



A Second Runway for Gatwick Appendix

A23

Engagement Strategy

Gatwick Airport Engagement Strategy

09 May 2014



Table of Contents

Executive Summary	3
Part One: Building Engagement Capacity	8
Part Two: Engagement Following the Formation of the Airports Commission	15
Part Three: Planned Engagement Following a Recommendation by the Airports Commission	23
Appendix.....	35



Executive Summary

- As the world's busiest single runway airport and second largest airport in the UK, Gatwick Airport recognises the significant role it plays in the lives of many people living near the airport, either directly as a result of the airport's operation, or indirectly as a result of the benefits the airport brings to the wider region. That is why Gatwick Airport believes it is so important that the local community, and their representatives, are able to have a voice and can engage with the airport on issues that are important to them.
- This Engagement Strategy outlines the extensive engagement Gatwick Airport has undertaken to date with local communities, politicians, passengers, business and the airport's staff. It also outlines how Gatwick Airport would consult and engage with its stakeholders on the proposed Second Runway Development (R2) – not only during the Airports Commission's (the Commission) process, but beyond that in the pre-application stage through to the construction, delivery and operation of a two runway airport.
- In preparing the Engagement Strategy, Gatwick Airport has carefully considered the political, environmental and communication risks associated with R2. A risk register has been included in this document, which outlines these risks and the measures Gatwick Airport would be taking as part of its future engagement with stakeholders to address and mitigate them.

Building Engagement Capacity

- The first section of this document outlines the significant time, energy and resources Gatwick Airport has committed in recent years to open engagement with all of its stakeholders on strategic decisions relating to the future of the airport. The airport has also sought to work constructively with special interest groups around specific environmental and operational issues, such as surface access, noise and biodiversity.
- As a result of these efforts, Gatwick Airport has already established an effective working relationship with a wide-ranging network of consultees and stakeholders who would be closely involved in current and future engagement on R2. In many cases, these relationships have been formalised through dedicated forums, working groups and consultative bodies.
- The principal forum for Gatwick Airport's engagement with the local community and businesses is the Gatwick Airport Consultative Committee (GATCOM). Established in 1956, this statutory body continues to advise the airport's senior management team on the issues that are of greatest interest or concern to local communities, passengers, businesses and other airport users. The group meets four times a year, consists of 28 appointed representatives, and is open to the public.
- Gatwick Airport has also undertaken a number of engagement campaigns on key issues relating to the operation of the airport. These include surface access, noise, air quality, biodiversity, water management, flood risks, place, quality of life and the local and regional economy.



- Gatwick's surface access policy has been informed by the work of the Gatwick Area Transport Forum. Established in 1998 to focus on surface access issues relating to the airport, the forum involves over 70 organisations including local authorities, transport operators, airport companies and other interested parties. In partnership with the Forum, Gatwick Airport produced a draft Surface Access Strategy in 2012, which was adopted following consultation with the public.
- Gatwick Airport has shown that it understands how important noise is to its stakeholders. Following extensive engagement with statutory consultees, local authorities and nearby residents, Gatwick Airport published a Noise Action Plan in 2010, putting in place a number of indicators to measure the airport's performance on noise management and mitigation over the next five years. Around 14 new activities were added to the Action Plan as a result of this engagement. Gatwick also initiated its first annual noise seminar in 2012, which enables stakeholders and the public to speak directly with representatives of Gatwick Airport on noise policy.
- A core part of Gatwick Airport's mitigation strategy has been the noise insulation scheme. Gatwick Airport has always placed importance on engaging with local residents, politicians and environmental groups about noise insulation and mitigation, and on future measures that could be put in place should permission for R2 be granted. The rigorous consultation Gatwick Airport has already undertaken, as well as the future plans the airport has in this area, underlines the importance that Gatwick Airport attaches to addressing this environmental issue and acting as a responsible neighbour.
- Gatwick Airport has shown that it supports the concept of a partnership approach for tackling air quality management and carbon emissions and continues to work with key organisations such as Reigate and Banstead Borough Council on this basis. Once a year, Reigate and Banstead Borough Council publishes an annual performance report, which is made available to the public. Gatwick Airport has achieved its air quality and carbon emissions goals every year since the performance report has been published.
- Gatwick Airport recognises the importance of protecting and promoting natural habitats and biodiversity in and around Gatwick Airport. Gatwick Airport actively supports and sponsors the Gatwick Greenspace Partnership, which forms part of the Sussex Wildlife Trust and manages 200 sq km of countryside in the area. The partnership has helped the airport to develop indicators to evaluate its performance on managing and maintaining biodiversity that can be tracked on an annual basis to quantify the overall health of the natural habitats and biodiversity in and around the airport.
- Gatwick Airport has well established structures for engaging with the airline community, both collectively and on an individual basis. This engagement spans both operational and commercial issues, and has included more formal and constructive engagement on Gatwick's capital investment programme.
- Gatwick Airport has actively engaged with local business communities through the Gatwick Diamond Initiative and Gatwick Diamond Business. These organisations regularly meet and enable Gatwick Airport to have a direct dialogue with national, regional and local businesses who contribute to the £2bn generated by Gatwick Airport's operations each year.



Engagement Following the Formation of the Airports Commission

- The second section of this document outlines the extensive public engagement Gatwick Airport has undertaken to date since the Commission was established, and the engagement Gatwick Airport is planning to undertake with stakeholders on R2.
- Regular engagement has taken place with the airline community throughout the development of the second runway scheme. There have been several meetings with the major carriers on all aspects of the scheme, and more are scheduled to follow Gatwick's submission to the Commission. Briefings have also been held with individual airlines to ensure that smaller users of the Airport understand the case for expansion.
- Gatwick Airport is actively engaging with all relevant local authorities (LAs) in regard to proposals for future runway capacity. Gatwick Airport has achieved this through two different groups: The Gatwick Joint Local Authorities (GJLA) and Gatwick Diamond Local Authorities. The purpose of this engagement has been to share information and keep the LAs informed of progress; to share study approaches and the methodologies that Gatwick Airport uses, and to seek agreement on how economic, environmental and social matters are identified and could be mitigated; discuss plans for consultation and engagement; and to identify possible areas of common ground.
- In November 2013, West Sussex County Council's Cabinet Member for Highways and Transport created the Airport Capacity Task and Finish Group consisting of four members to assist his work on the issue of airport capacity in the local context following the County Council's endorsement in principle of support for expansion at Gatwick. Gatwick Airport's engagement with the group to date has taken the form of formal meetings with Gatwick Airport representatives and members of the group, briefing them on the airport's current proposals. Gatwick Airport believes it is vital to continue this engagement with the Airport Capacity Task and Finish Group on the airport's expansion proposals.
- If Gatwick Airport builds R2 after 2019, then many local properties would fall within an expanded airport boundary. Following the Air Transport White Paper in 2003, which led to the safeguarding of land for R2, Gatwick Airport consulted with local people (residents, businesses, campaign groups, local councils and MPs) on the best way to protect the value of properties in the area where land would be required for any new runway development. This consultation took place between September 2004 and January 2005.
- To guarantee the value of eligible properties now and in the coming years, as well as the details of the financial assistance which Gatwick Airport would offer if the airport takes R2 forward, Gatwick Airport has developed two voluntary schemes: the Property Market Support Bond and the Home Owner Support Scheme. These schemes remain in place today, and give local property owners the reassurance that they would be protected financially if R2 goes ahead.
- Gatwick Airport has created an Engagement Charter which sets out how the airport would engage with existing owners and occupiers of land that would be affected by Gatwick Airport's proposal for R2. This Engagement Charter has been designed to provide engagement by Gatwick Airport that is appropriate, regular and consistent whilst ensuring that any impact R2 might have on local property markets is mitigated in both the short and longer term.

- Gatwick Airport understands that the communities around the airport may have questions about what R2 would mean for them and Gatwick Airport wanted to provide an opportunity for local residents to inform its submission to the Commission, including the detail of the options as well as providing them with all the relevant information to allow them to reach a firm decision on which option they prefer. For this reason, Gatwick Airport has undertaken a comprehensive six-week public consultation programme on the three runway options, beginning 4 April and closing 16 May 2014.

Planned Engagement Following a Recommendation by the Airports Commission

- In the event that the Government supports the principle of expansion at Gatwick Airport, Gatwick Airport anticipates bringing forward a Development Consent Order (DCO) application under the Planning Act 2008 as amended by the Localism Act 2011.
- As part of that process, Gatwick Airport would undertake an extensive and robust programme of public engagement. This would seek to:
 - Comply with formal consultation guidelines as prescribed in Sections 42 and 47 of the Planning Act 2008;
 - Inform and consult with the relevant airlines, local community, statutory consultees, and other interested parties on the project;
 - Gain feedback from these communities and stakeholders, including any queries or concerns that they might have;
 - Shape the form and design of the DCO application, Environmental Impact Assessment and development scheme accordingly; and
 - Identify any issues and impacts that should be considered along with suggestions for any necessary mitigation.
- Gatwick Airport would continue to engage with local companies and local stakeholders before, during and after the construction of R2. In addition to Gatwick Airport's on-going engagement, the airport would offer regular site tours that are open to the public, visit local schools and send out community newsletters with updates on the construction progress.
- Following the successful completion of R2 at the airport, Gatwick Airport would continue to engage with local residents, campaign groups, MPs and local businesses about its operations. It is vital that these groups continue to gain maximum advantage from the airport's growth. Gatwick Airport also wants to maintain its reputation as a responsible neighbour to its local communities and demonstrate best practice in its stewardship of the environment.
- R2 represents an exciting opportunity for the UK to expand its airport capacity in an economically beneficial and sustainable manner, and Gatwick Airport wants all stakeholders to have a share in its future.



Part One: Building Engagement Capacity

Introduction

- 1.1. Genuine and meaningful engagement does not happen overnight. It requires months if not years to build an effective working relationship between all parties based on trust, respect and the expectation that feedback from one side will be meaningfully considered and adopted by the other. This is especially the case for nationally significant infrastructure projects, where the scale of what is being proposed is so great and complex that it can act as a disincentive for consultees who would otherwise seek to get involved and shape the direction of the project.
- 1.2. Gatwick Airport has committed significant time, energy and resources in recent years to open engagement with all of its stakeholders on strategic decisions relating to the future of the airport. It has also sought to work constructively with special interest groups around specific environmental and operational issues, such as surface access, noise and biodiversity.
- 1.3. As a result of these efforts, Gatwick Airport has already established an effective working relationship with a wide-ranging network of consultees and stakeholders who will be closely involved in current and future engagement on R2. In many cases, these relationships have been formalised through dedicated forums, working groups and consultative bodies.
- 1.4. This section outlines Gatwick Airport's commitment to engagement internally and highlights how it has engaged with its stakeholders on an issue-by-issue basis.

Engagement at the centre of Gatwick Airport's decision-making process

- 1.5. Engagement with stakeholders and the public is a strategic priority that is embedded throughout the airport's governance processes, strong technical policies and innovative engagement programmes.
- 1.6. How Gatwick Airport engages with its stakeholders is an on-going consideration for Gatwick Airport's Executive Management Board (EMB) – which is responsible for the operational and strategic management of the airport – and the Shareholder Board.
- 1.7. To help deliver the strategic engagement objectives of these senior-decision making bodies, Gatwick Airport has a dedicated team of in-house specialists focused on day-to-day communication with its stakeholders. This team is supported in turn by Gatwick Airport's in-house and external teams of planning and environmental experts.
- 1.8. The chart below illustrates how these engagement processes are formalised in Gatwick Airport's decision-making.



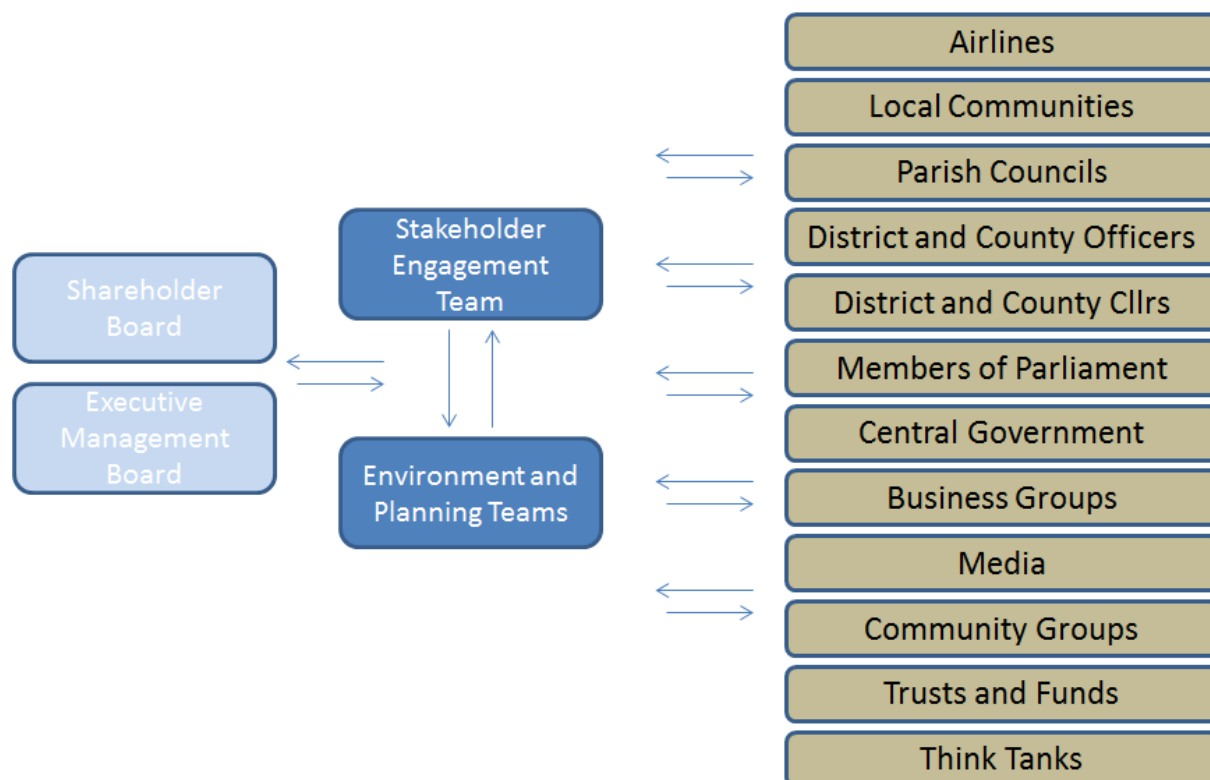


Fig 1: Decision-making structure on engagement strategy within Gatwick Airport

Gatwick's airlines

- 1.9. Gatwick Airport has well established structures for engaging with the airline community, both collectively and on an individual basis. This engagement spans both operational and commercial issues, and has included more formal constructive engagement on Gatwick's capital investment programme

Surface access

- 1.10. To assist Gatwick Airport in engaging with stakeholders and business partners on the issue of surface access, in 1998 Gatwick Airport established the Gatwick Area Transport Forum. The Forum encourages a collaborative approach amongst members towards addressing the transport needs of Gatwick Airport and the surrounding areas.
- 1.11. The Forum comprises of local authorities, regional and national government, transport operators, airport companies and other local businesses or interested parties. Over 70 organisations are now represented on the Forum, which meets every three months.
- 1.12. In April 2012, Gatwick Airport hosted local, national and regional stakeholders at a 'vision workshop' to develop the framework for the *Airport Surface Access Strategy*. This was supplemented by a

number of key activities by the Transport Forum, including devising a strategy to increase the use of public transport at the airport for incorporation in the Local Transport Plan.

Noise

- 1.13. Gatwick Airport recognises that noise management is a key issue of concern for a number of stakeholders and local communities. Therefore, in 2010 Gatwick Airport published the *Noise Action Plan 2010-15*, which outlines its continuing commitment to managing aircraft noise.
- 1.14. Whilst the document was in its draft form, key stakeholder groups including relevant airlines, NATS, local authorities and local resident groups all informed its content by participating in a number of pre-consultation feedback sessions.
- 1.15. Following a full programme of consultation, during which around 12,000 people were invited to attend six public events, the *Noise Action Plan 2010-15* was revised once again to incorporate the public's feedback and then published in its final form.
- 1.16. In December 2012, the first ever Gatwick noise seminar took place at the airport. This event brought together Gatwick's senior management team with responsibility for noise along with aviation and environment experts, elected representatives, business partners and members of the local community. The second noise seminar was held in March 2014.

Air quality/carbon

- 1.17. Gatwick Airport has spent a considerable amount of time working with nearby local authorities to build a partnership approach towards air quality management.
- 1.18. Since 2002, Reigate and Banstead Borough Council on behalf of the local authorities has monitored Gatwick Airport's performance on air quality management to ensure that air quality limits are not breached. A performance report is subsequently published by the Borough Council, which is placed in the public domain.
- 1.19. In response to feedback from Reigate and Banstead Borough Council, Gatwick Airport published 27 'Details of Actions' points in its *Air Quality Action Plan 2009-2011*, which were subsequently incorporated into the *Decade of Change*. This included a commitment to engage with a larger number of stakeholders on issues of air quality and carbon emissions, including working with key business partners to develop an 'air community' approach to improving local air quality at Gatwick.

Biodiversity

- 1.20. Gatwick Airport has proactively engaged with local communities, airport employees and local businesses to develop and implement measures that protect natural habitats and biodiversity.
- 1.21. Gatwick Airport has been a supporter of the Gatwick Greenspace Partnership since it was founded in 1994. The Partnership is one of Sussex Wildlife Trust's Living Landscape projects and works across approximately 200 square kilometres of countryside and in the adjacent towns of Reigate, Dorking and Horley, in Surrey and Crawley and Horsham in Sussex, with Gatwick Airport in the middle. The aim of the Partnership is to inform, educate and involve a diverse range of people from the local communities in the airport's beautiful, natural surroundings.



- 1.22. Gatwick Airport is a sponsor of the Partnership's community project officer, who regularly raises awareness amongst local people about the landscape and wildlife in their area by leading guided wildlife walks and holiday activities for children throughout the year. This is supplemented by educational activities such as school visits and teacher training.
- 1.23. In co-operation with the Partnership, Gatwick Airport developed biodiversity performance indicators in 2010/2011 that are now tracked on an annual basis. These indicators include species counts, which enables Gatwick Airport to quantify the overall health of the airport.
- 1.24. Following consultation with the Partnership, Gatwick Airport has devised a Biodiversity Action Plan to enhance biodiversity at two specific areas near to the airport, encompassing approximately 125 acres of land.

Water management

- 1.25. Representatives from Gatwick Airport regularly meet with the Environment Agency and Crawley Borough Council on issues of water management at Gatwick Airport.
- 1.26. Gatwick Airport primarily engages with partners, local businesses and local communities by recording and publishing their on-going activities and performance indicators, on the Gatwick website, during regular meetings as well as on an ad hoc basis. For example, the airport operates a quarterly programme of river ecology monitoring to ensure that the environmental impact on the local water courses is understood and any improvements to river health are recorded.

Flood risk

- 1.27. Gatwick Airport works closely with the Environment Agency to minimise flood risk in the region. Amongst others, the airport contributed over £4 million to the Upper Mole Flood Alleviation Scheme. This allows Gatwick Airport to develop airport buildings and infrastructure, taking advantage of an increased level of flood protection, along with reducing flood risk for thousands of people living in Crawley and South West Horley.

Place

- 1.28. Together with the Government, airlines and local communities, Gatwick Airport works to minimise impacts on existing landscape character and heritage assets. It has developed a detailed landscape strategy, as part of which representatives from the airport regularly interact with the local communities.
- 1.29. Based on consultation with local residents, the *Gatwick Master Plan – Operation Efficiency* acknowledges the importance placed by the local communities on maintaining the landscaped corridor around the North West perimeter. It also acknowledges their concerns about the potential visual intrusion of any further development in this area.

Quality of life in local communities

- 1.30. Gatwick Airport has been proactive in engaging with residents and local authorities to improve quality of life in the region. As it has grown, Gatwick Airport has worked hard to ensure that funds generated by the business of the airport are made available to improve the local area and



communities most affected by its operations. Working with a diverse range of local partners, the airport has made a number of positive contributions to local communities over the years, reinforcing its reputation as a good neighbour.

- 1.31. The Gatwick Airport Community Trust was established in 2002 and reflects one of Gatwick Airport's core principles: to give back to the local community. Since its creation, the Trust has been a vehicle for Gatwick Airport and the local authorities to implement an enhanced community and charitable giving programme, reinvigorating local groups and organisations, and supporting good causes across East and West Sussex, Surrey and Kent.
- 1.32. In 2013 alone, Gatwick Airport gave £188,000 to the Trust to facilitate 144 grants to charities and community groups in the area. Previous grants have also included £42,000 to a Worldwide Volunteering project for Young People in Gatwick, and £30,000 to local charity Home to assist them in their work with vulnerable families.

Home ownership

- 1.33. Gatwick Airport has consulted extensively with local residents, businesses, campaign groups, local authorities and MPs on the best way to protect the value of properties in the area where land could be required at some point in the future for airport expansion.
- 1.34. Following a programme of public consultation at the end of 2004 and beginning of 2005, Gatwick Airport developed two voluntary schemes to guarantee eligible properties: the Property Market Support Bond and the Home Owner Support Scheme.
- 1.35. The Property Market Support Bond is designed for people with property on land safeguarded for a potential new runway, while the Home Owner Support Scheme is available to those located outside the safeguarded area but who fall within a 66 dBa Leq noise contour for a new runway.

Economy

- 1.36. Given that Gatwick Airport contributes an estimated £2 billion a year to the south east's economy, employs approximately 2,500 people and indirectly supports approximately 35,000 jobs in the region, successfully building long-term partnerships with the business community has been essential to the operations of the airport.
- 1.37. Gatwick Airport is in regular dialogue with the two main representative bodies for businesses in the region: the Gatwick Diamond Initiative and Gatwick Diamond Business. Both seek to promote the Gatwick area as an attractive area for inward investment while at the same time speaking as a voice for local businesses in the region.

National elected representatives

- 1.38. Gatwick Airport is committed to on-going engagement with elected officials representing constituencies that have an interest in Gatwick Airport's operations. As part of this, Gatwick Airport provides regular updates and briefings to Members of Parliament (MPs) across the south east of England. MPs are an important stakeholder as they have a unique role in providing feedback to the airport on local issues and concerns raised by their constituents. They also are an important channel for the airport to pass on information to the wider public.



- 1.39. In addition to incumbent MPs, ahead of the 2015 General Election, Gatwick Airport will be seeking meetings with the Prospective Parliamentary Candidates from the relevant opposition parties to ensure that they are fully briefed on the Gatwick Airport's vision.

GATCOM

- 1.40. At the core of Gatwick Airport's engagement with the local community is the Gatwick Airport Consultative Committee or GATCOM. Established in 1956, GATCOM consists of 28 appointed representatives from a wide range of interests including local authorities, civil aviation, passenger, business, tourism and community and environmental groups. It is a statutory advisory body constituted by Gatwick Airport Limited in accordance with the Civil Aviation Act 1982 (as amended by the Airports Act 1986).
- 1.41. The purpose of GATCOM is to advise Gatwick Airport's Chief Executive and his management team about issues which concern the local communities, passengers, businesses and other users of the airport and to stimulate interest both within the airport community and local people. The group meets four times a year and is supported by an independent chair and secretariat.
- 1.42. All meetings are open to the public and the date, time and minutes from each meeting are published for public information on the GATCOM website (<http://www.gatcom.org.uk/>).

Apprenticeships and career programmes

- 1.43. In total, Gatwick Airport employs approximately 2,500 people and indirectly supports approximately 35,000 jobs in the region. To this end, there is an onus on Gatwick Airport, together with the Government, airlines and local businesses, to provide the necessary skills and training to the next generation of staff through a range of apprenticeships and work placements.
- 1.44. Through a long and successful partnership with Central Sussex College in Crawley, Gatwick Airport will continue to offer apprenticeships, with any potential rise in staffing levels caused by airport expansion almost certainly leading to an expansion of both the Engineering and Security Officer Apprenticeship schemes.
- 1.45. In order for local communities to have a full understanding of airport operations, and to be aware of the employment opportunities on offer, Gatwick Airport operates a number of outreach programmes. These involve current staff members visiting local schools and colleges to advertise the employment opportunities on offer and directly engaging with local pupils interested in a career with the airport.

Conclusion

- 1.46. Gatwick Airport, both under its current and previous ownership, has committed significant time and resources to meaningfully engaging with stakeholders and the locals on the issues that matter to them.
- 1.47. Based on the network of contacts it has created and the relationships it has built as a result of this longstanding commitment to engagement, Gatwick Airport is particularly well placed to maximise

the outputs from any future engagement work on R2 and minimise the communications risks associated with it.



Part Two: Engagement Following the Formation of the Airports Commission

Identifying engagement risks

- 2.1. Given the sensitivity around nationally significant infrastructure projects generally and aviation expansion in the south east in particular, there are clearly a number of communications risks associated with proposing R2 at Gatwick Airport.
- 2.2. In recognition of this, Gatwick Airport has prepared a risk register identifying the key communications risks that need to be addressed by current and future community engagement.
- 2.3. A summary table of these risks and the actions Gatwick Airport would be taking to address and mitigate them through current and future engagement are provided below.

Risk Description	Mitigational Action Required
Failure to deliver a comprehensive and robust engagement programme to support a Development Consent Order application for R2	<ul style="list-style-type: none"> • On-going engagement with relevant local authorities over engagement methods and audiences • Appoint specialist communications agency to support in-house team in delivery of engagement programme • Regular internal review of engagement programme to consider effectiveness and new opportunities
Low participation rate from the public in consultation process	<ul style="list-style-type: none"> • Select centrally located venues for public consultation events • Proactively engage with hard to reach groups through numerous communications channels including social media • Use Local Authority communication channels to promote consultation (e.g. websites)
Accuracy or validity of consultation materials challenged	<ul style="list-style-type: none"> • All publicity materials provided to Advertising Standards Authority for review • Appoint specialist communications agency to support delivery of consultation materials • Seek advice from legal counsel
Accuracy or validity of consultation feedback analysis challenged	<ul style="list-style-type: none"> • Appoint specialist market research agency to provide independent analysis of engagement feedback



Relevant residential and commercial landowners unclear or not informed of project impact and implications	<ul style="list-style-type: none"> • Early informal engagement with relevant private and commercial landowners prior to formal discussions as part of DCO process • Devise landowner charter outlining Gatwick Airport's commitments to landowners and their rights in dealing with us • Appoint designated point of contact for landowner liaison and management
Relevant impacts are not taken into consideration in the evolution of the R2 proposal	<ul style="list-style-type: none"> • Establish working groups with relevant local authorities focusing on key impact areas including surface access, air quality, land use and noise and airspace • On-going engagement with statutory consultees • Active engagement with GATCOM on key issues
Local community concerned over noise impacts associated with aviation expansion	<ul style="list-style-type: none"> • Initiate innovative noise insulation scheme funding enhancements to nearby households to mitigate noise impact • Share noise contour information at the earliest opportunity • Seek ways to explain air and ground noise impacts better e.g. using noise simulation techniques
Local businesses concerned over potential disruption to operations due to airport expansion	<ul style="list-style-type: none"> • On-going engagement with local business representatives through the Gatwick Diamond • On-going engagement with business community through local, regional and national business associations and trade groups
Current or future Gatwick Airport employees unclear or not informed about consequences of airport expansion	<ul style="list-style-type: none"> • On-going briefings provided to Gatwick Airport employees through internal communications networks • Support and feedback provided to employees via in-house engagement team
Current or future passengers unclear or not informed about airport expansion proposals	<ul style="list-style-type: none"> • Regular updates provided via range of channels including advertorials in newspapers, community newsletters, GATCOM, website and social media • Permanent exhibition on R2 provided in passenger terminals
Formation of anti-development opposition group	<ul style="list-style-type: none"> • On-going programme of engagement with local community and relevant stakeholders • Early constructive engagement with emerging opposition groups where possible



	<ul style="list-style-type: none"> • Use of media and social media where necessary to rebut misinformation about expansion proposals
Threat of direct action from opposition group to disrupt airport operations	<ul style="list-style-type: none"> • On-going engagement with established opposition groups where possible • On-going dialogue with Sussex Police on appropriate steps needed to manage risks associated with threat of disruption to maintain business continuity
One or more of the airlines currently based at Gatwick Airport do not support the expansion proposal	<ul style="list-style-type: none"> • Early and continued engagement with operating airlines • Clear and balanced regulatory statement • Build on support already provided by two airlines currently operating at airport
Political risk associated with future local, regional or national elections	<ul style="list-style-type: none"> • On-going engagement with senior politicians through local authority working groups • On-going engagement with parish councils and relevant Members of Parliament as appropriate • On-going monitoring of local media to identify political trends and issues • Provide briefings to opposition candidates where appropriate ahead of relevant elections • Regularly review and update stakeholder database where necessary

2.4. This risk register will be periodically reviewed and refreshed by Gatwick Airport going forward.

New engagement following the formation of the Airports Commission

2.5. Following the formation of the Commission in September 2012, Gatwick Airport set in motion a number of new engagement initiatives with stakeholders and the local community to get their feedback on the R2 proposal and associated impacts. These initiatives have been designed to complement and build on the extensive engagement already undertaken by Gatwick Airport in recent years as described in Part One.

Airline engagement

2.6. Regular engagement has taken place with Gatwick's airlines throughout the development of the second runway scheme. There have been several meetings with the major carriers on all aspects of the scheme, and more are scheduled to follow Gatwick's submission to the Commission. Briefings have also been held with individual airlines to ensure that smaller users of the Airport understand the case for expansion.



Local Authority Working Groups

- 2.7. In June 2013, Gatwick Airport in partnership with nine local authorities established a number of Working Groups with specialist planners and environmental health officers from each authority to consider in detail the different environmental and socio-economic impacts associated with R2.
- 2.8. The five working groups that have been created to date are:
- WG 1: Economic and employment issues (including housing)
 - WG 2: Air quality
 - WG 3: Land use/environmental impacts
 - WG 4: Surface access
 - WG 5: Noise and airspace
- 2.9. These dedicated Working Groups will ensure that the local authorities play a central role in shaping the scheme design of the R2 by sharing their expert feedback and insights with Gatwick Airport's project team.
- 2.10. Alongside these working groups, Gatwick Airport will continue to work in partnership with the local authorities through the Gatwick Joint Local Authorities and Gatwick Diamond Local Authorities groups. Gatwick Airport will also engage with individual local authorities where appropriate on issues ranging from biodiversity to noise management as described in Part One.

Noise Insulation Scheme

- 2.11. In 2013, Gatwick Airport launched one of the most innovative noise insulation schemes in Europe. Residents from across the region, including Surrey, Sussex and Kent, were able to apply for up to £3,000 towards double glazing for their windows and doors as well as loft insulation. The decision to launch the initiative was informed in part by the regular emergence of noise as a key issue in Gatwick Airport's on-going engagement with its stakeholders and local communities.
- 2.12. Reflecting Gatwick Airport's ambition to be more than simply 'noise compliant' with respect to its operations, the scheme's boundary has since been expanded by 15km to both the east and west. This takes into account both the increased sensitivity people have towards noise levels as well as the frequency of how many times they might be overflown. As a result, as of 1 April 2014 an additional 985 homes in the local community now stand to benefit from the scheme.
- 2.13. To complement the on-going engagement with stakeholders and the community on the issue of noise, in March 2014 Gatwick Airport held its second noise seminar. The aim of this seminar was to inform the local community representatives, politicians and business partners about current developments and future plans on noise within the airport and airline industry. The seminar also marked the launch of the *Noise Report*, a new assessment of Gatwick Airport's current and planned noise management practices and performances conducted by an independent expert. Gatwick Airport anticipates holding additional noise seminars in the future.

Proposed Council Tax Initiative

- 2.14. Gatwick Airport is considering introducing a new scheme under which an annual contribution would be paid towards the council tax of residents most affected by noise and increased aircraft movements resulting from Gatwick's expansion to a two runway airport.
- 2.15. Under this initiative, eligible council tax payers living within an independently defined noise contour would be able to apply for a £1,000 per year payment towards the cost of their council tax. In order to be eligible, council tax payers would have to be resident and registered for council tax when the scheme is introduced, and their homes would have to be within the boundary of a 57 dBA LAeq 16 hour noise contour.
- 2.16. The proposed scheme would include homes already within the existing single runway's contour, in recognition that they would also be affected by intensification of traffic due to R2. The contour, which would be updated every five years to ensure it reflects actual noise performance, would be calculated independently by the Civil Aviation Authority.
- 2.17. The eventual shape and size of the contour would depend upon the detailed design of R2 and the airspace around the airport.

Expanded Gatwick Community Trust

- 2.18. The Gatwick Trust is an independent charity that awards grants annually for deserving projects and is channelled to those areas where people are directly affected by Gatwick Airport's operations in East and West Sussex, Surrey and Kent.
- 2.19. The normal level of grants is from £1,000 to £5,000 and fund contributions increase each year in line with RPI. In 2012 Gatwick Airport contributed £182,000. In addition, the Trust receives money raised through noise fines on those airlines that infringe noise limits set by the UK Government for aircraft taking off at Gatwick Airport.
- 2.20. Gatwick Airport is now considering proposals whereby either an enlarged Community Trust and/or a new Gatwick Foundation would operate alongside the proposed Council Tax Initiative (above) and the other existing mitigating measures.

Charitable Corporate Foundation

- 2.21. Gatwick Airport is also considering creating a new charitable corporate foundation. Charitable corporate foundations are charities established by commercial companies. Many of the foundations are high-profile, sharing the name of the company that set them up and can generate significant community benefit. There are over 100 corporate foundations in England and Wales benefiting the public in a variety of ways.
- 2.22. The Gatwick Airport charitable corporate foundation could receive its income through a mechanism that has a direct correlation with the growing of passenger numbers commensurate with the opening of R2.

West Sussex County Council Task and Finish Group

2.23. In November 2013, West Sussex County Council (WSSC)'s Cabinet Member for Highways and Transport created an Airport Capacity Task and Finish Group consisting of four council members to assist his work on the issue of airport capacity in the local context. This followed the County Council's endorsement in principle of support for airport expansion at Gatwick.

2.24. WSSC has outlined three broad roles for the Airport Capacity Task and Finish Group:

1. Commission, challenge and consider advice and information connected with the impact of the possible future expansion of Gatwick Airport in relation to:
 - The economy and business environment within the county
 - The environment of the county in all its aspects
 - The transport, development and infrastructure needs of the county
 - The social, health, and well-being, interests and needs of the residents and communities of the county.
2. To advise the Cabinet Member in connection with and in formulating any submissions to the work of the Commission.
3. To undertake this work with a view to recommendations for any submission to the Commission.

2.25. The Group's work is planned to be completed in time for the final recommendation by the Commission in 2015.

2.26. Gatwick Airport believes it is vital to continue to engage with the Airport Capacity Task and Finish Group on its expansion proposals. Gatwick Airport's engagement with this group to date has taken the form of formal meetings with representatives from the airport and members of the group, briefing them on the airport's current proposals.

2.27. The meetings have also provided a forum for members of the Group to discuss key issues surrounding expansion such as surface access and local networks.

R2 Options Public Consultation

2.28. Gatwick Airport recognised that some stakeholders were likely to have questions about what R2 would mean for local communities and stakeholders alike. Furthermore, Gatwick Airport wanted to provide an opportunity to these groups to influence the airport's final submission to the Commission.

2.29. To provide information to the public on the different options for expansion at Gatwick Airport as well as providing them with all the relevant information to allow them to reach a firm decision on which option they prefer, a comprehensive six-week public consultation programme was launched on 4 April 2014 by Gatwick Airport.

2.30. An outline of the steps taken to ensure this programme of engagement was as comprehensive as reasonably possible is provided below.



Notification

- 2.31. A newsletter introducing residents and businesses to the three options and inviting them to the public exhibition events was distributed across the region to over 180,000 households. A covering letter accompanied the newsletter to all those within the 57dba noise contour area. In addition, the events were promoted through paid-for advertisements in local and regional newspapers; editorial releases to local and regional media outlets; online advertising at local media sites; and Gatwick Airport's social media channels. The consultation was further promoted through an explanatory video infographic.

Consultation document

- 2.32. The Consultation Document, *A Second Runway for Gatwick – Our April 2014 Runway options Consultation*, is a comprehensive guide to the runway options, including detail on the various effects and impacts as well as how each option has been evaluated. It has been made available online (http://www.gatwickairport.com/PublicationFiles/business_and_community/all_public_publications/Runway%202/Consultation_full.pdf), at various key public institutions, at the exhibition events and upon request. A Consultation Summary document was produced as a brief guide to the main document.

Engagement Channels

- 2.33. The core engagement channel for Gatwick Airport's public consultation was through the 17 public exhibition events. The airport hosted 16 events across the region, during evenings and weekends to provide maximum opportunity for people to attend. At each event 12 pull-up display boards provided information on the options and around 8-10 team members were on hand to answer any questions attendees had.
- 2.34. On an invite-only basis, selected community stakeholders were also invited to a Workshop session. These events consisted of a series of round-table discussions with key technical experts from the project team, allowing for a more detailed understanding and interrogation of the proposals.
- 2.35. Throughout the consultation, Gatwick Airport ensured that there was a comprehensive digital presence in order to reach out to as wide an audience as possible and in particular to those who were not able or did not have time to attend an event. This included a dedicated website (www.gatwickairport.com/consultation) detailing all the exhibition board content, various documents including the consultation document and an electronic version of the response form.

Feedback

- 2.36. The response form, produced by independent data analysts IPSOS MORI, was the main channel for feedback in the consultation process. This was a twelve page document designed to be completed alongside reading the Consultation Document and to provide feedback either at the exhibition events or via a freepost address.
- 2.37. Members of the community could also contact Gatwick Airport's consultation team through a freepost mailing address, email address and freephone telephone number. All comments, questions and queries were logged and responded to accordingly.



- 2.38. Following the evaluation of the feedback by independent analysts IPSOS MORI, Gatwick Airport will report the results back to the local community and work to incorporate the feedback on the proposals based on the responses received before submitting the details of the preferred option to the Commission.

Conclusion

- 2.39. Following the creation of the Commission, Gatwick Airport has sought to engage with its stakeholders and local communities as soon as practically possible on the concept of R2.
- 2.40. Building on existing relationships and utilising the good will it has secured from the extensive engagement it has undertaken to date, Gatwick Airport has already established a number of formal channels and forums through which stakeholders can meaningfully influence the evolution of the R2 scheme design.
- 2.41. Gatwick Airport has launched a comprehensive programme of public engagement around the R2 options, inviting over 180,000 households and businesses to participate in a number of public events with the project team. Gatwick Airport will take the feedback from this consultation on board and share it with the Commission in due course.



Part Three: Planned Engagement Following a Recommendation by the Airports Commission

Introduction

- 3.1. It is anticipated that the Government will make a final decision on aviation expansion in the south east of England in 2015, following a recommendation from the Commission.
- 3.2. Gatwick Airport recognises that even at this early stage, it is important to have a long-term vision of how it will engage with its stakeholders during the consenting, construction and operational phases of R2.
- 3.3. This section gives due consideration to how future engagement would be delivered in line with statutory guidance as well as the high standards that Gatwick Airport has set for itself to date.

Development Consent Order engagement

- 3.4. In the event that the Government were to support the principle of expansion at Gatwick Airport, the airport anticipates bringing forward a Development Consent Order (DCO) application under the Planning Act 2008 as amended by the Localism Act 2011.
- 3.5. As part of that process, Gatwick would undertake an extensive and robust programme of public engagement. This would seek to:
 - Comply with formal consultation guidelines as prescribed in Sections 42 and 47 of the Planning Act 2008;
 - Inform and consult with the local community, statutory consultees and other interested parties on the project;
 - Gain feedback from these communities and stakeholders, including any queries or concerns that they might have;
 - Shape the form and design of the DCO application, Environmental Impact Assessment and development scheme accordingly; and
 - Identify any issues and impacts that should be considered along with suggestions for any necessary mitigation.
- 3.6. The schedule below outlines the indicative programme for the DCO application following a recommendation to the Government from the Commission in 2015.

Timescale	Milestone
Summer 2015	Airports Commission produces final report recommending a second runway at Gatwick and Government supports the recommendation and drafts policy statement
Autumn 2015	Gatwick Airport commences work on DCO application, DCO consultations and Environmental Statement



2015 – 2016	DCO Consultation Phase 1 - Scoping opinion and feedback from statutory consultees on EIA - Submit Statement of Community Consultation to local authorities for comment and publish revised version - Public exhibitions and on-going briefing/meeting programme with community - Initiate engagement with nearby landowners within development boundary
2016 – 2017	DCO Consultation Phase 2 - On-going engagement with statutory consultees on EIA - Public exhibitions and on-going briefing/meeting programme with community - On-going engagement with nearby landowners within development boundary
2018	Gatwick Airport finalises and submits DCO application to Planning Inspectorate
2018 – 2019	Examination of DCO by Planning Inspectorate and recommendation made to Secretary of State
2019	Approval granted by Secretary of State

Statutory consultees (section 42 consultees)

3.7. The primary focus of Gatwick Airport's political engagement will be with the core group of local authorities based in proximity to Gatwick Airport or impacted by its operations. These include:

- Burstow Parish Council
- Charlwood Parish Council
- Crawley Borough Council
- East Sussex County Council
- Horley Town Council
- Horsham District Council
- Kent County Council
- Mid Sussex District Council
- Mole Valley District Council
- Reigate and Banstead Borough Council
- Rusper Parish Council
- Surrey County Council
- Tandridge District Council
- West Sussex County Council

3.8. There are already two established forums in place for future engagement with these local authorities:

- The Gatwick Joint Local Authorities (GJLA)
- Gatwick Diamond Local Authorities



3.9. In addition, Gatwick Airport will be engaging with a broad range of statutory stakeholders who have an interest in the project from a conservation or regulatory perspective. These include:

- Civil Aviation Authority
- English Heritage
- Environment Agency
- Highways Agency
- Natural England

3.10. To support the DCO application, an Environmental Impact Assessment (EIA) will be undertaken to consider the impacts associated with the project. Local authorities and statutory consultees will provide their feedback on the initial framework of the EIA prior to the commencement of survey work and propose any additional impacts they feel should be included.

3.11. Gatwick Airport will be in on-going dialogue with all relevant statutory consultees throughout the pre-application process as the EIA process progresses, prior to the submission of an Environmental Statement as part of the DCO application.

3.12. In addition, local authorities will be invited to comment on the draft Statement of Community Consultation (SoCC), which will outline in detail how Gatwick Airport will consult with the local community on the DCO application.

3.13. Gatwick Airport has already established a number of working groups with planners and environmental health officers from the Gatwick Joint Local Authorities (GJLA). These working groups focus on the following issue areas:

- WG 1: Economic and employment issues (including housing)
- WG 2: Air Quality
- WG 3: Land use/environmental impact
- WG 4: Surface Access
- WG 5: Noise and Airspace

3.14. From the outset of the DCO process, Gatwick Airport will review the current forums with GJLA and agree on the best structure going forward. Gatwick Airport will then use the agreed forums to gain input and feedback from the GJLA on the scope of the EIA framework and the impacts being considered as part of the application.

3.15. As the design process progresses, further dialogue between Gatwick Airport and the local authorities will be channelled through these forums, in addition to one-to-one communication with individual authorities as necessary.

Airlines

3.16. Gatwick Airport recognises the critical importance of continuing to engage with the airline community on the details of the operation of a two runway airport, the associated costs and phasing of delivery. Gatwick Airport will continue to engage with the airline community on all aspects of the scheme throughout the detailed design phase and DCO process. This engagement will include both



the major carriers and smaller users of the airport, both collectively and on an individual basis. The collective engagement will take place through formal engagement structures which will be agreed with the airlines.

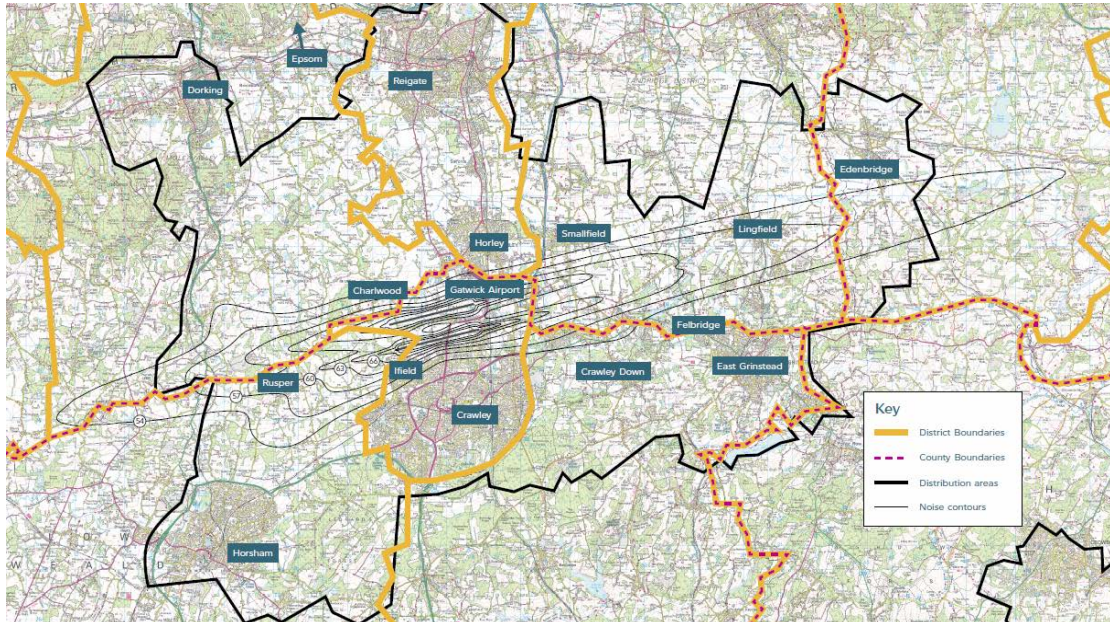
Nearby landowners (section 44 consultees)

- 3.17. Gatwick Airport has recognised the importance of engaging with landowners within the development boundary of R2, to give them greater certainty as to how the proposal affects them and the steps the airport is taking to mitigate this. The Gatwick Property Market Support Bond demonstrates Gatwick Airport's commitment to being a good neighbour in this regard.
- 3.18. Gatwick Airport will seek to gain landowner feedback on its strategy to acquiring land located within R2's development boundary that is not currently under the airport's ownership. Gatwick Airport will also seek views on its strategy to relocate some of these landowners to other areas in proximity to Gatwick Airport. The airport's principal objective is to manage this process in a fair and responsible way that minimises the impact on the lives and businesses of those involved.
- 3.19. Gatwick Airport has identified 166 households currently located on land that would be needed for any new runway development. In addition there are a number of commercial units located within the development boundary.
- 3.20. To ensure that all nearby landowners are aware of their statutory rights responsibilities and Gatwick Airport's obligations to them, Gatwick Airport will produce an Engagement Charter for Local Landowners and Occupiers that enshrines these rights in a single, accessible document. The Charter will form the basis for Gatwick Airport's future engagement with this group and will be reviewed and vetted by an independent expert prior to publication.
- 3.21. Engagement with nearby landowners will be undertaken early in the process and managed by a designated team of landowner liaison officers. Given the nature of this stakeholder group, engagement is likely to take place predominantly on a one-to-basis. Presentations and briefing material will be provided upon request.

The local community (section 47 consultees)

- 3.22. As demonstrated earlier in this document, Gatwick has already spent considerable time engaging with those directly affected by Gatwick Airport and those in the wider area with an interest in its future, namely:
 - Those who live in proximity to the development but not adjacent to it;
 - Those who do business or work in proximity to the development but not adjacent to it;
 - Those affected by the wider impacts of the development; and
 - Visitors to the area and users of the area.
- 3.23. Based on this, Gatwick Airport has earmarked a current baseline consultation area or zone for future community engagement, culminating in approximately 181,000 homes, businesses and amenity groups. A map detailing this zone is provided below.





- 3.24. This zone will form the current baseline for similar public engagement. Going forward Gatwick Airport will continue to adjust the zone according to the feedback the airport receives to the engagement as well as depending on the topic of engagement.
- 3.25. Gatwick will be inviting views from the community on the design, form and scale of the development proposal.
- 3.26. Following feedback from local authorities Gatwick Airport will publish the Statement of Community Consultation (SoCC), which will outline the formal and informal engagement undertaken by the airport to date and the formal consultation programme to be undertaken going forward.
- 3.27. The SoCC will be published in the local media and made available on the Gatwick Airport website. The SoCC will also be made available in a number of accessible public locations, subject to agreement with the relevant local authorities and hosting organisations.
- 3.28. At this stage, Gatwick Airport anticipates holding two separate stages of public consultation during the pre-application process: the first stage in 2015/2016 and the second stage in 2016/2017. This will enable Gatwick Airport to update the public on the progress Gatwick Airport has made on the EIA and take on board any comments there may be prior to the submission of the DCO application itself.
- 3.29. During each stage of public consultation, Gatwick Airport expects to use the following engagement techniques:
- *Public consultation events* – Gatwick Airport will host a number of public consultation events in the communities directly impacted by Gatwick Airport’s operations. The public events will be an opportunity for local people to meet the project team, learn more about the development proposal for R2 and share their views. All events will be in conveniently located and DDA compliant venues. Invitations to the exhibitions will be sent to all households and businesses

identified in the consultation zone referenced earlier. The locations of these exhibitions may include:

- Crawley
 - Copthorne
 - Rusper
 - Smallfield
 - Ifield
 - Lingfield
 - Felbridge
 - Epsom
 - Crowborough
 - East Grinstead
 - Reigate
 - Crawley Down
 - Horley
 - Charlwood
 - Dorking
 - Edenbridge
 - Horsham
- *Questionnaires* – Questionnaires will be made available both in hard copy and electronically to enable Gatwick Airport to document and record consultees’ feedback. The questionnaires will be detailed enough to get a comprehensive understanding of local views and at the same time accessible so that everyone interested can take part.
 - *Workshops* – Gatwick Airport will be hosting dedicated workshops for key stakeholders, focusing on the technical aspects of the development proposal. This will be an opportunity for them to discuss the topics of greatest importance to them in-depth with the airport’s project team members and inform the design of the project and associated environmental studies.
 - *Presentations* – Presentation material from the project team will be shared upon request and where appropriate with local parish councils and community groups where appropriate.
 - *Website* – A micro-site dedicated to the consultation will be launched, where news on the project and associated consultation materials such as public exhibition boards and presentations will be made publically available. The website will be informed by other digital channels including Twitter and YouTube.

Recording feedback and demonstrating responses

- 3.30. To demonstrate Gatwick Airport’s responses to the issues identified during the consultation processes, a Consultation Report will be submitted as part of the DCO. This report will provide an overview of the consultation activities and how they were communicated. It will provide a summary of the issues highlighted during consultation, by stakeholders, local authorities and local residents. Finally, the report will explain how specific concerns have been addressed through design, form,



scale and give reasons why other consultation issues have not been incorporated into the final application.

- 3.31. A copy of the Consultation Report will be provided to all relevant local authorities upon submission. The report will also be made available on the Gatwick Airport website.

Construction

- 3.32. As the single largest company in the region, Gatwick Airport has a significant impact on the local economy not only through jobs created and direct spend with local businesses, but also through the companies which have chosen to base themselves in this region because of the airport. A vast number of these companies work in construction and Gatwick Airport has spent £28m in local construction works in 2012 alone.
- 3.33. In line with its *Second Runway Sustainability Strategy* and local procurement policy, Gatwick is committed to minimising impacts to the quality of life of local communities during construction phases, whilst maximising the economic boost to the local economy through using local businesses and contractors.
- 3.34. Gatwick is developing a *Sustainable Construction Strategy* which will be informed by localised assessment and feedback from engagement with stakeholders. The Strategy will be accompanied by a Code of Constructor Practice to oversee the day-to-day delivery of construction in accordance with best practice and Gatwick's commitment to being a good neighbour.
- 3.35. Below is an overview of the type of engagement Gatwick Airport will offer, in addition to the ongoing engagement via, amongst others, the Gatwick Airport community line, the Gatwick website and GATCOM meetings.

Supply chain events

- 3.36. One of Gatwick Airport's core objectives is to ensure that local businesses in the region are maximising opportunities to provide goods and services to Gatwick Airport and its staff wherever possible. To help achieve this, Gatwick Airport will run a series of supply chain events providing prospective suppliers with the necessary information for them to better understand the commercial opportunities arising from R2 and how they can best access these opportunities.
- 3.37. Gatwick Airport would organise all future supply chain events in partnership with the Gatwick Diamond Business Group and Gatwick Diamond Business Initiative, who will continue to play a leading role on behalf of the business community.
- 3.38. Supply chain events in the UK would be supplemented by a number of international Meet the Buyers events at the new flight destinations opened up by R2. These events will be an opportunity to expand the existing business and partnership network that Gatwick has developed over the past decades into international markets. These events will also generate opportunities for UK businesses to promote their products and services abroad.



Site tours

- 3.39. Gatwick Airport will offer regular site tours that are open to the public during the construction period. Individuals and groups will be able to register their interest and sign up to a site tour via a dedicated website. The site tours will include exhibition boards and Q&A sessions on the progress of work. A Gatwick Airport employee will accompany the site tours and answer any potential questions visitors may have.

Dedicated social media communication channel on construction

- 3.40. During the construction phase Gatwick Airport will continue to build on the award winning social media strategy that the airport has in place by offering a dedicated social media communication channel. Members of the public will have the opportunity to contact the airport directly via this channel and ask any questions regarding the construction phase they may have. Gatwick Airport's dedicated social media team will reply to these questions via the social media channel as soon as possible. Furthermore, Gatwick Airport's social media team will provide regular updates on the construction phase, for example via pictures and progress reports, to keep the public informed.

Community newsletter

- 3.41. The information provided in the community newsletters will include updates on the construction progress as well as information about and registration options to the site visits and the social media communication channel on construction.

Engagement with local schools and colleges

- 3.42. Representatives from Gatwick Airport will visit local schools and colleges on a regular basis to explain the construction that is taking place, update on the progress of work as well as answer any questions pupils may have.

Operation

- 3.43. Following the successful completion of R2 at the airport, it will be essential to continue to engage with local residents, local authorities, MPs, local businesses, airlines and other operators, as well as campaign groups about Gatwick Airport's operations going forward. It is vital that these groups continue to gain maximum advantage of the airport's growth as well as ensuring that Gatwick Airport remains a good neighbour to local communities and the environment.
- 3.44. Engagement is a central component of Gatwick Airport's *Second Runway Sustainability Strategy*, which builds upon the existing *Decade of Change* to further progress its objective of being an industry leader in sustainability. The Sustainability Strategy sets out Gatwick's key aspirations in this area and is closely aligned to the Engagement Strategy to ensure stakeholder feedback continues to inform target setting and development.
- 3.45. Gatwick Airport is committed to developing an External Stakeholder Review Group, comprising representatives from key industry, social, economic and environmental organisations. This Group will assist Gatwick in progressing with the delivery of the Sustainability Strategy and improving the airport's performance.



Airlines, operators and wider stakeholders

- 3.46. The airport is exploring the opportunity for establishing a Sustainability Partnership or Working Group with representatives from the airlines and operators at Gatwick to identify further opportunities for collaborative working. This would coordinate and build upon existing working relationships to identify how Gatwick can continue to progress improvements in socio-economic and environmental performance, in line with its established commitment to being an industry leader in sustainability and the *Second Runway Sustainability Strategy*.

Responsible Retailers Forum

- 3.47. Aligned to the Sustainability Partnership and potentially working in conjunction with it, Gatwick Airport is committed to working with its retailers to establish a Responsible Retailers Forum. The aim of the Forum would be to exchange best practice approaches and work closer together to address key environmental performance goals such as sustainable resource use. The potential also exists for the Forum to link into the Life-Long Employability programme, to capitalise upon training and employment opportunities, in particular, for local communities.

- 3.48. Gatwick Airport would continue with its engagement with key stakeholder groups to ensure that their views and opinions continue to help shape the future of the airport. These groups include but are not limited to:

- Local authorities
- GATCOM
- Gatwick Diamond Initiative
- Gatwick Diamond Business
- Coast to Capital Local Enterprise Partnership

Local authorities

- 3.49. The airport would continue its engagement with all the neighbouring local authorities through the two groups Gatwick Airport has used to date. These are:

- The Gatwick Joint Local Authorities
- Gatwick Diamond Local Authorities

- 3.50. Gatwick Airport would also carry on using the local authority Working Group structure created as part of the airport's early engagement on its plans for R2. While the topics of the working groups may change, Gatwick Airport will follow the current topic related structure which is:

- WG 1: Economic and employment issues (including housing)
- WG 2: Air Quality
- WG 3: Land use/environmental impacts
- WG 4: Surface Access
- WG 5: Noise and Airspace



- 3.51. Gatwick Airport would also continue to engage with local authorities on a bilateral basis and through the relevant forums.

Local communities

- 3.52. Gatwick Airport would continue its engagement with local communities through engagement with a number of different interest and amenity groups such as the Gatwick Airport Community Trust and the forthcoming Community Foundation.
- 3.53. Gatwick is also working with local stakeholders on a Community Asset initiative which maximises the benefit which the airport can provide to local communities through improving accessibility to facilities. This includes the potential to provide amenity space for events through the use of landside buildings such as the original terminal building also known as the Beehive.
- 3.54. As part of the Life-Long Employability programme, representatives from Gatwick Airport would also continue to visit local schools and colleges, as well as work with skills and development agencies across the region to keep all sections of the community aware of all the employment opportunities on offer, such as through the airport's Engineering Apprenticeship scheme and through the careers road shows that Gatwick Airport representative will continue to attend and present at. The programme will actively target return to work and mature sections of the community, as part of the drive to increase employability for those who wish to return to employment.
- 3.55. Gatwick Airport would continue to discuss the issues which are important to its neighbours, which have been central to the airport's public engagement to date. These issues include:
- Future Public Engagement and Consultation
 - Air Traffic Forecasts
 - Noise and airspace
 - Air Quality
 - Surface Access
 - Economic and Employment Issues
 - Other Land Use/Environmental Effects
 - Implications of other airport promoters' proposals on Gatwick
 - Mitigation and Enhancement
 - Sustainable Facility Design Utilities
 - Benefits for local communities and the region

Community flood risk forum

- 3.56. In addition, as described earlier in this document, Gatwick Airport is committed to further enhancing flood resilience for the benefit of airport operations but also for the protection of local communities downstream of the airport. To facilitate engagement and ensure Gatwick continues to meet community expectations, Gatwick Airport anticipates establishing a community forum or working group on flood risk, in conjunction with local stakeholders.



- 3.57. The group would be made up of representatives of the communities in close proximity to the airport and would be supported by the External Key Stakeholder Review Group. Such a forum would allow the airport to continue to improve the management of the flood risk to the region in partnership with the local communities.
- 3.58. Gatwick Airport would continue with the same effective methods of engagement that the airport has employed to date to ensure that the views of local communities, business and political stakeholders continue to shape the airports future. Gatwick Airport's methods would include:
- Direct meetings with local authorities and affiliated working groups (as outlined above)
 - Speaking at local business events, such as those hosted by the Gatwick Diamond Initiative
 - Using a variety of Social Media channels
 - Continue to brief relevant individuals from local authorities through a combination of GOG officers and Gatwick Airport staff/consultants
 - Participating in GATCOM meetings
 - Speaking at local educational/career events as well as continuing visits to local schools and colleges as part of Gatwick Airport's education outreach programmes
 - Continuing to distribute community newsletters to all neighbouring areas
 - Increasing Gatwick Airport's donations to the Gatwick Airport Community Trust
 - Strengthen Gatwick Airport's partnership with the Gatwick Diamond to find new initiatives and best practices for local businesses

Conclusion

- 3.59. R2 represents an exciting opportunity for the UK to expand its airport capacity in an economically beneficial and sustainable manner, and Gatwick Airport wants all stakeholders to have a share in its future.
- 3.60. In the event that Gatwick Airport is designated as the preferred option for airport expansion in the south east by the Commission and subsequently the Government, Gatwick Airport will embark on a comprehensive programme of engagement above and beyond the statutory requirements outlined in the Planning Act 2008.
- 3.61. A priority will be to continue to engage effectively with the airline community at Gatwick throughout detailed design, DCO, construction and operational phases. This will be a key area of focus and dedicated engagement structures will be agreed to support this.
- 3.62. Prior to and during construction, Gatwick Airport will continue to engage with the business community to ensure that they maximise the commercial opportunities associated with the construction and operation of R2.
- 3.63. During construction, Gatwick Airport will also work hard to ensure that the community is kept regularly informed on the progress taking place on site and when the build programme reaches key milestones.



- 3.64. Through its current operations, Gatwick Airport has successfully built relationships with a number of important local stakeholders and amenity groups. Gatwick Airport would continue to adopt the best practice it has learnt from that time and apply it to future engagement once R2 became operational.



Appendix

Introduction

The following section lists the main organisations that engage with Gatwick Airport on a forum-by-forum / issue-by-issue basis.

Business organisations

The business organisations and associations that Gatwick Airport is a member of include:

- Gatwick Diamond Business Association
- Coast to Capital LEP
- Crawley Local Economy Action Group
- Gatwick Diamond Initiative
- Surrey Connects (Economic Partnership)
- Sussex Enterprise
- Federation of Small Businesses (Surrey and West Sussex region)
- Institute of Directors Kent
- Institute of Directors Surrey
- Institute of Directors Sussex
- Surrey Chamber of Commerce
- Enterprise M3
- Kent Invicta Chambers of Commerce
- South East LEP
- Brighton and Hove Tourism Alliance
- Brighton and Hove Economic Partnership
- Surrey Connects (Economic Partnership)

Gatwick Airport Community Trust

The Gatwick Airport Community Trust is made up of the following current Trustees:

- Sally Blake (Crawley Borough Council)
- Richard Burrett (West Sussex County Council)
- Bernard Kendall (Gatwick Area Conservation Campaign)
- Eddie Redfern (Gatwick Airport Consultative Committee - GATCOM)



- Ian Revell (Gatwick Airline Operators Committee)
- Mike Roberts (Gatwick Airport Limited)
- Michael Sander (Gatwick Airport Limited)
- James E Smith, OBE (Surrey County Council)
- Michael Sydney (Surrey County Council)

GATCOM

GATCOM's membership consists of 28 appointed representatives from a wide range of interests including local authorities, civil aviation, passenger, business, tourism and community and environmental groups. The participating organisations in full are:

- | | |
|---|---|
| • ABTA | • Kent County Council |
| • British Air Transport Association | • London Chamber of Commerce and Industry |
| • Burstow Parish Council | • Mid Sussex District Council |
| • Charlwood Parish Council | • Mole Valley District Council |
| • Coast to Capital Local Economic Partnership | • Passenger Representative |
| • Crawley Borough Council | • Reigate and Banstead Borough Council |
| • Department for Transport | • Rusper Parish Council |
| • East Sussex County Council | • South London Business |
| • Environmental and Amenity Groups | • Surrey County Council |
| • Gatwick Airline Operators Committee | • Tandridge District Council |
| • Gatwick Diamond Business | • Tourism South-East |
| • Horley Town Council | • Trades Union Congress Southern and Eastern Regional Council |



- Horsham District Council
- International Air Carriers' Association
- West Sussex County Council
- Which?

National politicians

Gatwick Airport regularly engages with a core group of parliamentary representatives and Prospective Parliamentary Candidates from the following constituencies:

- Crawley
- Croydon Central
- Epsom & Ewell
- Reigate
- Mole Valley
- Horsham
- Mid Sussex
- Croydon South
- Croydon North
- Gravesham
- Guildford
- Essex North
- Wealden
- Esher & Walton
- Royal Tunbridge Wells
- Thurrock
- South West Surrey
- Tonbridge and Malling
- Woking
- Sevenoaks
- Surrey Heath
- Hove
- Arundel and South Downs
- East Surrey
- Brighton Kemptown & Peacehaven
- Chatham and Aylesford

Steering Group

Members of the steering group are drawn from the following organisations:

- Gatwick Airport Limited
- Network Rail
- Reigate and Banstead Borough Council
- Tandridge District Council



- Highways Agency
- Crawley Borough Council
- West Sussex County Council
- East Sussex County Council
- Surrey County Council
- Brighton and Hove Council
- Gatwick Diamond Initiative
- South London Partnership
- Transport for London
- Metrobus
- Gatwick Airport's Passenger Advisory Group (GATCOM)

