



# A beacon of opportunity

Heathrow's response to the recommendations of the independent Heathrow Skills Taskforce

**Heathrow**



# INTRODUCTION

## Ensuring a skills legacy for our local community and the country with expansion

In its final report the independent Airports Commission concluded that expansion of Heathrow is a vital opportunity for economic growth in the UK. Building and operating an expanded airport is expected to create up to 40,000 jobs locally and tens of thousands across the UK.

In recognition of the major challenge of creating a skills strategy for an infrastructure project of this size, Lord Blunkett was invited to establish and lead the Heathrow Skills Taskforce. The aim of the Taskforce was to advise Heathrow on the choices needed to make the most of the skills and employment benefits of expansion. The Taskforce convened local education partners, Councils and other major UK

project representatives, including Tideway, HS2 and Hinkley Point C to help inform their recommendations.

In September 2018, the Taskforce made its recommendations to Heathrow on how we could deliver expansion in a manner which leaves a skills legacy for our local community and future infrastructure projects.

This document sets out Heathrow's initial response to the Skills Taskforce, detailing our commitments and the action we are taking today to meet these ambitious targets. The work we set out in this response will help us achieve these targets, such as providing 10,000 apprenticeships by 2030 at Heathrow and across our supply chain. We will be

working closely with our business and education partners to deliver on our commitments.

The Taskforce has been clear that the scale of the expansion project creates the opportunity for Heathrow to set the benchmark for workplace diversity, inclusion and social mobility across our supply chain and beyond. This is integral to our pledges and we have ensured that diversity and inclusion are embedded throughout our commitments.



# FOREWORD

Skills matter. The success of our country depends upon how we arm our people, whether they are looking for work, already in work or returning to work, to help them learn and adapt to new ways of working and changing technologies. Their abilities and actions will determine Britain's future and its place in the world.

Our success is built on our people. We depend on having the right skills to ensure that our vision to provide the best passenger service in the world at an expanded Heathrow is realised. Skills support, job enrichment and earning potential will help people to lead more fulfilled lives. But for too long now, the skills deficit has hindered growth and opportunity, not only for industry but importantly for people too.

Expansion of Heathrow is a once in a lifetime opportunity to redress this deficit by working with other major projects to secure a pipeline of talent. For every new railway, road or runway that Britain builds, a unique set of skills is required and a legacy of expertise that can be transferred to future projects is passed on. In the past few years, I have been proud to be part of accelerating our journey to tackle the skills challenge and diversify our workforce. As we enter an exciting new era for national infrastructure in the UK, we now have an opportunity to build a lasting legacy.

To do this we know we need to do more to not only help us continue our journey but to make a step change in how we operate both day to day and long-term. To achieve this, I asked Lord Blunkett and his Skills Taskforce to present us with a

set of recommendations that would help develop the pipeline of skills we need to build and operate an expanded airport, as well as ensure our local communities benefit from the employment and training opportunities expansion will deliver, particularly for people who face greatest disadvantage.

Back in September 2018 we welcomed the Taskforce recommendations as they now give us the platform and confidence to create this step change at Heathrow. The recommendations encouraged the creation of ambitious programmes and targets, many of which we have already begun to progress after having listened carefully to wider feedback over a period of 18 months, such as the Skills Partnership with local colleges and universities.

Today I am pleased to be able to respond with some immediate commitments while we continue to work in partnership with our stakeholders to achieve our long-term priorities and how to deliver them more strategically and holistically to achieve sustained impact.

I would like to take this opportunity to extend my sincere thanks to Lord Blunkett and all members of the Skills Taskforce for their time, commitment and invaluable knowledge and experience.

I am very excited about Heathrow's role in building a better future for Britain's workforce.

John Holland-Kaye  
Chief Executive, Heathrow Airport



**February**

John Holland-Kaye becomes chair of Business in the Community's Employment & Skills Leadership Team, a collaboration of employers focused on breaking down barriers to work for people from excluded groups, improving low paid employment and pioneering new approaches to recognise the value of transferable skills from one employment sector to another

**May**

Heathrow becomes first in a wave of companies to join Project 13, led by the Institution of Civil Engineers, to introduce a new infrastructure delivery model that will boost certainty and productivity

**September**

Launch of new six-month returners programme, enabling individuals who have had an extended period of absence from the workplace to step back into professional roles

Lord Blunkett and his Skills Taskforce publish *A Beacon of Opportunity*, a set of recommendations on how Heathrow can create a skills legacy

**April**

Strategic Transport Apprenticeship Taskforce (STAT) led by Department for Transport (DfT) appoints Becky Ivers, People Director for Expansion, as chair of the Social Mobility workstream with the aim of improving access in the transport sector for disadvantaged groups

Phil Wilbraham, Expansion Programme Director appointed to co-chair i3P, an innovative new platform for industry to collaborate and deliver future infrastructure

Launch of first higher level technical apprenticeships and degree apprenticeship including MBA to offer progression pathways for airport colleagues

**June**

Parliament votes to back Heathrow expansion with a 296 majority

Heathrow launches its Shared Construction Apprenticeship Scheme

The Heathrow Employment & Skills Academy launches new pilot to support young people leaving care to complete pre-employment training and access employment at Heathrow

The Heathrow Employment & Skills Academy joins Business in the Community's *Good Work for All* programme, supported by the Joseph Rowntree Foundation. Through its participation, Heathrow aims to support airport companies to improve their approach to recruitment, retention and skills development

# OUR COMMITMENTS IN RESPONSE TO THE TASKFORCE RECOMMENDATIONS

Setting the benchmark for workplace diversity, inclusion, and social mobility

## 1 LEADING BUSINESS CHANGE

### TASKFORCE RECOMMENDATION

Heathrow should do more to engage, support and challenge its supply chain and commercial partners, setting out what is expected and ensuring that Heathrow is acting as a responsible business at every level of its operation.

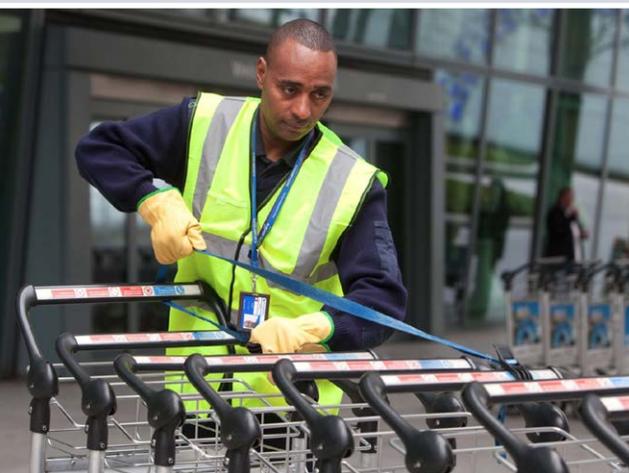
### WE HAVE

- Launched two strategic leadership groups to embed responsible employment practices across the airport
  - **Construction Skills Forum**, led by Steve O'Sullivan, Head of Aviation, Balfour Beatty
  - **People Leadership Forum**, led by Paula Stannett, Chief People Officer, Heathrow Airport
- Made it a requirement of our current and future supply chain to recruit and mobilise diverse local talent as well as training and employing apprentices. We will develop clear targets, which can only be achieved through robust employment and skills planning.
- Been accredited as a London Living Wage employer. 3,200 airport workers in our direct supply chain will benefit from this new voluntary wage by the end of 2020.

Members of these forums will work in partnership to create a tangible action plan that will result in a diverse, inclusive and skilled workforce; provide access to quality career insights; and employment and apprenticeship opportunities for local people.

### WE WILL

- As part of the Living Wage Roadmap, we have ended the use of zero-hours contracts across Heathrow Airport Limited and will work with our directly engaged suppliers to phase out zero-hours contracts across our operations in the next two years.
- Require all new suppliers to pay the London Living Wage and not use zero-hours contracts. Current suppliers will be subject to the same requirement when their contract comes up for negotiation.
- Use our procurement process to identify and encourage innovation and best practice in our supply chain on solutions to address skills challenges.



## 2 PROMOTING CAREER CHOICES AND ENGAGING WITH THE EDUCATION SECTOR

### TASKFORCE RECOMMENDATION

Expansion presents the opportunity to be recognised as the 'blueprint' for how employers and major projects can positively support and influence careers and enterprise.

### WE HAVE

- Committed to developing a **World of Work** programme to help people achieve their aspirations and excel in their careers. We will also ensure it supports our ambition for a diverse and inclusive workplace. In collaboration with our education partners, supply chain and other businesses at the airport, we will offer a range of meaningful work experiences that will equip people with the skills needed, enable them to access opportunities at Heathrow and beyond, both now and in the future, and give them the potential to be employed.

### As part the World of Work programme, WE WILL

- Offer 10,000 quality work experience days by 2030 across the airport. We will extend our support to include experiences for adults experiencing barriers to work; care leavers; people with additional learning needs; and disabilities.
- Create a suite of learning resources that will support teachers to link careers at the airport to the curriculum.
- Create new career pathways by offering up to 1,200 work placement days to local T-Level students in construction and digital from September 2020. As the suite of T-Level qualifications develop over time, we will review the feasibility of extending our support. Students we host on T-Level routes will be supported to apply for relevant apprenticeships to continue their learning and development beyond Level 3.
- Support the Careers and Enterprise Company (CEC) in the expansion of the Enterprise Adviser Network by recruiting a further 20 Enterprise Advisers from across Heathrow, our supply chain, and other businesses at the airport and in the local area. The Enterprise Advisers will be matched to schools identified as a priority by the government, and local to Heathrow.
- Partner with the CEC to co-fund a Careers & Enterprise Co-ordinator. This resource will enable secondary schools to be matched with an Enterprise Adviser – a senior business volunteer – who can help advise on implementing a school career plan and provide access to a network of businesses.

### In addition, WE WILL

- From June 2019, extend our pre-employment training (PET) programme, offered through our Employment & Skills Academy, to include digital literacy support. Approximately 150 people on an annual basis who attend our PET course have been identified as needing this additional support. This intervention will help candidates to successfully complete their training and secure employment.
- To build on the history of volunteering at the airport, we will develop a structured programme to enable colleagues to use their talent and skills for the benefit of our local community.

# OUR COMMITMENTS IN RESPONSE TO THE TASKFORCE RECOMMENDATIONS

## 3 MAXIMISING APPRENTICESHIPS

### TASKFORCE RECOMMENDATION

By working together, prior to, during and post construction of expansion, Heathrow, its supply chain and commercial partners could provide a catalytic change in promoting apprenticeships as a rewarding career choice, and help put apprenticeships at the heart of Britain's future skills pipeline.



### WE HAVE

- Launched the first higher level technical apprenticeships and degree apprenticeship including MBA to offer progression pathways for airport colleagues.

### WE WILL

- In June 2019, publish a plan for how we will double the number of apprenticeships to 10,000 at Heathrow and across the supply chain by 2030. We will include a delivery timetable and our approach for ensuring we reach people underrepresented in the workplace. The plan will be reviewed continuously to ensure relevance to the external landscape and trends in the business.
- Directly employ 165 apprentices by the end of 2020 and second them across our construction supply chain in a shared apprenticeship scheme. This approach will enable us to assure the quality of apprenticeships; improve completion rates and sustained employment outcomes; and ensure opportunities are offered to our local communities. It will also simplify the process for our supply chain, including SMEs in sub-tiers. All apprentices employed in the scheme will be paid the government national living wage.
- In partnership with our local colleges and universities, we will widen the range of apprenticeship standards currently on offer. Where appropriate, we will also ensure there is a qualification offer beyond Level 3 to support career progression. The timeline for this offer will form part of the overall apprenticeship plan as stated above.

## 4 ENABLING SKILLS FOR A LASTING LEGACY

### TASKFORCE RECOMMENDATION

Pioneer new approaches that address skills gaps, align with the work of other infrastructure projects, and help Britain build an experienced and flexible workforce which is adaptable to future skills requirements, and global challenges and opportunities, such as automation, robotics and new technology.

### WE HAVE

- Committed to developing and trialling a **Skills Passport** at Heathrow to support individuals working at the airport to create a Continuing Professional Development (CPD) log of their skills and achievements. This will make it easier for employers at Heathrow to take into account their transferable skills. If successful, we will test how this approach could be applied between the different infrastructure projects where appropriate, aiming to start from 2020.
- Established a **Skills Partnership** with our local colleges and universities. At this early stage, the Partnership is formed of West Thames College, Harrow and Uxbridge College, West London College, Windsor Forest Colleges Group, Brooklands College, Brunel University, University of West London and Buckinghamshire New University.



### WE WILL

As part of the Skills Partnership, we will look to:

- Build a skills legacy: Co-create solutions to the skills gap and trial them with a range of employers, helping to prepare the workforce as new ways of working and technologies begin to emerge.
- Create a future pipeline for a diverse and inclusive workforce: Support young people and adult learners to discover and pursue their career ambitions, offering clear career pathways and work experience opportunities with employers across sectors.
- Enhance access to higher skills training to build competencies that would enable people to diversify their skills and progress their careers.

# OUR CALLS TO ACTION

To our supply chain and businesses operating at the airport:

**Partner** with us to deliver  
**10,000 apprenticeships  
by 2030**

by embedding the recruitment of apprentices as part of your talent acquisition programme

**Offer  
quality work  
experience**

days to help meet the recommended target of  
**10,000 days by 2030**

**Sign up**  
to the  
network of 20  
**Enterprise  
Advisers**

**Commit to  
review your  
recruitment  
practices**

to help break down  
barriers to employment

**Introduce  
a returners'  
programme**

to support individuals  
to re-enter the  
workplace

Our support to you:

The Heathrow Employment & Skills Academy will help you to recruit your talent from a diverse local workforce and help you maximise value from your Apprenticeship Levy

# MAKING SURE WE DELIVER ON OUR PROMISES

## Team resources

To ensure we deliver these commitments and maximise opportunities, we have established a new education and skills team. We have also grown the size of the team at the Heathrow Employment & Skills Academy. This includes an additional widening participation role, a lead for our Skills Partnership with the further education and higher education sectors, a new apprenticeship development manager and growing the employer account management team to help us have greater reach across the range of airport businesses.

## Performance review

To help us monitor and report our performance against targets, Lord Blunkett will chair a newly established Skills Implementation Steering Group. Key groups, including local authority representation and employers at the airport, will be invited to join and membership of the group will be announced in June 2019 when the first meeting is expected to be held.

## FUTURE MILESTONES



## Members of the Heathrow Skills Taskforce:

**Lord David Blunkett**

**Gail Cartmail**

Assistant General Secretary Unite the Union and Member, General Council, TUC

**Prof. Julia Buckingham**

Vice-Chancellor and President, Brunel University

**Prof. Keith Ridgway**

Professor of Design & Manufacture and Executive Chair of AMRC, University of Sheffield

**Tracy Aust**

Principal, West Thames College

**Nick Caulfield**

Principal, Ditton Park Academy

**CLL Julian Bell**

Leader, Ealing Borough Council

**Heather Morgan**

Group Head of Regeneration & Growth, Spelthorne Council

**Neil Carberry**

Former Director of People & Skills, CBI

**Jason Millett**

COO, Mace

**Scott Young**

Head of Employment & Skills, Tideway

**Rania Marandos**

Chief Impact Officer, Step up to Serve

**Natalie Cramp**

Former COO, Careers & Enterprise Company

**Becky Brooks**

Membership Engagement Manager, ENEI

**Late Garry Phillips**

Former CEO, West London College

## Members of the Strategic Construction Skills Forum:

**Steve O'Sullivan**

Head of Aviation, Balfour Beatty (Chair)

**Keith Cannin**

Managing Director, Morgan Sindall

**Philip Tarrant**

Director, Infrastructure, Atkins Global

**Samantha Rope**

HR Director, Wilson James

**Nigel Cole**

Managing Director, Aviation, Infrastructure and Retail, Mace

**Rob Ewen**

Delivery Director, Heathrow Expansion, Mace

**Juan Pablo Pérez**

Airports Director, Ferrovial

**Julian Bartlett**

Director, Turner & Townsend

**Mark Foster**

Managing Director, Dyer & Butler

*Garry Phillips, former CEO of West London College, has sadly recently passed away. We have been very fortunate that Garry could give his considerable expertise to the Heathrow Skills Taskforce and his work has been instrumental in shaping the future direction of our skills programme. Garry has left a great legacy to skills here at Heathrow and to many institutions and people he has supported and worked with throughout his career. Everyone at Heathrow Airport and the Skills Taskforce would like to express their sincere condolences to Garry's family, friends and colleagues.*

## Members of the People Leadership Forum (first wave members):

**Paula Stannett**

Chief People Officer, Heathrow Airport (Chair)

**Geoff Hall**, World Duty Free

**Judy Andrews**, Dixons Travel

**Christina Brown**, Balfour Beatty

**Donna Restall**, Reach

**Rob Jones**, Mitie

**Glen Horton**, Apcoa

**Sara O'Toole**, Apcoa

**Andrea Wareham**, Pret

**Rebecca Cooper-Jones**, Cobalt

**Angela Williams**, BA

**Sue Beech**, Vanderlande

**Sarah Stacey**, NATS

**Adrian Tills**, Menzies

**Alexandra Lock**, Hertz

**Bernie Thomas**, Thomas Interiors

**Sharon Taylor**, Border Force

**Amy Parkin**, Omniserv and Blackjack

**Niki Brooks-Coppard**, Whitbread

**Dawn Moore**, Morgan Sindall

**Jon Mint**, DHL

**Lisa Banks**, American Airlines

**Michael Castle**, Compass Group

**Claire Clark**, Casual Dining Group

**Stephanie Hamilton**, ISS

**Jane Taylor**, ISS

**Paul Cutler**, Travelex

**Teresa Devereux**, Fly Virgin

**Chris Short**, Virgin

**John Khan**, HMS Host

**Rachel Morgan**, Swissport

**Samatha Rope**, Wilson James

**Gary Granger**, dnata

**Sharon Garratt**, Babcock

**Carla Ball**, Plaza Premium Lounge

**Andy Westbrook**, Bradford Swissport Limited