



Looking to the future

London Stansted Employment Strategy 2010-2015

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Foreword

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London Stansted Airport is one of the UK's principal gateways to Europe.

London Stansted Airport is one of the UK's principal international gateways for trade, tourism and travel and is a key driver for economic development in the East of England.

In 2009, the Airport served about 20 million passengers making London Stansted the third busiest airport in the UK. As the Region's largest single site employer, where over 10,859 staff are employed in 199 companies on Airport, we recognise the key role our Employment Strategy has to play in both the local and national economy.

In 2009, the Airport continued to be the second largest UK port of entry for inbound visitors and this is a vital link for both the business and tourism sectors of our economy. The Airport offered passenger flights to over 140 destinations served by 19 different airlines. The Airport also handled approximately 183,000 tonnes of cargo during 2009 and we look forward to supporting the 2012 Olympics as one of the key international gateways for London.

Living near to an airport like London Stansted has its advantages - for example employment opportunities and great transport links. Therefore through our Employment, Business and Transport Forums we bring together partners to ensure the maximum advantage is taken.

The work of these Forums has helped us achieve being the first major UK airport to hold the Carbon Trust Standard, the ISO14001 environmental accreditation and the OHSAS18001 Health & Safety management accreditation.

In developing this next stage of our Airport wide Employment Strategy, we have reviewed our current Strategy, assessed relevant national and local information and updated our targets.

We will continue to develop our Employment Strategy in a proactive way and we will take further appropriate actions as the Airport develops.



Nick Barton
Managing Director, London Stansted Airport



Introduction



We expect 16,800 employees to be working at London Stansted when the airport serves 35 million passengers

Airports bring a wide range of economic, social and environmental effects. Airports are important economic generators, providing jobs, encouraging inward investment and boosting inbound local tourism.

Within our Employment Strategy we have focused our efforts on the employees directly employed on Airport, developing the wider economic benefits that the Airport provides for the UK and transport accessibility to the Airport for employees.

In October 2008, London Stansted received approval from the Secretary of State to grow the Airport from 25 million passenger per annum (mppa) to 35 mppa. In gaining approval to grow, the Airport committed to a large number of planning obligations which cover a wide range of areas including employment, business and transport to mitigate the impacts of this growth on the environment.

Whilst the economic downturn has affected rates of growth of the Airport, it is still expected that by the time the Airport serves 35 mppa, around 16,800 employees will be employed on Airport, with a further 6,400 employees being employed off Airport in either direct or indirectly related jobs.



A key planning obligation that London Stansted committed to in both this planning application and previous planning applications was the development of this Employment Strategy.

Within the Strategy we have set out the current national and local regulation and guidance which is relevant, employment at the Airport, our Strategy and how we will monitor it. This Employment Strategy not only meets our planning obligations to review our existing Strategy, but reaffirms our commitment to developing employment at the Airport.

Central to our Employment Strategy are three key themes:

- Employment at the Airport
- Developing the wider economic benefits
- Accessibility to the Airport.



London Stansted Airport



In 2009, the Airport served 20 million passengers with 10,859 employees

The Airport

London Stansted Airport is the third largest international airport in the UK primarily serving London, the East of England and the South East. In 2009, it handled 20mppa and continue to be the second largest port of entry for inbound travellers.

The Airport is located approximately 65 kilometres north east of London and 50 kilometres southwest of Cambridge. The Airport is rurally located and land surrounding is arable agricultural land, interspersed with dwellings and farmhouses. Towns in the vicinity of the Airport include Bishop's Stortford located 3.5 kilometres to the west and Great Dunmow approximately 8 kilometres to the east.

The Airport has one operational runway and a single main terminal building located to the south of the runway. To the north of the runway, a number of general aviation companies operate from their own facilities.

London Stansted Airport is accessed from the south via direct free flow slip roads from the M11 via Junction 8a and the A120. Traffic from the west and M11 north enter the Airport via a signalled controlled junction at Junction 8. Rail access is provided by a purpose built spur that leaves London Liverpool Street to Cambridge line north of Stansted Mountfitchet.

The Public Transport Interchange facility at the Airport allows for easy and convenient access between the Terminal building and all forms of public transport. The Rail Station is located beneath the Terminal building and Forecourt. The Bus and Coach Station is adjacent to the Rail Station and both are connected to the Terminal by escalators, ramps, walkways and lifts.

London Stansted Airport development

London Stansted Airport's origins date back to the Second World War when the Airport was built to provide an airfield based for the United States Army. The modern Airport includes the iconic terminal building opened in 1991, having been granted planning permission in 1985. The permission granted was an initial phase of 8 million passengers per annum (mppa), a second permission of 15mppa and a third permission of 25mppa.

In October 2008, the Secretary of State approved the Generation1 planning application for growth up to 35mppa along with a series of conditions and obligations.



Airport use

On average the Airport handles approximately 500 flights per day in the winter period and 600 flights per day in the summer period - these being evenly split between departures and arrivals. In summer 2009, there were 19 scheduled and charter passenger airlines flying to over 140 destinations.

The Airport serves a catchment area of 12 million people in the East of England, London and the wider South East. Over 4 million business passengers use Stansted Airport each year.

In 2009, over 199 companies and agencies were located on Airport, employing 10,859 people, 80% of whom live in Essex and Hertfordshire.



Regulation and guidance

In 2010, the Government issued a new White Paper: Local Growth - realising every places potential

There are a number of Government policies and planning guidelines/obligations which guide the Employment Strategy at London Stansted Airport. Following the election of the new coalition Government, changes have been proposed to skills and employment initiatives. In October 2010, the Government published the White Paper *Local Growth: Realising every places potential*. We have therefore included both current Government Policy and details of the White Paper. As this policy develops we will review the Airport's Employment Strategy accordingly.

National policies skills for Employment Strategy

The Government's strategy for adult skills is set out in the White Papers *Skills: Getting on in business, getting on at work* (March 2005) and *Further Education: Raising Skills, Improving Life Chances* (March 2006).

It seeks to ensure:

- Employers have the right skills in their workforce to support the success of their businesses
- Individuals have the skills they need to be both employable and personally fulfilled
- The UK, in an increasingly competitive and globalised market-place, is a world leader in relation to the skills of its people.



The Government's aim is to reduce inequalities in relation to skills and employment. In July 2007, *World Class Skills: implementing the Leitch Review of Skills in England*, was launched setting out the Government's skills strategy for England.

Leitch review of skills

In 2004, the Government commissioned Sandy Leitch to undertake an independent review of UK's long-term skills needs. The Leitch Review of Skills, *Prosperity for all in the Global Economy: World Class Skills*, was published in December 2006, setting out ambitious goals for 2020 which, if achieved, would make the UK a world leader in skills.

Low skills levels can hold back productivity and growth and, if not addressed, will result in increasing inequality and the marginalisation of some groups within the labour market. The report projects that, even if current targets are met, by 2020 the UK's skills base will be inferior to that of many other developed nations. A radical step-change is necessary.

14-19 Education and Skills White Paper

In December 2005, the Government set out its agenda for introducing reforms to the 14-19 education. Many young people leave school without the basic skills needed to enter work, and drift outside education, employment or training between the ages of 16 and 19. The most able young people are not as fully stretched as they could be.

To address this problem, the Government set out the following changes to 14-19 education:

Diplomas

Under the new system, rather than everybody doing a set of standard subjects and then specialising once their school education finishes, all young people will be offered the opportunity of having an education that meets their particular needs. There will be more opportunities to learn in a different, more adult environment - including the potential for significant experience in the workplace.



Students will be able to follow a course in one of 17 Diplomas, which means they can focus sooner on the subjects that matter to them. Shaped by employers and universities, the Diplomas will take the place of vocational qualifications such as NVQ, offering more opportunities for practical learning while developing functional and personal learning and thinking skills.

Strengthening GCSEs and 'A' levels

Under the changes, GCSE English, Maths and ICT will include 'functional' skills that young people will find useful for their adult life and the world of work.

Changes at Key Stages 3 (ages 11 to 14) and 4 (ages 14 to 16) will create greater flexibility in the curriculum to help pupils reach their maximum potential, or give them time to catch up if they need it.

The Education and Skills Act

The new Education and Skills Act was introduced into the House of Commons on 28th November 2007 and received royal assent on 26th Nov 2008.

Raising the Participation Age

The Act raises the education leaving age from 16 to 17 in England by 2013, and to 18 by 2015. This means that the 2008-09 Year Sevens cohort will be staying on until 17. The Act gives young people new rights to take up opportunities for education and training, and the support they need to engage in learning.

Adult Skills

The Act puts a duty on the Learning and Skills Council (LSC) to secure the proper provision of courses to allow learners over the age of 19 to attain functional literacy and numeracy. The LSC will be required to ensure that learners over the age of 19 can attain functional literacy, numeracy and First Full Level 2 qualifications, and learners aged 19-25 can attain a First Full Level 3 qualification, without having to pay tuition fees.

Regulation and guidance continued

Raising Expectations White Paper

The White Paper, *Raising Expectations: enabling the system to deliver*, sets out the reforms proposed to the funding and delivery system for education and training as the participation age is raised to 18.

The reforms will mean the dissolution of the LSC by 2010 and instead making local authorities responsible for offering all young people in their area a full menu of choices - both the new Diplomas and apprenticeships alongside GCSEs and 'A' levels. The Government will transfer £7 billion of funding to local authorities to help colleges and sixth forms deliver the reforms needed to raise the education and training leaving age to 18.

The LSC will be replaced by a new dedicated Skills Funding Agency to provide training and skills for adults, transforming the system to be responsive and demand-led.

14-19 Qualification Strategy Consultation

Promoting Achievement, Valuing Success: A Strategy for 14-19 Qualifications, was launched on 31st March 2008. This strategy will help to unlock the talent of every young person - enabling all teenagers to pursue qualifications that are relevant and valued and allow them to achieve and succeed.

The current qualification system is too complex, making it difficult for young people and their advisers to understand which will best meet their needs. Not all the qualifications currently on offer enable young people to develop the skills and knowledge that they need to progress onto further study or to skilled employment. Young people require more comprehensive and coherent qualifications with clear onward progression routes.

Building on the vision set out in the 2005 White Paper, *14-19 Education and Skills*, there will be four key national qualification routes: GCSEs and 'A' levels, Diplomas, apprenticeships, and the Foundation Learning Tier. These will offer a range of choices from general education to job-specific learning, and will support young people of all abilities throughout the country. This new offer will not only build on the best of existing



provision, but will also secure a coherent system of 14-19 education that is truly fit for the future, with the flexibility to meet the needs and aspirations of each and every young person. The strategy has significant potential to widen access and to improve participation in higher education.

Apprenticeships draft legislation

In step with plans to keep all young people in education or training until the age of 18, by 2013 all school leavers will be entitled to an apprenticeship place. This draft legislation is designed to support the Government's aim to double the number of apprenticeships to half a million by 2020 in line with Leitch recommendations.

This will be achieved by increasing employer awareness and appreciation of the value of apprenticeships and by significantly increasing the number of employers engaged. The LSC has also announced more ambitious plans to have 400,000 apprenticeship places available by 2011, introduce wage subsidies to small businesses taking on apprentices, and increase public sector apprentices.

Research shows that there is a need to raise awareness of the benefits of apprenticeships in schools where often going into higher education is promoted at the expense of routes into vocational programmes at further education colleges or work-based learning providers.

'The Coalition - our program of work for Government 2010'

In 2010, the Coalition Government published the following work program which is relevant to this Strategy:

- We will review employment and workplace laws, for employers and employees, to ensure they maximise flexibility for both parties while protecting fairness and providing the competitive environment required for enterprise to thrive
- We will support the creation of Local Enterprise Partnerships - joint local authority-business bodies brought forward by local authorities themselves to promote local economic development - to replace Regional Development Agencies (RDAs). These may take the form of the existing RDAs in areas where they are popular
- We will take steps to improve the competitiveness of the UK tourism industry, recognising the important part it plays in our national economy.

White Paper 2010: 'Local Growth - realising every places potential'

The Government outlined their approach to local growth as: 'shifting power away from central government to local communities, citizens and independent providers. This means recognising that where drivers of growth are local, decisions should be made locally.

The Government will therefore:

- Shift power to local communities and business, enabling places to tailor their approach to local circumstances
- Promote efficient and dynamic markets, in particular in the supply of land, and provide real and significant incentives for places that go for growth
- Support investment in places and people to tackle the barriers to growth.'

In particular reference to employment and skills the Government set out that 'reform of the Further Education and skills system; we will shortly be publishing a new skills strategy setting out how we will deliver vocational training driven by the choices of learners and employers, rather than by central planning and control.'



'All public funding for adult skills provision will be routed through the Skills Funding Agency to its network of approved and quality assured colleges and training organisations. We will encourage local enterprise partnerships to develop effective working relationships with partners to meet local demands.'

'Local authorities should include 16-19 provision in their wider education vision for their areas and will want to influence and shape that provision. It is for them to decide how they will do this. However, in many places there are highly effective 14-19 partnerships between authorities and providers which might be the place to continue the development of shared understanding of the needs of young people.'

'The Government will shortly be setting out its skills strategy and response to its recent skills consultation. Within this, a refocused network of business-led Sector Skills Councils and National Skills Academies will work with employers to ensure skills provision is tailored to employers' needs and that learners have timely and relevant information to inform their career choices.'

Inward investment/international trade

Inward investment can offer significant opportunities for delivering growth. UKTI is presently developing a framework to deliver inward investment activity and it is clear that effective delivery will require strong partnership working between central government and local levels. Local enterprise partnerships can play a key role in these partnerships and may have a role in bidding to be a delivery agent for nationally commissioned trade development support.'

Tourism

'Going forward a strong emphasis will be put on leadership at the local level, particularly by local tourism businesses. Visit England can play a supporting role at the national level. Local enterprise partnerships, given their local expertise could play a role in co-ordinating this activity and actively engaging with the private sector.'

Regulation and guidance continued

Local Regulation and Policy

London Stansted Airport planning conditions and obligations

London Stansted has a number of planning conditions and obligations which relate to its permissions to grow. The most relevant are:

Employment at the Airport

- To maintain and support the Stansted Airport Employment Forum (SAEF)
- To arrange meetings of the SAEF at not more than 12 month intervals
- To arrange meetings of the SAEF sub-groups on at least three occasions in each year or as required by SAEF
- Until 31st December 2009 to commit the total sum of £350,000 to initiatives to support training and employment initiatives ratified by SAEF such sum to be paid by instalments as specified by SAEF
- Commit any unspent sums from the obligation in part 10 of the 2010 agreement to support training and employment initiatives ratified by the SAEF such sums to be paid in instalments as specified by the SAEF

- To review the Stansted Employment Strategy no later than 2006 and every four years thereafter and to annually present a report on progress to the SAEF for ratification
- Not less than once in every five years from the date of this agreement to undertake an employment survey of on-airport employment and to present the results thereof to Uttlesford District Council, SAEF and Stansted Airport Business Forum.

Developing the wider economic benefits

- To maintain the Stansted Airport Business Forum (SABF)
- To maintain sub-groups to support the SABF as constituted by the SABF from time to time
- To arrange for meetings of the SABF to be held not less than twice a year and meetings of the sub-groups to be held not less than three times a year or as required by the SABF
- To support and facilitate an annual "Meet the Buyers" event to provide opportunities for suppliers within an area or areas specified by the SABF to supply goods and services either as primary or secondary suppliers to on Airport businesses
- In conjunction with the SABF to use all reasonable endeavours to identify and implement opportunities to support regeneration inward investment and tourism.



Accessibility to the Airport

- To provide guidance to the Stansted Airport Employment Forum to assist in advising employers of best practice in the formulation and implementation of travel plans
- Provision for a two yearly report of the travel patterns of staff employed by STAL and others employed at the Airport and for the outcome of the same to be reported to UDC
- To use all reasonable endeavours to encourage those employing more than 50 staff within the Airport to sign up to the London Stansted Airport travel plans for those staff to promote the use by such staff of modes of transport to and from the Airport other than private motor vehicles hackney carriages and private hire vehicles and to encourage and promote car sharing
- From the Date of Grant to use all reasonable endeavours to secure the retention of an on Airport employee travel scheme (currently known as the Travelcard Scheme) whereby transport operators offer discounted fares to persons employed at the Airport
- From the Implementation date London Stansted shall use all reasonable endeavours to achieve a reduction in the number of persons employed at the Airport driving to and from the Airport by private car to no more than 76% of the total of all such persons by 31st December 2014.





Employment at London Stansted

*London Stansted
employs over
10,800 employees
in 199 companies*

Airport employees

London Stansted carries out travel to work surveys for Airport employees every two years, along with a full employment survey every five years.

The number of employees on Airport has (as expected) fluctuated as passenger numbers have changed.

Table 1: Employee and air passenger numbers

| Year | Employee numbers | Passenger numbers |
|---------|------------------|-------------------|
| 1997 | 6,800 | 5.36 |
| 2002/03 | 10,000 | 16.70 |
| 2005 | 10,600 | 22.20 |
| 2007 | 11,770 | 23.80 |
| 2009 | 10,859 | 19.90 |

Due to the nature of the operational environment of the Airport the majority of employees do not have direct access to a computer during their working day. London Stansted has found that the best way of undertaking the survey is through face to face interviews by trained interviewers. This enables us to gain a representative sample of all Airport employees and a statistically robust result.

In 2009, of the 10,859 employees at the Airport, 36% took part in the 2009 travel survey.

Some key findings of the 2009 travel to work survey were:

- The majority of employees live east and north of the Airport, with 53.6% residing in Essex and a further 27.1% in Hertfordshire. Clusters exist in the Bishop's Stortford, Harlow, Braintree and Haverhill areas and along the rail corridor to London Liverpool Street
- All levels of employment are offered at the Airport from Managerial to apprenticeship
- 70% of employees work in 20 companies, whilst 30% work in the remaining 179 companies on Airport
- 57% of employees first report to work in the Terminal, 15% Enterprise House, 12% Cargo Area and 9% Northside
- The 25-34 age group has the highest proportion of employees
- Females form a higher proportion of younger employees than older employees.

Figure 1: Work location of Airport Employees

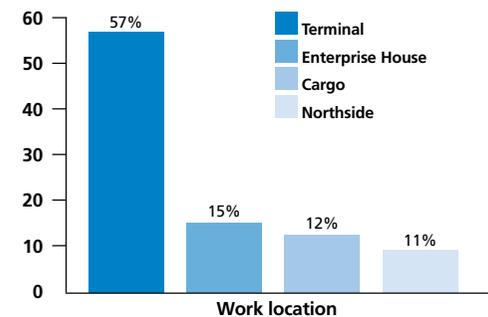


Figure 2: Employee age profile

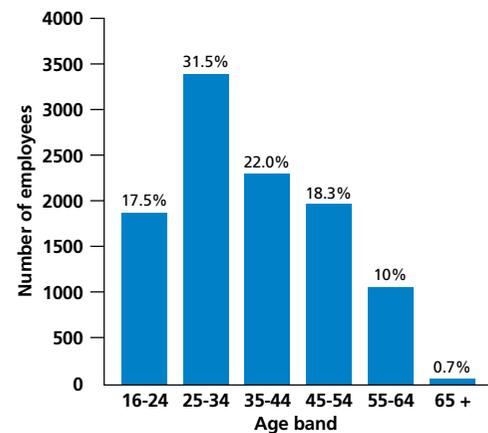


Figure 3: Employee arrival times on Airport

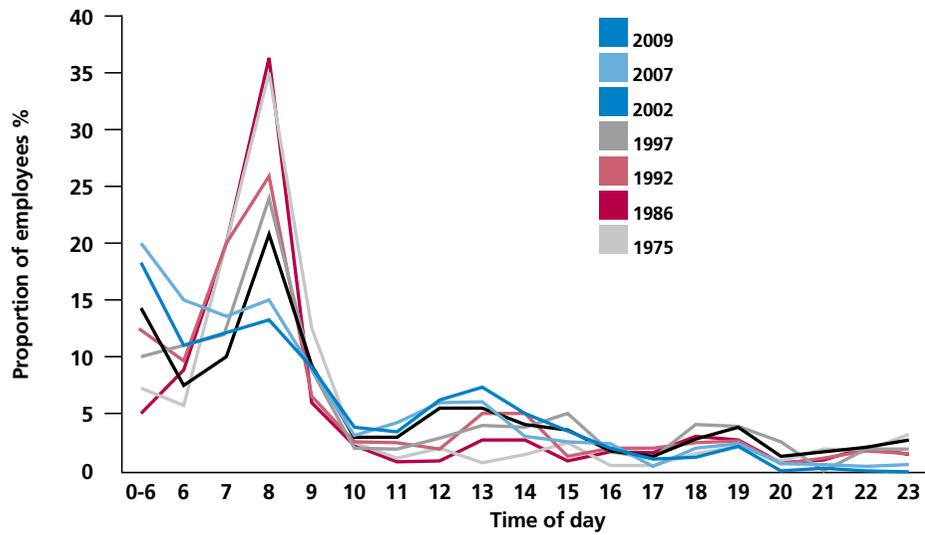


Table 2: Distributions of employees by job type in 2002/3 - 2009

| Code | Job type | 2002/3 | 2005 | 2007 | 2009 |
|------|---|--------|-------|-------|-------|
| 4 | Air cabin crew | 12.4% | 8.1% | 11.7% | 14.6% |
| 8 | Apron, ramp, cargo, baggage handling and drivers | 10.2% | 11.9% | 16.9% | 11.3% |
| 9 | Catering, cleaning and housekeeping | 7.6% | 7.8% | 9.0% | 8.9% |
| 10 | Customs, immigration, police and fire staff | 5.5% | 4.2% | 3.5% | 5.0% |
| 6 | Information technology | 0.7% | 0.6% | 0.3% | 0.3% |
| 7 | Maintenance tradesmen | 12.0% | 7.2% | 7.7% | 5.7% |
| 1 | Management/professional-airport/airline specific | 2.8% | 3.1% | 2.6% | 3.5% |
| 2 | Management/professional-general | 5.9% | 7.6% | 5.0% | 6.2% |
| 3 | Passenger services, sales and clerical staff | 30.0% | 35.2% | 28.6% | 27.1% |
| 5 | Pilots/ATC/flight operations | 11.0% | 6.4% | 8.4% | 7.3% |
| 11 | Security, passenger search, security access control | 1.6% | 7.6% | 6.2% | 10.2% |
| | | | | | 100% |

Employment at London Stansted continued

Working patterns of employees in 2009

As the Airport develops, there have been changes in both the type of employment and the patterns of employments.

The 2009 travel survey showed that:

- 63% of employees work an average of 5 days per week and 1.7% do not work a typical week
- 71% of employees travel to work by car which is a 2% reduction from 2009
- The proportion of employees arriving/leaving the Airport during the traditional AM (7-10am) and PM (4-7pm) peak periods continues to fall, standing at 34.5% and 30.1% respectively in 2009.

Using previous employee surveys, we are also able to understand how employee reporting and departure times have changed over time. These show a reduction in the proportion of employees working a traditional office hours ie 9am to 5pm. There has been an increase in early morning and late evening arrival and departure times. This reflects the operating hours of the Airport.

Table 3: Employee commuting mode shares 2002/03 to 2009

| All modes | 2002/3 | 2005 | 2007 | 2009 |
|-----------------------------------|--------|-------|-------|--------|
| Air | 0.1% | - | - | - |
| Bicycle | 0.0% | 0.1% | 0.3% | 0.4% |
| Car driver | 87.6% | 78.6% | 73.1% | 71.7% |
| Car passenger | 4.1% | 5.5% | 6.3% | 6.4% |
| Motorcycle | 0.1% | 0.5% | 0.7% | 1.0% |
| Other | 0.1% | 0.5% | 0.2% | 0.3% |
| Public bus or coach | 2.7% | 7.3% | 10.0% | 12.6% |
| Rail | 4.3% | 5.2% | 6.4% | 5.7% |
| Taxi | 0.3% | 1.4% | 1.5% | 1.0% |
| Walk | 0.1% | 0.3% | 0.8% | 0.2% |
| Works bus/other company transport | 0.7% | 0.4% | 0.7% | 0.7% |
| | | | | 100.0% |

Table 4: Employee home location by town in 2009

| Local Authority | % |
|--|--------|
| Essex | 53.64% |
| Hertfordshire | 27.09% |
| Greater London | 8.76% |
| Cambridgeshire | 3.70% |
| Suffolk | 3.52% |
| Unitary Authorities in East of England | 1.16% |
| Other counties in England | 2.14% |



Strategy for Stansted

Our vision is to ensure that our customers receive the highest levels of quality service and security

Our vision

Our vision is to ensure that both London Stansted and other Airport employers have access to the finest recruits, to ensure that our customers receive the highest levels of quality of service and security.

Our approach

Our approach will be to build upon the successes we have had and develop and adapt these as the Airport develops. Our Strategy will focus upon three key themes:

- Employment at the Airport
- Developing the wider economic benefits
- Accessibility to the Airport.

Within each theme we will identify the achievements so far and look to the future by setting an Action Plan for each. There are a number of factors which will influence the Strategy such as new Government Policy. Also the economic downturn will affect how the Strategy develops and it will be important to have regular reviews, as well as to ensure that the Airport contributes to the recovery in the UK economy.

Although districts around the Airport have traditionally experienced low levels of unemployment, there are still areas with pockets of unemployment within a 20 mile

radius of the Airport. Whilst we can not assume that this will be the same in the near future, we will work with key agencies in the areas of highest unemployment to make sure that any airport employment opportunities are highlighted.

Our challenge for the future will be to continue to develop links with key agencies to maximise the opportunity that the Airport may offer and develop our key themes accordingly.

Employment at the Airport

This theme is designed to ensure that the Airport can recruit, support and develop the people it needs to fulfil its requirements. The Airport will:

- Continue to work in cross sector partnerships - an approach which has underpinned the success of projects to date
- Promote the Airport, so that Airport employers can attract and retain skilled staff through effective recruitment, succession planning and talent management processes
- Promote the development of skills throughout the airport workforce
- Develop and attract people from across all communities by encouraging re-skilling, tackling the impact of employability and working in partnership to support those still in education, to enable them to meet their full potential and prepare effectively for employment.



By carrying out this approach we will ensure that employment opportunities are spread across the widest possible areas, providing a catalyst for regeneration, within areas of high unemployment and providing employers with skilled job seekers.

However, we can only do this through effective partnerships and these will be critical in the current economic climate. With this support we can ensure that employment opportunities at London Stansted continue to build strong local economies in our surrounding communities.

The Employment Forum is the focus of our activity

Employment and Skills Academy

The London Stansted Employment and Skills Academy was officially opened by Regional Minister for the East of England, Barbara Follett MP, in October 2008.

The Airport Employment and Skills Academy was the first of its kind at any BAA airport. London Stansted is investing £250,000 (2008 - 2011) over four years in a partnership with Urban Futures, a regeneration company, to bring a 'one-stop-shop' employment agency to the heart of the Airport operation.

The work of the Academy has continued throughout 2010 and it has been a focal point for recruitment, training and skills support at the Airport.

2011, marks the 4th year of the Academy and we will be keen to understand what the future requirements of Airport companies will be. The direction given by the Government's White Paper, indicates a role for National Skills Academies. London Stansted will encourage Urban Futures, to identify local agents of Business Led Skills Councils and National Skills Academies to discuss future partnership arrangements to benefit skills development at the Airport.



Employment Forum 2009

The annual employment forum is the focus of our activity. In November 2009, London Stansted held its annual Employment Forum at the Radisson Blu Hotel. The event gives on Airport companies the chance to network, learn of new plans and developments at the Airport. Key discussion points were how to maximise the opportunities of the 2012 Olympics and delivering an excellent experience for customers. Olympic Silver medallist, Dr Alison Mowbray was the keynote speaker at the event. Alison shared her experience of competing in, and winning, some of the world's toughest competitions with the audience of business leaders.

Since the Forum a smaller sub group of key airport employers came together to discuss how to maximise the legacy benefits of the Olympics and get staff involved.

Working with education

By working with key education establishments at all levels, London Stansted will look to develop key partnerships to help develop the industry's future workforce. Of particular interest will be the areas of customer service, engineering, science and technology.

By doing this we will:

- Work with partners in the education sector in a proactive approach to increase basic and vocational skills
- Develop partnerships with education establishments to promote the aviation industry career path.

Some examples of current activity include:

'Stansted Insight Programme'

In 2008, London Stansted gave £35,000 to the Harlow Education Consortium to develop and deliver a work placement scheme - the 'Stansted Insight Programme' - with a variety of Airport companies through the Harlow Education and Employer Partnership (HEEP). The primary aim of the project is to increase aspiration and achievement levels within Harlow schools.

Whereas traditional work placement schemes restrict students to the same company for one or two weeks, the 'Stansted Insight Programme' allows them to trial different sectors of the airport, e.g. a day in Engineering, Customer Service, Retail, Catering, etc.

Strategy for Stansted continued

This innovative approach to work placements won Harlow Education Employer Partnership (HEEP a highly commended award in the 'Most Innovative New Programme' category at the Business in the Community (BiTC) East of England 'Awards for Excellence 2009'.

The BiTC 'Awards for Excellence' are the UK's most influential awards recognising leadership and innovation in responsible business best practice. A total of over 100 young people from all five secondary schools in Harlow will have participated in the programme, as well as young people from three Hertfordshire schools.

The students spend five days at the Airport; one day on group induction and four days in four different businesses. HEEP, with the support of London Stansted, has worked with 20 employers at the Airport to achieve delivery, and was able to offer a diverse choice of different sectors and roles.

In 2009 and 2010, the 'Stansted Insight Programme' gave an opportunity to over 25 young people to gain an insight into the operations and activities of the UK's third largest airport, as well as the 199 on-site companies.



Working with Further Education

London Stansted already works closely with a number of the UK's top universities, by making the Airport environment available to support Academic research, provide student with an industry perspective.

Universities include Cambridge, Loughborough, Cranfield Business school, University of East Anglia, University of Westminster, and the Cambridge Judge Business School.

London Stansted warmly welcomes these partnerships and will actively seek out further opportunities.

Apprenticeships

London Stansted has for many years run a apprenticeship scheme within its engineering department.

As well as undertaking their normal duties Stansted's apprentices participate in community events such as the Cambridge University's 'Physics at Work' exhibition.

They use the airports Track Transit System (TTS) to explain to students why London Stansted has chosen such a method for moving passengers around the airport, whilst going into the more technical physics theories and how they relate to the work of the engineers here.

Action Plan

- Hold an annual Employment Forum
- Engage with Airport companies to maximise the preparation for the London Olympics
- Continue to support make the Airport environment available for Higher Education Institutions to undertake research
- Work with partners to develop the skills required for the aviation industry
- Develop an educational strategy to support primary, secondary and tertiary education by 2015
- Support local job fairs
- We will fund the final year of the Airport Skills Academy to the value of £50,000 in 2011
- We will review on Airport company employee skills and recruitment requirements to understand their needs for the future in 2011
- Support the development of Apprenticeships and Work clubs as they are developed by Government
- We will support projects linked to education and employee skills developments through the London Stansted Community Fund.

*The airport
generates over
£400 million per
year in wages
for the local and
regional economy*

Developing the wider economic benefits

As the biggest single-site employer in the East of England, with over 10,859 people working at the Airport, London Stansted takes its place in the local economy with a sense of pride and deep responsibility. Air travel is a vital part of our economy. It generates jobs, both directly and indirectly; encourages investment, boosts trade and tourism, and the transport links it provides benefit the wider economy. The economies of the East of England region and London are vital contributors to the well being of the National economy.

The Airport generates in the region of £400 million per year in wages and salaries for the local and regional economies. Its ongoing success has brought businesses into the major towns in Essex and surrounding corridors, boosting neighbouring economies in Suffolk, Cambridgeshire and Hertfordshire.

In addition there are 199 companies on Airport, the majority of which are SME's. As government policy develops to support enterprise and SME's we will review how we can support these companies.

Transport networks linking London Stansted not only to London, but to the wider Eastern Region, help increase the number of companies with international headquarters. The airport provides access to global markets served by many of the high value added economic activities in the two regions - and ease of access to markets is a factor which increase the attractiveness for inward investment by companies involved in such activities.

There has never been a more important time for all parties to capitalise on the benefits that London Stansted Airport can bring; to rejuvenate our economy and create employment is the widest possible area.

As the structure of Local Enterprise Partnerships (LEP) are announced by Government London Stansted will review how best to integrate its activities with any successful LEP's.

London Stansted, under the umbrella of its Business Forum undertakes a number of economic related activities. In order to make efficient use of everyone's time we have integrated activities to provide the maximum combined benefit.



Strategy for Stansted continued

The activities undertaken are:

'Meet the Buyers'

In 2009 and 2010, working with Essex Chambers of Commerce, we were delighted to hold a highly successful annual 'Meet the Buyers' event at Down Hall Country House Hotel. 'Meet the Buyers' - one of the biggest procurement events in the South East - gives businesses across the region a platform to generate new sales, to network and build new business relationships.

'Meet the Buyers' is a fantastic opportunity for companies in the region. It is a direct route for suppliers to communicate and do real business. In the 12 months following the 2008 'Meet the Buyers' event, Essex Chamber of Commerce indicated that over £2.5 million worth of sales were generated by local and regional companies as a result of attending the event.

Business in the Community Awards 2010

For the third year running, London Stansted was delighted to sponsor the Business in the Community Regional 'Awards for Excellence' - a celebration of business in the East of England.

Business in the Community is a membership-led organisation and as one of Prince Charles' charities, helps to inspire, engage, support and challenge member companies to improve their impact on society.

Institute of Directors

In 2009, STAL worked to develop its links with the Institute of Directors (IoD). The IoD is a non party-political business organisation founded by Royal Charter in 1906, currently with around 45,000 members. The IoD has always championed the entrepreneur and seeks to provide an environment conducive to business success.

Chambers of Commerce

Our work with local business, the foundation of the local economy, continues in partnership with the very important regional and local Chambers of Commerce. Working with the Chambers means that we are working with membership-led organisations which listen directly to those who are affiliated to them.

In the past couple of years we have worked with Stansted, Essex, Hertfordshire, Bishop's Stortford, Harlow and District, Braintree, Cambridgeshire and Suffolk Chambers to ensure that the voice of local business is being heard in future decisions at London Stansted.

2009 was also the first year that we have worked with London Chamber of Commerce and Industry, who are a hugely influential organisation, widely recognised as the 'Voice of London Business'. It remains an independent, not-for-profit business support and networking organisation that puts the needs and interests of its members and stakeholders at the heart of everything it does.

Federation of Small Businesses

London Stansted is committed to continuing to build stronger links with businesses of all sizes across the region. One of the key ways of reaching out to small and medium-sized businesses (SMEs) in the east is through supporting the work of the Federation of Small Businesses. It is the UK's largest campaigning pressure group aimed at promoting and protecting the interests of the self-employed and owners of small firms.

Business surveys

In the first quarter of 2010, London Stansted conduct surveys of businesses in and around the airport, and within the City of London, to ascertain their views of its operations and facilities. The findings from these surveys - to be conducted by the Stansted Airport Chamber of Commerce and the London Chamber of Commerce and Industry respectively - will be fed back into the various areas of the business at London Stansted to help to improve the experience of business passengers using the airport.

'Bishop's Stortford Means Business' 2010

In 2010, London Stansted sponsored the 'Bishop's Stortford Means Business' event.

Action Plan

- To maintain the Stansted Airport Business Forum (SABF)
- To support and facilitate an annual "Meet the Buyers" event to provide opportunities for suppliers within an area to supply goods and services to on Airport businesses
- To continue to work with key industry partners to maximise the economic benefits of the Airport.



Tourism

London Stansted is the second highest port of entry for inbound visitors. The dominance of London as a tourist destination means that many of Stansted's passengers do travel to London. However, the airline route network does mean that there is a high potential for repeat business. Indeed a report commissioned by the East of England Development Agency indicated that over 40% of business travellers would return with their families.

One of the greatest legacies from the London 2012 Olympics is projected to be inbound tourism and the new Coalition Government has reaffirmed the importance of tourism to the UK economy.

London Stansted has formed key partnerships with Visit Britain, Visit London, East of England Tourism, Visit Essex and Cambridgeshire Tourism to maximise this potential.

Over the past two years:

- We have developed joint transport/tourism leaflets which cover travel to UK destinations by public transport with tourism information
- Car rental tour leaflets of the Eastern region
- Sponsored East of England Tourism attendance at the world travel market
- Provided value in kind space for East of England Tourism to promote their tourism campaigns on gate screen and check in screens
- Run 'Hello again campaigns with East of England Tourism
- Introduced new 'welcome' messages within the airport Terminal
- Public transport employees have attended the Visit Britain 'Welcome Host' courses
- Sponsored the Bishops Stortford accommodation guide.

In the future, we will continue to work with these partners to ensure the maximum tourism benefit can be gained from the 2012 Olympics and after.

Action Plan

- To continue to work with tourism authorities to promote repeat visits by foreign travellers
- To continue to integrate tourism information within surface access information leaflets
- To run one tourism campaign a year to promote foreign travellers to return to the UK
- To work with the London Development Agency and Visit Essex to develop a proposal for city host volunteers to welcome visitors during the 2012 Olympics.

Strategy for Stansted continued

London Stansted is the first UK airport to receive Carbon Trust standard and ISO14001

Transport and accessibility to the Airport

London Stansted recognises that accessibility is an important ingredient in creating job opportunities. For public transport users, frequent, fast and affordable services are essential. London Stansted now provides one of the only 24 hour local bus services in the UK, that operates 365 days a year.

Therefore, public transport development including rail, bus and coach services have been an integral part of the Airport's overall sustainable development plan for employees.

London Stansted's Airport Surface Access Strategy (ASAS) has established the Airport at the heart of best practise at International, European, National and Regional level. It has received a number of awards for both its Access Strategy and Employee Travel Plan. The achievements of the ASAS and Travel Plan have also contributed to the Airport receiving the coveted Carbon Trust Standard and the environmental accreditation ISO 14001.



Stansted Airport developed its first travel plan in 2000 and updated it more recently in 2008. The Travel Plan forms part of the long term Airport Surface Access Strategy (ASAS), which aims to minimise the impact of journeys to and from the Airport on the surrounding road network.

Stansted Area Transport Forum

The Stansted Area Transport Forum was set up in 1999 to establish a partnership approach for surface access to and from the Airport. It is now one of the largest public private partnerships in the UK with over 80 active organisations.

An integrated approach to transport initiatives across the Stansted area and looking at transport issues in an area-wide context has produced many benefits. The Forum comprises members of Local Authorities, National Government, transport operators, Airport companies and other interested parties, all sharing the same targets and goals.

The Airport Transport Forum is comprised of a Steering Group and five working Groups, one of which is the Travel Plan Working Group. The Travel Plan working group is comprised of representatives from Airport Companies, Local Authorities and the Airport Operator.

The Airport Travel Plan 2008-2015

The Airport Travel Plan's main aim is to reduce the amount of employees who drive to work alone and sets out the Airport's objectives for increasing the use of sustainable forms of transport. The Travel Plan is site orientated, which reflects the need for all on Airport organisations to play a role in encouraging employees to consider sustainable travel alternatives. 75% of Airport employers are signed up to the Airport Travel Plan.

In 2008, a new target for the number of employees driving to work alone was set, this was 76%. Following the achievement of 71% of employees driving to work alone in 2009, the Steering Group of the Transport Forum agreed a new target of 70%. This will be monitored by the two yearly survey.

Following the launch of Government Guidance on Travel Plans, London Stansted has a target to continue to be ranked in the top quartile of UK companies achieving a reduction in the number of commuter cars arriving per hundred employees-position retained.



There are a number of key activities which the Airport uses to encourage employees to travel to work in a more sustainable way and to improve accessibility to employment. These are the Airport Commuter Centre, The Airports Travelcard, The Airport Car Share scheme and the development of public transport services.

Airport Commuter Centre

The Airport Commuter Centre is Stansted's dedicated information service for all Airport employees and employers. It offers travel to work advice, administers the Airport Travelcard and Car Share Scheme. Initially started as a telephone and internet service in 2000, an Airport Commuter Centre opened at London Stansted Airport in 2007 to meet the demand by employees.

In 2009, London Stansted launched a new employee travel pack and employer information pack which is now widely distributed across the Airport. This provides the options for Travel to the Airport and specific destination information.

Airport Travelcard

The Airport Travelcard offers an attractive incentive for employees to use public transport, offering significant savings on standard rail, bus and coach fares. Introduced in 2000, travel is unlimited and available as a monthly or annual card. The price for an Airport Travelcard is dependent upon an employee's home postcode, which determines which fare zone they fit into. The price represent a combination of distance and mode, similar to the London Travelcard zoning system.

Employees can save as much as £6,000 a year compared to driving to work every day by car. The Airport Travelcard can be purchased 24 hours a day, 365 days a year, via the web, phone or post.

Bus Saver ticket

The Airport introduced a new Bus Saver ticket payment in 2007. This discounted product is a book of prepaid non-dated tickets that can be exchanged for single journeys. Ideal for employees that only use the bus twice a week. Following a successful trail these tickets have been expanded to 3 new bus services in 2010.

Strategy for Stansted continued



Airport Car Share Scheme

The Airport Car Share Scheme, started in 2002, is a key element of our Airport Travel Plan. The Scheme allows employees to be matched with other Airport workers with similar work patterns and preferences. Airport Car Share members are entitled to use designated car share bays located close to Enterprise House and have an emergency ride home facility if needed. Employees, once registered, also receive a variety of discounts.

In 2010, we have achieved around 21% growth in new membership for the Car Share Scheme. We undertake regular audit of users.

Employee shuttle services

Stansted Airport is a multi-occupancy site and effective connections between the main employment sites are important. Therefore a number of the local bus services are routed via employment areas.

Working closely with a number of agencies the Airport also targets employment and regeneration areas to align Airport employment opportunities with affordable and reliable transport connections.

- The Stansted Night Run shuttle serves Tottenham Hale, Edmonton Green and Enfield and provides Airport Travelcard holders with a free service that arrives on Airport at 03:40 ready for a 4am shift time
- The Stansted Early Bird Service provides Airport Travelcard holders with a free service arriving on Airport at 03:45. It serves the Thorley and Bishop's Stortford areas.

Development of public transport services

Bus, coach and rail services provide an important and attractive option for employees' journey to work. London Stansted has a long history of developing new and improved bus and coach services. Since 2001, 31 new or improved services have been introduced. There are a total of 24 scheduled services operating from London Stansted which connect 55 destinations, with over 630 departures a day.

Local bus services are particularly attractive for employees who live locally. On Airport services are routed through the main employment areas before terminating in the bus and coach station. The services also provide important community connections, as local residents receive an enhanced frequency of service, thereby improving access to jobs and services.

The Airport has a Bus and Coach Strategy which also supports the ASAS, and this sets out how services will be developed in the future.

Action Plan

- To continue to develop the Airport Travel Plan Working Group and to meet every quarter
- To increase the number of companies signed up to the Airport Travel Plan to 85% by 2015
- To undertake employee travel surveys in 2011, 2013 and 2015
- To achieve and sustain a target of not more than 70% of all employees who drive to work alone by private car by the time the Airport reaches 35million passengers per annum
- To continue to be ranked in the top quartile of UK companies achieving a reduction in the number of commuter cars arriving per hundred employees-position retained
- To grow car sharing by 10% a year, over the next 5 years
- To increase the number of employees who are aware of the Airport Car Share Scheme to 80% by 2010 and 90% by 2015
- To increase the number of Travelcard users by 10% per annum.



Action plan

The Employment Strategy Action Plan is shown opposite in Table 2. This is a summary of the actions identified in Section 6 designed to deliver our commitments in each of the three key themes.

| Source/area | Action | Time scales |
|--|---|-------------------|
| Employment on Airport | Hold an annual Employment Forum | Yearly |
| | Engage with Airport companies to maximise the preparation for the London Olympics | 2012 |
| | Continue to support make the Airport environment available for Higher Education Institutions to undertake research | Ongoing |
| | Work with partners to develop the skills required for the aviation industry | Ongoing |
| | Develop educational strategy to support primary, secondary and tertiary education by 2015 | 2015 |
| | Support local job fairs | Yearly |
| | We will fund the final year of the Airport Skills Academy to the value of £50,000 in 2011 | 2011 |
| | We will review on Airport company employee skills and recruitment requirements to understand their needs for the future in 2011 | 2011 |
| | Support the development of Apprenticeships and Work Clubs as they are developed by Government | Ongoing |
| We will support projects linked to education and employee skills developments through the London Stansted Community Fund | Ongoing | |
| Developing the wider economic benefits | To maintain the Stansted Airport Business Forum (SABF) | Yearly |
| | To support and facilitate an annual "Meet the Buyers" event to provide opportunities for suppliers within an area to supply goods and services to on Airport businesses | Yearly |
| | To continue to work with key industry organisation to maximise the economic benefits of the Airport | Ongoing |
| | To continue to work with tourism authorities to promote repeat visits by foreign travellers | Ongoing |
| | To continue to integrate tourism information within surface access information leaflets | Ongoing |
| | To run one tourism campaign a year to promote foreign travellers to return to the UK | Yearly |
| | To work with the London Development Agency and Visit Essex to develop a proposal for city host volunteers to welcome visitors during the 2012 Olympics | 2012 |
| Accessibility to the Airport | To continue to develop the Airport Travel Plan Working Group and to meet every quarter | Quarterly |
| | To undertake employee travel surveys in 2011, 2013 and 2015 | 2011, 2013 & 2015 |
| | To increase the number of companies signed up to the Airport Travel Plan to 85% by 2015 | 2015 |
| | To achieve and sustain a target of not more than 70% of all employees who drive to work alone by private car by the time the Airport reaches 35million passengers per annum | Ongoing |
| | To continue to be ranked in the top quartile of UK companies achieving a reduction in the number of commuter cars arriving per hundred employees-position retained | Ongoing |
| | To grow car sharing by 10% a year, over the next 5 years | 2015 |

Table 2: The Employment Strategy Action Plan





Monitoring

It is important that a robust monitoring and review is in place to measure how employees travel to work and the progress towards achieving the various targets and commitments.

| Indicator | Data source |
|--|------------------------------|
| Number of employees on Airport | Employment and travel survey |
| Average staff turnover of all on Airport employers | Employment survey |
| Number of companies on Airport | Employment and travel survey |
| Value of sales generated by the Meet the buyer event | Post event survey |
| % employers signed up to Airport Travel plan | Annual survey |
| Number of inbound visitors | CAA survey |
| % employees using public transport | Employment travel survey |



London Stansted Airport
Enterprise House
Stansted Airport
Essex CM24 1QW
United Kingdom

www.stanstedairport.com