identity', emphasising economic and business strengths and opportunities, showcasing the area for inward investors and contributing to efforts to retain business and economically active communities within the region.

6 The ESBS Implementation Plan

6.1.1 An Employment, Skills and Business Strategy (ESBS) Implementation Plan will be developed, incorporating feedback obtained during the course of the public consultation in the late summer of 2021.

6.1.2 The Implementation Plan will include:

- the objectives for the ESBS;
- the initiatives that will be delivered;
- arrangements for the engagement of partners in shaping and delivering initiatives;
- targets, milestones and projected impacts.

6.1.3 A process for monitoring milestones and targets and for measuring projected impacts will be developed.

6.1.4 Collective outcomes will be defined and refined prior to compilation of the Implementation Plan. We would expect these to include:

- Young people, particularly girls, within the Local Study, Labour Market and Five Authorities Areas engaged in inspirational activity regarding the opportunities presented by pursuing STEM studies and careers.
- Effective and transparent routes to recruitment, skills progression and sustainable jobs and careers for people of all abilities and backgrounds.
- The development of robust connections and collaborative working between GAL, Gatwick Family businesses and business representative agencies within the Local Study and Labour Market Areas around recruitment, skills, labour market, productivity and innovation issues.
- Mechanisms for productive exchange of insights into recruitment, skills and labour market between GAL and local Further and Higher Education providers and industry training Boards.
- New, mutually beneficial partnerships between businesses within the Local Study and Labour Market Areas and GAL around technology sharing and collaboration.
- Enhanced capacity, skills and expertise within GAL to extract maximum, relevant socio-economic benefits from the procurement process.
- Clear advice and mechanisms for the participation of businesses in the GAL procurement process, with priority afforded to businesses in the Local Study Area, followed by the Labour Market Area and then the Five Authorities Area.
- The refinement of GAL's procurement process to enable leverage of social value, or wider socio-economic objectives from the successful contractor.
- A collective ability across GAL and key stakeholders with a role in creating and promoting a healthy economy, to articulate a clear regional 'identity', emphasising economic and business strengths and opportunities, showcasing the area for inward investors and contributing to efforts to retain business and economically active communities within the region.

7 Appendix

7.1 List of Stakeholder Attendees at 2019, 2020 and 2021 Pre-consultation Round Tables and August 2021 Economics, Employment, Housing and Health Topic Working Group

a) Business Membership Organisations:

- Alliance of Chambers in East Sussex
- British International Freight Association
- Chartered Institute of Logistics and Transport
- Confederation of British Industry
- Confederation of British Industry (South East and Thames Valley)
- Crawley and Gatwick Chamber of Commerce
- Creative/Digital Ambassadors
- Croydon Chamber of Commerce
- Federation of Small Businesses (Surrey)
- Gatwick Diamond Business
- Horley Chamber of Commerce
- International Freight Association
- Institute of Directors (Surrey and Sussex)
- Kent Invicta Chamber of Commerce
- London Chamber of Commerce and Industry
- Worthing and Adur Chamber of Commerce
- Surrey Chamber of Commerce
- Sussex Chamber of Commerce

b) Business Representative Bodies, Enterprise Partnerships and Business Improvement Districts:

- Brighton Business Improvement District
- Brighton and Hove Economic Partnership
- Business South
- Coast To Capital Local Enterprise Partnership
- Coastal West Sussex Partnership
- Crawley Town Centre Business Improvement District
- Croydon Business Network
- Enterprise M3 Local Enterprise Partnership
- Gatwick Hotels Association
- Manor Royal Business Improvement District
- Rural West Sussex Partnership
- South East Local Enterprise Partnership

c) Further and Higher Education Institutions:

- Activate Learning - Guildford (including Guildford, Farnham and Merrist Wood Colleges)
- Chichester College Group (including Crawley, Brinsbury, Chichester, Worthing, Croydon and Haywards Heath 6th Form Colleges)
- Guildford College
- North East Surrey College of Technology (NESCOT)
- Orbital South Colleges (East Surrey College (Redhill), Reigate School of Art (Redhill) and John Ruskin College (Croydon))
- University of Brighton
- University of Chichester
- University of Surrey
- University of Sussex
- London South Bank University (Croydon)
- National STEM Learning Centre
- North Kent College
- Sussex STEM

d) Businesses:

- Elekta
- First Central
- Irwin Mitchell
- KPMG
- Kreston Reeves
- Metrobus
- Mayo Wunne Baxter
- Nestle
- Ricardo
- Roband
- Shoreham Port Authority
- Thakeham
- Willis Towers Watson

e) Local Authorities:

- Crawley Borough Council
- East Sussex County Council
- Horsham District Council
- Kent County Council
- Mid-Sussex District Council
- Surrey County Council
- West Sussex County Council
- Reigate and Banstead Borough Council
- Tandridge District Council

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