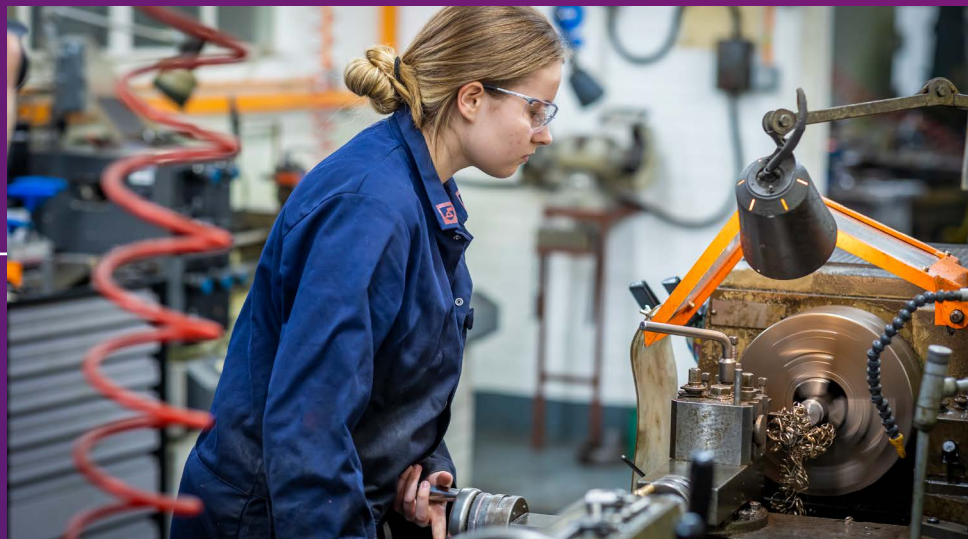


## Heathrow Local Recovery Plan



Continuing our Momentum

*Updated April 2022*

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# 1. Foreword

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It is now nearly two years since the pandemic struck here in the UK, we were forced into lockdown and the aviation industry entered into the greatest crisis in its history.

For local communities around airports, such as ours around Heathrow, this has come with its own set of challenges. Many thousands rely on Heathrow as a thriving airport for their livelihoods. But as the country – and the world – battled to get the virus under control and aircraft were grounded, many of these livelihoods were disrupted.

As Chair of firstly the Heathrow Skills Taskforce and now the Heathrow Local Recovery Forum, I am aware of the challenges, having spoken with countless people who have described the difficult circumstances they have faced over the last two years.

At Heathrow, we quickly saw the need to pull together, working together with partners and communities to ensure there was a clear plan of recovery in place. That was why in December 2020, we issued our Local Recovery Plan. This drew on a number of conversations and forums we had instigated and set out a series of recommendations to take forward.

I am proud of what we have done since then, and how everyone at the airport and within the community has come together to develop new partnerships and initiatives that have seen major differences made in the local community.

From offering direct support to over a thousand local residents seeking pre-employment training and jobs advice to the creation of a supplier portal on Heathrow's website to provide additional tools and support for local SMEs, a huge amount of work has been done. There are countless other examples of success that would not have been achieved without the dedicated and collaborative approach from all members of the Recovery Forum; bringing individuals and companies together to initiate joint apprenticeships run in

partnership, working with post-16 institutions to plan for recovery and recruitment, and outreach to bring together local authorities and businesses have all seen fruitful progress.

It has now been nearly fifteen months since that report was first issued and while significant progress has been made since then – most notably the vaccine rollout – challenges remain.

Rather than rest on our laurels and look at what we have achieved, we are therefore committing once again to our local community, setting out what we are striving to take forward and how we are planning to continue working together as we recover.

Late last year, we conducted another round of conversations with key local stakeholders – from local ward councillors to community representatives – and the following document presents the outcomes of these discussions, our learnings from the last two years and the plans we want to implement to ensure that our local community around Heathrow continues to thrive.

The challenge for each of us is to maintain these partnerships and continue to work towards a recovery. Heathrow remains committed to doing just that.



By The Rt. Hon.  
the Lord Blunkett

**Chair of  
Heathrow Local  
Recovery Forum**

## 2. Heathrow's Local Recovery

In 2020, as the pandemic took hold in the UK and the rest of the world, the aviation industry faced arguably the greatest crisis in its history. Heathrow Airport is a key source of employment for the local communities neighbouring Heathrow – where over 76,000 people worked in 2019 – these effects were particularly notable.

At Heathrow, we recognised the importance to quickly bring people together from across these local communities to ensure a collaborative approach was taken to support building back better to minimise local economy impacts on local communities and the airport, both in the short and long term.

The result was the formation of the Heathrow Local Recovery Forum (HLRF) bringing local stakeholders together – to mitigate impacts locally and enable the airport's path to an inclusive recovery. Membership of the HLRF is set out on page 20.

In 2020, this Forum conducted an extensive programme of local engagement, resulting in the 'Heathrow Local Recovery Plan'. This was published in December 2020 and sets out eighteen priority recommendations for Heathrow to take forward under four key themes:

1. Skills Employment and Education
2. Supply Chain
3. Green Recovery
4. Surface Access

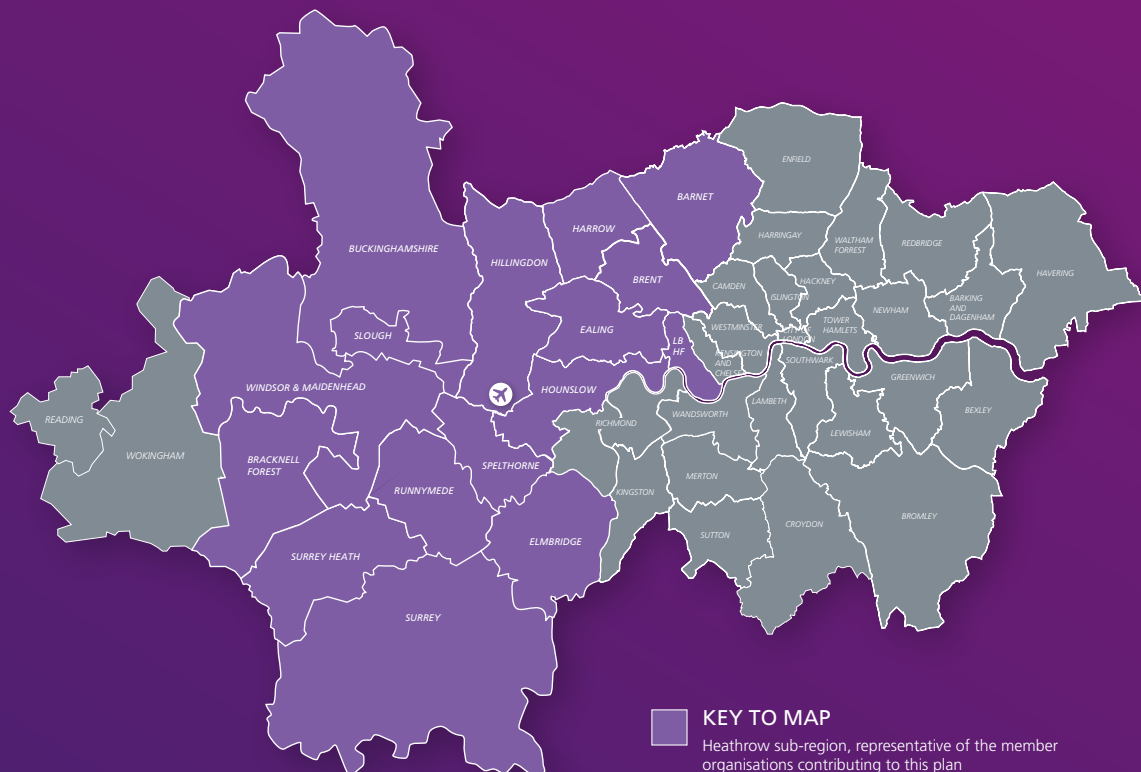
The recommendations set in this sub-regional plan – provided in full in the Appendix – created the basis for local stakeholders to work together with Heathrow towards recovery

However, since December 2020, a lot has changed. At the end of 2021, Heathrow conducted another round of conversations with key stakeholders representing the local neighbouring Heathrow communities, through the HLRF. As a result of this forum, the original Heathrow Local Recovery Plan has now been updated to reflect these latest discussions, taking on board feedback, and providing a current state of play on the original recommendations.

Alongside the Local Recovery Plan, Heathrow is also looking ahead to the long term. The airport's sustainability strategy – **Heathrow 2.0: Connecting People and Planet** – has been refreshed and focuses on how Heathrow will reach net zero and work with the local community to make it a great place to live and work. The following document references this strategy, and you can find out further information here: [Heathrow 2.0 Sustainability Strategy | Heathrow](#).

The focus of this document, however, is to highlight what has been achieved since the first plan was published and to look ahead to how Heathrow can continue to collaborate with partners to help support recovery with the local community. There are new recommendations and an update on the original recommendations as well as are two recommendations which we are not able to take forward at this time.

The HLRF will continue to meet regularly to keep track of how these recommendations are taken forward and to ensure that the UK's only hub airport upholds its commitments to the local community as we build back better and work towards a full recovery.



# 3. Heathrow Local Recovery Plan – What have we achieved so far

Throughout 2020 we have delivered pre-employment training, information, advice and guidance to

**1279 local residents.**

Since the original Heathrow Local Recovery Plan was launched in December 2020, we have also delivered a number of other achievements:



## EDUCATION, EMPLOYMENT AND SKILLS:

**729**

students aged 16-19 have completed the virtual work experience programme. They came from six colleges and 30 local secondary schools.



**1,220**

primary school pupils from eighteen local schools participated in Heathrow Young Explorers.



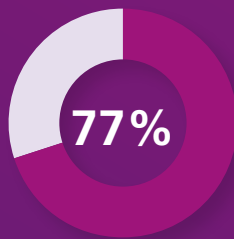
**£100,000**

was pledged in Apprenticeship Levy Transfers.



**200**

students with additional learning needs at Harrow & Uxbridge College participated in an essential skills masterclass with the Skills Builder Partnership and Heathrow colleague volunteers.



interview-to-offer rate in 2021 for jobs brokered through the Heathrow Employment Skills Academy

## SURFACE ACCESS:

Multi-modal proposals have been developed for a new **Sustainable Travel Zone** which was launched in January 2022.



Significant progress was made in developing a **two runway Surface Access Strategy** for 2022 to 2026.

Heathrow Express and TfL Rail are operating at pre-Covid frequencies. The **75% discount** for ID holders remains available on Heathrow Express



**All TfL buses** (except N9) are operating at frequencies very similar to pre-Covid levels.

## SUPPLY CHAIN:

A **new supplier guide** was provided to give additional support for local SMEs to prepare for preselection criteria.

A new direct communication line into Heathrow was set up to ensure **fair payment** through the supply chain.

A **procurement Balanced Scorecard** has been developed that will be used for procurement in the future.



## GREEN RECOVERY:

**Heathrow 2.0: Connecting People and Planet**, the airport's Sustainability Strategy, has been refreshed and updated for a changed world, the airport's more constrained resources and to reflect feedback.



## Case Study - Supporting Residents into Employment

When the pandemic hit, many colleagues across the airport lost their jobs as passengers were unable to travel, aircraft were grounded and airports shut. As the scale of what was happening became clear, the Heathrow Employment and Skills Academy saw the need to act to help enable support and recovery to local communities impacted.

With over twelve months passed, as the airport continues to rebuild and build back better from the pandemic, we ensured that we provided a range of entry level options to local people. These include providing brokerage into live jobs, embedding Heathrow essential skills into pre-employment training provided by local colleges and expanding the shared apprenticeship scheme in construction – in collaboration with its supply chain.

In addition, **Heathrow has declared an extension of the London Living Wage**, illustrating its great place to work credentials. Heathrow already pays at least this rate to directly employed colleagues. This ensures everyone working in Heathrow's direct supply chain will be guaranteed to earn at least the London Living Wage from the start of April 2022.

A new recruitment drive is now taking off at Heathrow as we get ready to welcome more passengers back to the airport this summer.

**Thousands of vacancies are available across the network of companies that work together to make a difference to our passengers every day.**

From customer service and hospitality, to engineering and logistics, we offer careers – not just jobs – at Heathrow.

To find out more about the hundreds of unique opportunities on offer – visit [heathrowacademy.co.uk](https://heathrowacademy.co.uk)



Colleagues were inconsolable as they began to realise the enormity of impact on theirs and their families' livelihoods. I'm now of course thrilled to see jobs are back."



**Kamil Staszczak**, Recruitment Services Lead at the Heathrow Employment and Skills Academy,



## Case Study - Supporting the Supply Chain - Ormiston Wire

Heathrow remains a key gateway to the world for businesses across the country and within the local community. In 2021, a number of these businesses were highlighted in the airport's Global Britain Business Champions Campaign. Ten businesses which best demonstrated British quality, innovation, technology or design, were crowned and will be featured around the airport and online.

One of the winners was locally based Ormiston Wire. Founded in 1793 by James Ormiston it continues to be run today by one of his descendants. The company evolved from making spring-wire for corsets and wigs in the City of London, to manufacturing almost any type of wire in its facilities in West London and the Midlands. The diversity of end uses of its products ranges from delicate surgical sutures to special effects applications for the film industry.

Ormiston Wire also supplies its products to marine, suspension, military and art industries and counts prestigious projects, such as an umbrella installation in Heathrow Airport, as part of its portfolio.

Ormiston is located on the doorstep to Heathrow in West London, which provides convenient access to the international export channel, exporting products worldwide to Australia, Africa, the US and Europe. Given many of Ormiston's specialist products are lightweight, they have found that air freight through Heathrow is the most cost-effective and reliable form of transport to reach their international customers, particularly where they are needed urgently or as part of a wider supply chain.



As an old established specialist manufacturer we are extremely pleased to have won this prestigious award. Because most of our exports are light weight but relatively high value airfreight is the obvious way of getting them to our customers as quickly as possible. Heathrow being on our doorstep is the logical airport to use."

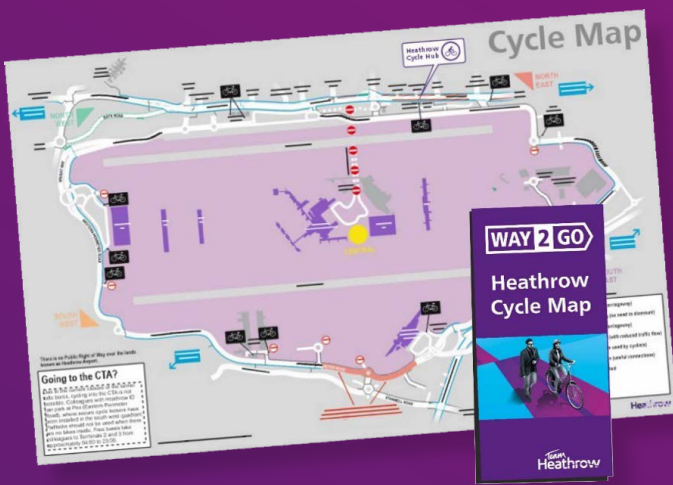
**Mark Ormiston**

# Case Study - Sustainable Travel Zone

Heathrow's Sustainable Travel Zone was launched in January 2022 as part of the airport's Surface Access Strategy for 2022-2026. Initiatives will be implemented throughout the year and will ensure multi-modal improvements support colleagues getting to and from work by public transport, walking and cycling.

So far, Heathrow has published:

- **A Colleague Guide**, which is updated regularly, providing the latest information on Sustainable Travel Zone initiatives.
- **A Heathrow Cycle Map** to promote safe cycle routes already in place at the airport and highlight locations where active travel improvements are required.



The airport has also:

- Implemented a new **A40 coach service from Paddington**, departing at 02:35 and serving the rail stations along the TfL Rail route so that colleagues can get to work in time for the early shift and then return home via TfL Rail. For an introductory period, Heathrow ID holders can travel for free.
- **Re-introduced earlier and later journeys on bus route 442 between Staines and T5 via Ashford Hospital, Stanwell and Stanwell Moor with discounts for colleagues.** Prior to this, a colleague travelling from Ashford Hospital, Stanwell or Stanwell Moor for the early shift would have had to drive to a colleague car park and take the colleague shuttle bus to Terminal 5. With these early journeys, a colleague can now travel to Terminal 5 on the 442 in just a matter of minutes, ensuring a faster, more sustainable journey to work.
- The **Hotel Hoppa is now free for Heathrow ID holders** to travel through the Central Terminal Area tunnel, between Terminals 2 and 3 and the Renaissance Hotel.
- **Introduced a new £1000 annual season ticket** which is available for use by Team Heathrow colleagues on the Airline coach service between the park & ride facility at Handy Cross (next to junction 4 of the M40) and Heathrow. The ticket can also be used on Carousel Buses at no additional cost.
- Further initiatives will be announced throughout 2022.





For all of us, the climate emergency and target for net-zero emissions are a long term, existential challenge to the airport and the wider aviation industry. Change will be required not just at the airport but across the wider Heathrow sub-region, as well as within Team Heathrow and neighbouring authorities.

Heathrow and the Heathrow Strategic Planning Group (HSPG) have a shared ambition for the airport and the sub-region to be a catalyst for positive change. Strategies recently launched or in development, such as **Heathrow 2.0: Connecting People and Planet** and the Net Zero Strategy, should therefore drive ambitious change both within and outside of the airport campus.

There are key areas which may form a focus for local collaboration in this space. Many of these were highlighted in the refresh to HSPG's Economic Development Vision and Action Plan published in 2021. These included:

- **Green skills:** defining and understanding demand and need for these across the airport sub-region, disseminating best practice and exploring the role for escalators, accelerators and academies in this space.
- Working across public sector partners to develop a **'local offsets market' of decarbonisation schemes**, ranging across nature-based solutions; sustainable transport; renewable energy and energy efficiency measures. Promoting this offer to the airport, airlines and other private sector stakeholders in the sub-region who need to offset those carbon emissions that remain unavoidable in the short term.
- Understanding the **local energy eco-system** through the **development of a sub-regional Local Area Energy Plan** – collaborating to develop cost-effective decarbonisation pathways across energy uses inside and outside of the airport campus and across organizational silos.
- **Airport as a sub-regional innovation testbed:** client and live-lab to provide space for innovators in the net-zero transition.
- **Airport related cargo and urban distribution and logistics:** these separate but intertwined industries are heavily represented around the airport and strategic roads. The pandemic has highlighted the importance of air cargo to the UK and the airport. Collaboration is needed to understand, challenge and develop opportunities to optimise processes, reduce road congestion and pollution, as well as delivering carbon savings and improve air quality.
- **Reduction in waste and resource in airport logistics supply chain** – collaborating across Team Heathrow to decarbonise and reduce use of non-reusable / recyclable scarce resources.
- To ensure development delivers ambitious levels of **biodiversity net gain** to local natural environment and habitats.
- Promoting public transport and active travel through delivering **improved connectivity across the sub-region**

- including key projects such as Western and Southern Rail access to the airport.
- Refresh of **Joint Strategic Planning Framework** as a basis for coordination and integration of local spatial plans with airport masterplanning to achieve the above.

The opportunities for collaboration across the sub-region on this agenda are substantial, and indeed essential if we are to deliver carbon reduction at the pace required by the science. The three Local Enterprise Partnerships (LEPs), working through HSPG, looks forward to working with Heathrow, and wider Team Heathrow partners to progress these projects in the coming regulatory period and beyond.



Net-zero is an existential challenge for the airport and aviation and Heathrow can't deliver their aspirations to be a global leader in this space in isolation. The three Local Enterprise Partnerships (LEPs) to the South and West of Heathrow (Berkshire, Enterprise M3 and Buckinghamshire), working through HSPG, look forward to collaborating with the airport operator, and across wider Team Heathrow partners, to deliver the progress necessary on emissions reduction across the sub-region, to meet the pace required by the science."

**Alison Webster**, Chief Executive,  
Thames Valley Berkshire LEP

**Heathrow Strategic Planning Group (HSPG)** is a joint partnership of many of the local authorities and Local Enterprise Partnerships (LEPS) responsible for planning the land use, transport, environment, economic development and sustainable development of the sub-region surrounding Heathrow Airport.

# 4. Continuing our Momentum

In February 2022, Heathrow launched the refreshed *Heathrow 2.0 | Connecting People and Planet* sustainability strategy, which outlines a programme of work of how the airport will build back better with sustainability front of mind as we emerge from the pandemic and up our recovery.

The strategy focuses on Heathrow’s plan to take the carbon out of flying, the journey to net zero carbon emissions and making Heathrow a ‘great place to live and work’ for our colleagues and local communities.

The short-term objectives set out in the Heathrow Local Recovery Plan aligns with the longer-term targets highlighted in *Heathrow 2.0: Connecting People and Planet*, particularly within the second pillar. Heathrow’s Local Recovery Plan targets are focused on the next four years – the period that has been identified as critical to rebuilding the airport to pre-pandemic levels.

Supporting both plans reinforces Heathrow’s responsible business foundations, which captures the airports ongoing commitment to do the right thing across all aspects of the business.

## Heathrow’s Longer Term Sustainability Goals

**We have structured this strategy refresh around two pillars**

- **Net zero aviation** to work towards our vision of sustainable aviation at Heathrow and across our industry.
- A **great place to live and work** to improve the quality of life of our colleagues and our neighbours and make a positive impact in our community.

These are supported by our responsible business foundations, which show how Heathrow addresses a range of key issues, including safety, security, and governance through its strategies and policies.



By aligning our crucial work on local recovery with the longer term goals set out in *Heathrow 2.0: Connecting People and Planet*, the Heathrow Local Recovery Forum will contribute towards building the strong foundations needed to make Heathrow a great place to live and work, whilst tackling the immediate needs of our local communities, as we emerge from this pandemic.”



**Becky Coffin – Director of Communities and Sustainability, Heathrow Airport**



# Heathrow Local Recovery

## New / Updated Recommendations

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With this in mind, updated key objectives have been set under each pillar of the Local Recovery Plan:



### Education, employment and skills:

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- **Increase employment levels** by supporting local residents facing barriers to gain the essential skills required and continue to provide a jobs brokerage service between local residents and Team Heathrow employers.
- **Deliver experience of work days** for local young people to help improve their employment prospects; and build a diverse pipeline of skills and talent for the business.



### Supply chain:

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- **Procure for value;** ensure Heathrow is procuring for value by implementing a Balanced Scorecard to identify and illustrate what is valued from the airport's supply chain, including the use of SMEs and local businesses.
- **Procurement opportunities;** add greater visibility of direct and subcontract procurement opportunities for SMEs in the local area.
- **Innovation and start-up;** encourage the establishment of innovation hubs for start-ups and businesses in the local area, encouraging engagement on aviation challenges.



### Surface Access:

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- Continue to expand what is offered by the **Sustainable Travel Zone**.
- Publish a **two-runway strategy** for the airport's next regulatory period (2022-2026) based on consumer research, data and input from stakeholders.



### Green Recovery – Led by Heathrow Strategic Planning Group (HSPG):

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- To develop an in-depth understanding of the sub-region's energy eco-system by undertaking energy assessments that can be developed into a **Local Area Energy Plan (LAEP)**.
- To develop a **'local offset market'** to facilitate carbon insetting / community offsetting in the Heathrow sub-region.



## 5. End word from Heathrow's CEO – John Holland-Kaye

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The last two years have presented an unprecedented challenge to people, businesses and communities up and down the country. However, there is perhaps no industry that has been as hard hit as the aviation industry.

As the CEO here at Heathrow, I have witnessed this firsthand. The UK's hub airport brought to a standstill at times, traffic numbers collapsing, immensely tough decisions having to be made over people's jobs and livelihoods.

Nowhere has that been felt harder than the local community around Heathrow. Our colleagues and communities are at the centre of all that makes Heathrow such a great place to work. For the last 8 years as CEO and 13 years at Heathrow I have been fortunate to have so many talented people around me. And while we have always prioritised being a great neighbour to those we operate next to, never has this responsibility struck me more than over the last two years.

As we recover, I am determined that the local community is placed at the heart of our plans and this is why this Local Recovery Plan is so important. Not just for us here at Heathrow but for Britain as a whole.

Heathrow remains critical to the vision of a global Britain and as the country's gateway to the world. Keeping the

airport open over the last couple of years has highlighted how vital our role is – PPE flown in, quick distribution of life saving equipment, transport of vaccines. At no time have I been more proud to lead the airport.

As we look forward, Heathrow, as the UK's only hub airport, is at the centre of the UK's trading future post-Brexit as we look to pivot towards trade with high value economies.

But to deliver on this, our local community needs to be at the heart.

I hope we can continue to collaborate, work together and take forward a shared vision of being the local community that enables a global Britain.



*John  
Holland-Kaye*

**CEO of  
Heathrow Airport**

## 6. Appendix

The following table sets out a list of the original recommendations and provides an update on each of them.

Of the eighteen recommendations:

- Eight have been achieved
- Six are in progress
- Two have changed approach
- Two are not possible to take forward at this time

Key:

- Complete
- In progress
- Change of approach
- On hold

Original recommendation	Stakeholder owner / lead	Who can support / collaborate?	Update
<b>Education, Skills and Employment</b>			
1. Invite Department of Work and Pensions (DWP) to co-locate in the Academy to support colleagues across Team Heathrow and the local community to access job search support and careers, information, advice and guidance	Heathrow	<ul style="list-style-type: none"> <li>– DWP</li> <li>– Local authorities</li> <li>– Growth industry sectors</li> <li>– Local Enterprise Partnerships (LEPs)</li> </ul>	There is a team of four Heathrow Jobcentre Plus Work Coaches (JCP Work Coaches) available to support affected colleagues across the airport. Now that we have vacancies, the work coaches are supporting us to promote employment opportunities.
2. Link in with other employers / sectors where there is employment growth and signpost colleagues to these opportunities for possible redeployment	Heathrow	<ul style="list-style-type: none"> <li>– LEPs</li> <li>– Local authorities</li> <li>– DWP</li> </ul>	The Heathrow Employment and Skills Academy and JCP Work Coaches worked together to signpost affected colleagues to opportunities elsewhere. Specific schemes included: NHS Mass Vaccination programme, ScreenSkills UK and HS2 supply chain vacancies.
3. Develop a quality online / virtual work experience programme for young people in education to ensure they gain the skills and experiences needed in the workplace	Team Heathrow*	<ul style="list-style-type: none"> <li>– Further Education / Higher Education (FE/HE)</li> <li>– Team Heathrow</li> <li>– Local schools</li> </ul>	We successfully delivered a virtual work experience programme with local college students and 6th form students aged 16-19. 729 students completed the programme. The programme covered five subject areas – Marketing, Construction, Engineering, Business and IT.

<p>4. Explore the feasibility of a secondment programme with employers who are recruiting to see if employees at risk can be seconded externally for a period of time while employment recovers at the airport. The rationale for this is to try and mitigate against losing too many skills to other sectors</p>	<p>Team Heathrow</p>	<ul style="list-style-type: none"> <li>- Heathrow</li> <li>- LEPs</li> <li>- Growth industry sectors</li> </ul>	<p>The Solutions team successfully worked with supply chain partners to second middle and senior management Heathrow colleagues to ensure we retain talent in the business and industry.</p>
<p>5. Commit to supporting one or more of the Government initiatives to jobs recovery i.e. Traineeships and / or Kickstart scheme. Include employers from across the airport and where feasible transition individuals post the Government scheme into an apprenticeship</p>	<p>Team Heathrow</p>	<ul style="list-style-type: none"> <li>- Heathrow</li> <li>- FE / HE</li> <li>- DWP</li> </ul>	<p>Due to the longer period of recovery, it has not been possible for Heathrow or Team Heathrow to participate in the Kickstart programme. However, now that employment is returning to the airport, we have asked the Job Centre Plus Work Coaches and other local partners to help promote opportunities to local kick-starters that have completed their 6 months placement.</p>
<p>6. Work collaboratively with local authority / LEP areas to identify which employment and skills initiatives that have clear evidence of impact could potentially be replicated. For example, replicating the Skills Escalator model in West London in other locations</p>	<p>Local authorities</p>	<ul style="list-style-type: none"> <li>- Local authorities</li> <li>- LEPs</li> <li>- FE / HE</li> </ul>	<p>As per point two, we have worked with other partners to promote opportunities. The ScreenSkills Initiative was led by Thames Valley Buckinghamshire LEP. We promoted preemployment training schemes offered by the Heathrow Skills Partnership (local college and university network) to colleagues needing additional support.</p>
<p>7. Replicate the success of the shared apprenticeship scheme in construction across and between other sectors to support employment and training</p>	<p>Team Heathrow</p>	<ul style="list-style-type: none"> <li>- Apprenticeship Training Agency (ATA)</li> <li>- Team Heathrow</li> </ul>	<p>As we come through recovery, we will continue dialogue with Team Heathrow about the feasibility of shared schemes. Development of these schemes will be led by passenger growth and business need. We want to ensure there is a valid reason for shared schemes as opposed to an employer directly recruiting apprentices for the duration of their qualification. The rationale for a shared scheme is important to ensure we provide a quality learning experience for the apprentice and sustained employment outcomes.</p>

Original recommendation	Stakeholder owner / lead	Who can support / collaborate?	Update
<b>Supply Chain</b>			
8. Provide a new and simplified dedicated business page on the Heathrow website which provides additional support for local SMEs to prepare for pre-selection criteria. Set up a direct communication line into Heathrow to ensure fair payment through the supply chain.	Heathrow	<ul style="list-style-type: none"> <li>– DWP</li> <li>– Local authorities</li> <li>– Growth industry sectors</li> <li>– Local Enterprise Partnerships (LEPs)</li> </ul>	Completed – Launch for official website went live on 30 April 2021.
9. Greater visibility of direct and subcontract procurement opportunities at Heathrow for small businesses in the local area through a dedicated Heathrow supplier portal.	Heathrow	<ul style="list-style-type: none"> <li>– LEPs</li> <li>– Chambers of Commerce / Business groups</li> <li>– CompeteFor</li> </ul>	We trialled a portal (CompeteFor) in 2021. Heathrow will switch on CompeteFor in 2022 and then set a target to grow the level of business with SMEs amongst our Tier 1 & 2 partners and suppliers.
10. Ensure we are procuring for value and, in doing so, supporting local businesses (implementation of a balance scorecard to ensure our direct contractors and our direct suppliers evaluate their supply chain in the same way as Heathrow, ensuring together we procure for value).	Team Heathrow*	<ul style="list-style-type: none"> <li>– LEPs</li> <li>– Local authorities</li> <li>– Chambers of Commerce / Business groups</li> <li>– Federation of Small Businesses (FSB)</li> </ul>	We have developed a Procurement Balanced Scorecard, with input from <i>Heathrow 2.0: Connecting People and Planet</i> . The Balanced Scorecard will be used with our suppliers to focus on the key procurement areas to deliver value for the business going forwards. In Q1 2022, we started using the Balanced Scorecard for the first time as part of a tender, before beginning to roll it out gradually across procurement.
11. Measure the local benefits through the supply chain by monitoring the distribution of contracts to identify targets, demographics and geographic trends.	Heathrow	<ul style="list-style-type: none"> <li>– Team Heathrow</li> </ul>	Completed.
12. Encourage the establishment of innovation hubs for start-ups / businesses in the local area, encouraging engagement on aviation challenges.	LEPs	<ul style="list-style-type: none"> <li>– Heathrow</li> <li>– Local authorities</li> <li>– Chambers of Commerce / Business groups</li> </ul>	We will continue to support the LEPs regarding innovation hubs and businesses in the local area.

Original recommendation	Stakeholder owner / lead	Who can support / collaborate?	Update
<b>Surface Access</b>			
13. Develop a Two Runway Surface Access strategy with key stakeholders.	Heathrow	<ul style="list-style-type: none"> <li>– Heathrow Area Transport Forum (HATF)</li> <li>– Airlines</li> <li>– Local authorities</li> <li>– Team Heathrow</li> <li>– TFL</li> <li>– Transport Operators</li> </ul>	Worked with key stakeholders including the Heathrow Area Transport Forum and Local Authorities to develop a two runway Surface Access Strategy. We plan to publish our Surface Access Strategy in 2022, subject to CAA feedback on our Revised Business Plan.
14. Promote safe and sustainable transport options to prevent a car led recovery & ensure sustainable travel options are affordable for passengers, colleagues and the community.	Heathrow	<ul style="list-style-type: none"> <li>– HATF</li> <li>– Airlines</li> <li>– Local authorities</li> <li>– Team Heathrow</li> <li>– Colleagues</li> <li>– Passengers and local communities</li> <li>– TFL</li> <li>– Transport Operators</li> </ul>	We developed plans and launched a new Sustainable Travel Zone (STZ) that will start to restore some of the benefits for colleagues, passengers and local communities that were lost in 2021, due to the ending of Heathrow's funding. Multi-modal interventions will be implemented each month through 2022.
15. Work with key stakeholders to drive delivery of Western Rail.	Department for Transport	<ul style="list-style-type: none"> <li>– HATF</li> <li>– Airlines</li> <li>– Local authorities</li> <li>– Local communities</li> <li>– Chambers of Commerce / Business groups</li> </ul>	We wrote to the CAA and DfT with proposals on a way forward for the Western Rail Link (WRLtH). However, the Government did not specifically include WRLtH in the Spending Review and Autumn Statement on 27th October 2021. There is budget for rail enhancements, to be allocated under the Rail Network Enhancements Pipeline (RNEP) process. The DfT is now going through a prioritisation process to agree which projects to progress. The RNEP is yet to be published but is expected to update on the status of projects, including WRLtH. We will continue to work with DfT, CAA and other key stakeholders to progress the project.
16. Work with key stakeholders to ensure progress on Southern Access scheme options.	Department for Transport	<ul style="list-style-type: none"> <li>– HATF</li> <li>– Airlines</li> <li>– Local authorities</li> <li>– Local communities</li> <li>– Chambers of Commerce / Business groups</li> </ul>	We remain supportive of proposals for private investment in the Southern Access to Heathrow scheme (SAtH). The DfT is expected to reveal the next steps for a Heathrow southern rail link when it publishes the long-awaited RNEP



Original recommendation	Stakeholder owner / lead	Who can support / collaborate?	Update
<b>Green Recovery</b>			
<p>17. Support the green skills agenda by working with local employers and education and skills providers to promote a good understanding of the qualifications that are needed for green recovery roles in aviation.</p>	<p>Team Heathrow</p>	<ul style="list-style-type: none"> <li>- FE / HE</li> <li>- Local authorities</li> <li>- Heathrow</li> </ul>	<p>Significant work has been undertaken by the London Borough of Hounslow, leading on this on behalf of West London boroughs and HSPG. Scoping work currently being undertaken on a sub-regional statement on skills, highlighting both best practice and gaps in the current provision.</p> <p>There is a desire to undertake some qualitative studies with those with protected characteristics to understand potential over-reliance on traditional airport employment, and scope to widen participation in green economy.</p> <p>This work will have a 'slow burn' – developing and updating as the green recovery demands mature.</p>
<p>18. Work with local stakeholders to make best use of Heathrow's Centre of Excellence as a facilitator of research and innovation in airport sustainability.</p>	<p>Heathrow</p>	<ul style="list-style-type: none"> <li>- FE / HE</li> <li>- LEPs</li> <li>- Local authorities</li> <li>- Chambers of Commerce / Business groups</li> </ul>	<p>The need to support innovation is widely recognised - but how best to facilitate this given a number of different initiatives in the field still to be determined</p> <p>HSPG are helping to coordinate conversations in this space across the GLA boundary, - exploring and scoping options for an achievable and effective forum to facilitate research, identify challenges, solutions etc. Working with Heathrow to explore exploiting the airport as a 'testbed' for new sustainability innovations.</p> <p>Requires further investigation.</p>

# New / Updated recommendations

Recommendations	Stakeholder owner / lead	Who can support / collaborate?
<b>Education, Employment and Skill</b>		
<p><b>Increase employment levels</b> by supporting local residents facing barriers to gain the essential skills required and continue to provide a jobs brokerage service between local residents and Team Heathrow employers.</p>	Heathrow	<ul style="list-style-type: none"> <li>– Further Education / Higher Education (FE/HE)</li> <li>– Team Heathrow</li> <li>– DWP</li> <li>– Local authorities</li> <li>– Growth industry sectors</li> <li>– Local Enterprise Partnerships (LEPs)</li> </ul>
<p><b>Deliver experience of work days</b> for local young people to help improve their employment prospects; and build a diverse pipeline of skills and talent for the business.</p>	Team Heathrow	<ul style="list-style-type: none"> <li>– Further Education / Higher Education (FE/HE)</li> <li>– Team Heathrow</li> <li>– Local schools</li> </ul>
<b>Supply Chain</b>		
<p><b>Procure for value;</b> ensure Heathrow is procuring for value by implementing a Balanced Scorecard to identify and illustrate what is valued from the airport's supply chain, including the use of SMEs and local businesses.</p>	Heathrow	<ul style="list-style-type: none"> <li>– LEPs</li> <li>– Local authorities</li> <li>– Chambers of Commerce / Business groups</li> <li>– Federation of Small Businesses (FSB)</li> </ul>
<p><b>Procurement opportunities;</b> add greater visibility of direct and subcontract procurement opportunities for SMEs in the local area.</p>	Heathrow	<ul style="list-style-type: none"> <li>– LEPs</li> <li>– Chambers of Commerce / Business groups</li> <li>– CompeteFor</li> </ul>
<p><b>Innovation and start-up;</b> encourage the establishment of innovation hubs for start-ups and businesses in the local area, encouraging engagement on aviation challenges.</p>	LEPs	<ul style="list-style-type: none"> <li>– Team Heathrow</li> <li>– LEPs</li> <li>– Chambers of Commerce / Business groups</li> </ul>

## Surface Access

<p>Continue to expand what is offered by the <b>Sustainable Travel Zone</b>.</p>	<p>Heathrow</p>	<ul style="list-style-type: none"> <li>- HATF</li> <li>- Airlines</li> <li>- Local authorities</li> <li>- Team Heathrow</li> <li>- Colleagues</li> <li>- Passengers and local communities</li> <li>- TFL</li> <li>- Transport Operators</li> </ul>
<p>Publish a <b>two runway strategy</b> for the airport's next regulatory period (2022-2026) based on consumer research, data and input from stakeholders.</p>	<p>Heathrow</p>	<ul style="list-style-type: none"> <li>- Heathrow Area Transport Forum (HATF)</li> <li>- Airlines</li> <li>- Local authorities</li> <li>- Team Heathrow</li> <li>- TFL</li> <li>- Transport Operators</li> </ul>

## Green Recovery

<p>To develop an in-depth understanding of the sub-region's energy eco-system by undertaking energy assessments that can be developed into a <b>Local Area Energy Plan (LAEP)</b>.</p>	<p>HSPG</p>	<ul style="list-style-type: none"> <li>- Heathrow</li> <li>- Local Authorities</li> <li>- LEPS</li> </ul>
<p>To develop a <b>'local offset market'</b> to facilitate carbon insetting / community offsetting in the Heathrow sub-region</p>	<p>HSPG</p>	<ul style="list-style-type: none"> <li>- Heathrow</li> <li>- Local Authorities</li> <li>- LEPS</li> </ul>

# Members of the Heathrow Local Recovery Forum

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Chair: Lord David Blunkett



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## Local authorities and Partners



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## Local Chambers of Commerce



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## Local Enterprise Partnerships (LEPs)



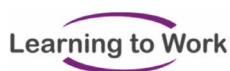
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## Business Groups



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## Education and Skills



Heathrow