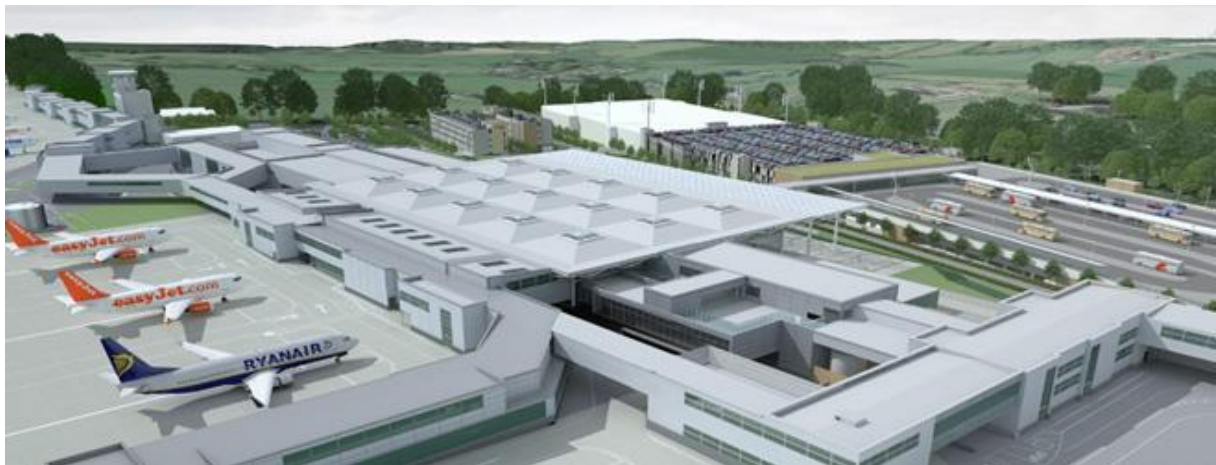


BRISTOL AIRPORT EXPANSION



SKILLS AND EMPLOYMENT PLAN 2024

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1. Introduction

- 1.1 In February 2022, Bristol Airport received planning permission for a major expansion which will increase capacity from 10 million passengers per annum to 12 million passengers. The scheme involves a terminal expansion, alongside further improved public transport options, road infrastructure and enhanced environmental projects. Construction of the scheme is expected to take approximately 8 years and will provide a significant opportunity for employment in the local area and surrounding region. Overall, expanding capacity is projected to add 800 jobs at Bristol Airport and up to a further 5,000 jobs regionally. Therefore, the expansion represents a tremendous opportunity to open up new possibilities for skills and employment in the area and ensuring mutual benefits are shared and spread across the region.
- 1.2 Such mutual benefits, in the context of delivering the Bristol Airport expansion, will focus on securing and ensuring the skills and labour required to deliver the expansion are in place, but also guaranteeing we leave a legacy. We are committed to making sure the right skills are available to deliver the expansion on time and within budget, whilst also ensuring we leave a legacy for the local and wider region's economy. Similarly, following construction, we need to ensure the correct skills and sufficient labour force are in place to enable the expanded Airport to function efficiently and perform at a high level in order to deliver and continue to be a key transport and economic asset for the South-West. This Skills and Employment Plan will set out how we intend to achieve this.

2. Location and Wider Region

- 2.1 Bristol Airport is located on the A38, approximately 11km south-west of Bristol City Centre and within the local authority administrative area of North Somerset Council. Operated by Bristol Airport Ltd, it is the principal airport and main international gateway for the South-West of England and South Wales.



Figure 1: Location Plan of Bristol Airport (Source: Google Maps)

- 2.2 The Airport is expected to serve almost 10 million passengers by the end of 2023 and will move closer to 12 million passengers over the coming years. The new infrastructure required to facilitate this growth will see major construction projects across the site, creating opportunities for sustainable local employment, new apprenticeships, training, benefits for local suppliers and the community in general. Section 3 of this Skills and Employment Plan sets out key objectives and a range of targets that will help to realise the opportunities involved in the construction and supply chain.
- 2.3 Section 4 of this Plan sets out the longer-term objectives and targets that will be met beyond the construction phases, where additional workforce is required to support the running of the Airport. Particular emphasis is placed on how we can benefit those living in the local area and help them to create rewarding careers at the Airport. Assisting those living in more deprived areas and helping to provide career opportunities and support for under-represented and under-privileged groups is also an aim for the Plan, in particular, areas such as Weston-super-Mare and South Bristol which contain some of the most deprived areas in England (see Figure 2).

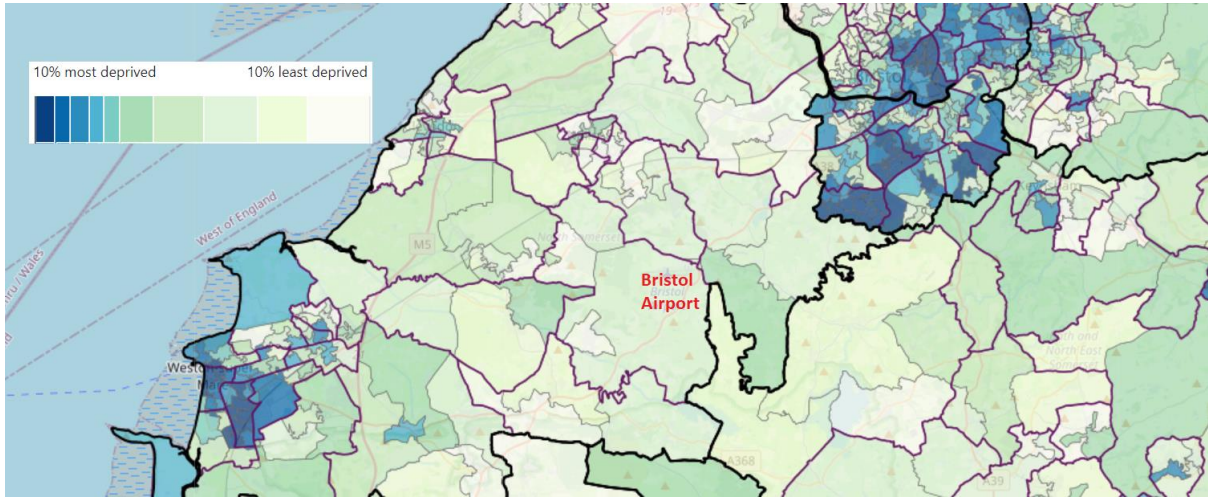


Figure 2: Index of Multiple Deprivation - Bristol Airport surrounding area (Source: Indices of Deprivation Explorer)

3. Short-Medium Term Objectives – Construction and Supply Chain

- 3.1 In the short to medium term, the primary skills and employment objectives will need to focus on ensuring we have a sufficiently skilled labour force in place to deliver the Airport expansion along with securing key mutual community benefits for the local and wider economy. In addition to the 12mppa expansion plans, there are also multiple other construction and maintenance projects which will be occurring at the Airport over time. The Skills and Employment Plan Objectives and Targets will apply to all major construction projects worth £1million or over.
- 3.2 For all major construction project tenders, quality is weighted at 60% and price is weighted at 40%. As part of the quality assessment, the Airport will set a variety of Objectives and Targets that prospective tenderers must address. These are set out below:

Objective 1

- **Work with construction companies that can demonstrate a commitment to providing sustainable local employment.**

How will this be achieved?

Key Performance Indicator 1 - Number of new local direct employees
Bristol Airport has set a minimum target of 1.0 Full Time Equivalent (FTE) job per £5million spend with an annual target of 7 FTEs per calendar year.
Tenderers will be expected to state the number of new local direct employees which will be hired on the project for one year or the whole duration of the contract, whichever is shorter, and how/who they will engage with to meet this target. <i>(The local area is defined as the BS postcode area, covering Bristol, North Somerset and part of Somerset, unless otherwise stated).</i>
A job means paid employment of more than 13 weeks for 16 hours or more a week.

Objective 2

- **Work with construction companies that can demonstrate a commitment to providing training and getting people back into work.**

How will this be achieved?

Key Performance Indicator 2 - Number of new entrant trainee/apprenticeships on the contract.
Bristol Airport has set a minimum target of 0.5 FTE per £million spend with an annual target of 18 new entrant trainee/apprenticeships on the contract per calendar year.
Tenderers will be expected to state the number of new entrant trainee/apprenticeships on the contract and how/who they will engage with to meet this target.
<p>Definition of an Apprenticeship: An apprentice must be:</p> <ul style="list-style-type: none"> - employed for over 30 hours a week - be on a training course with a training provider on the National Apprenticeship Services Approved Framework <p>(https://www.gov.uk/government/publications/apprenticeships-guide-for-employers)</p>

Key Performance Indicator 3 - Number of training hours for new and existing staff.
Bristol Airport has set a minimum target of 60 hours of training per £million spend with an annual target of 2,200 hours training per calendar year.
Tenderers will be expected to state the number of training hours for new and existing staff on the contract and how they will meet this target.

Key Performance Indicator 4 – Staff hours spent on local school and college visits e.g. delivering careers talks, curriculum support, literacy support, safety talks etc.
Bristol Airport has set a minimum target of 10 hours per £million spend with an annual target of 370 hours per calendar year.
Tenderers will be expected to state the staff hours spend on local school and college visits and how/who they will engage with to meet this target.

Key Performance Indicator 5 – Number of weeks spent on meaningful work placements (in education).
Bristol Airport has set a minimum target of 2 weeks placement per £million spend with an annual target of 75 weeks of meaningful work placements per calendar year.
Tenderers will be expected to state the number of work experience placements that they intend fulfilling, in weeks, and how/who they will engage with to fulfil this target.
<p>Work experience placements will not normally be offered unless the applicant is a Bristol/North Somerset resident or attending a Bristol/North Somerset School/College. Work experience placements should provide individuals with the opportunity to learn about the working environment, experience carrying out particular tasks and give them the opportunity to watch and learn.: www.hse.gov.uk/youngpeople/workexperience</p>

Objective 3

- **Work with construction companies that use local suppliers and support local communities.**

How will this be achieved?

Key Performance Indicator 6 – Total amount (£) spend in Local supply chain through the contract
Bristol Airport has set a minimum target of £200,000 of local spend per £million spend with an annual target of £7.25m spend within the local supply chain per calendar year.
Tenderers will be expected to state details of local supply chain procurement including location and amount spent.
Spend within Bristol/North Somerset and identified local businesses (within 20 miles of the Airport)

Key Performance Indicator 7 – Local subcontractors to be used on project
Bristol Airport has set a minimum target of 25% per contract.
Tenderers will be expected to give details of initiatives undertaken and include details of how/who they will engage with to meet this target.

4. Longer Term Objectives – Airport Workforce

4.1 As the construction elements are completed and Bristol Airport moves into the operational phase of the expansion, there will be a requirement to increase staff numbers to ensure the Airport functions efficiently. Expansion will mean increased opportunities for young people and adults to gain employment at the Airport. The Airport is committed to getting the right individuals within its organisation and appropriate training and development is essential to doing this. The Airport has the following objectives and targets to make sure the operational phase of the expansion is fully resourced and performing to its potential to provide a high level of service.

Longer Term Objectives to meet operational needs:

- **Promote STEM education and career opportunities within agreed catchment area¹ at the Airport.**
- **Support under-represented groups and those with barriers to entering the labour market within agreed catchment area with access to career opportunities.**
- **Work with appointed partners to develop a pipeline of talent for future careers at the Airport.**
- **Attract and develop a diverse and skilled workforce from agreed catchment, identifying and addressing skills gaps.**
- **Scope future resourcing needs to identify apprenticeship and skills development activity for future careers.**

How will this be achieved?

Key Performance Indicator 8 – Local workforce
Bristol Airport has set a minimum target of local career fairs of 4 per calendar year.
Bristol Airport and Business Partners will host and promote careers fairs at the Airport and use a selection of external careers fairs to promote opportunities, monitoring attendance and appointments made.

Key Performance Indicator 9 – Early Careers
Bristol Airport has set a minimum target of 5 weeks' work experience per calendar year.
Bristol Airport will engage with local schools and universities to provide formal work experience placements for individuals still within education. Bristol Airport will also seek to

¹ Agreed catchment area is defined as the vicinity of the Airport, including (but not limited to) South Bristol and Weston-Super-Mare, but a precise geographical area will not be specified. The agreed catchment area will be a reasonable commutable distance to the Airport, and in particular, an area which has good public transport links during operational hours.

engage with disability charities and Weston College SEND centre of excellence to provide accessible work placements as part of our work experience commitment.

Key Performance Indicator 10 – Apprenticeships/internships

Bristol Airport has set a minimum target of 5 individuals undertaking an apprenticeship in any given year, throughout the period of the agreement.

Bristol Airport will work with local colleges such as Weston College and other providers to deliver meaningful apprenticeship opportunities to new and existing colleagues as well as create entry level opportunities across the Airport. Bristol airport will also look to provide internships and support other education initiatives e.g. T levels where opportunities are identified

Key Performance Indicator 11 – Accessibility

Bristol Airport will commit to achieving Disability Confident Employer status within 12 months of the infrastructure phase commencement date.

Bristol Airport will commit to reviewing workplace and recruitment practices to ensure accessibility.

Key Performance Indicator 12 – Underrepresented groups/ those with barriers to entering the labour market

Bristol Airport will source and co-ordinate a series of workshops and initiatives throughout the year that support under-represented groups those with barriers to entering the labour market as part of the Achieve Fund².

Bristol Airport will, in accordance with the Achieve Fund, will work with specialist organisations such as Open Doors, BABASSA and Grassroots Community to develop workshops and initiatives that support under-represented groups and those with barriers to entering the labour market as well as work in line with our race at work charter (BITC).

Key Performance Indicator 13 – Early Careers and Talent Pipeline

Bristol Airport will deliver a school engagement and awareness programme.

Bristol Airport will work with the local education providers (from primary through to university) to promote a wide range of opportunities for young people and adults to gain employment at the Airport. This will be done through school/career talks, work experience and internship opportunities as well as promotion of apprenticeship opportunities.

² See Achieve Fund - Appendix 1

5. Procurement and Monitoring

- 5.1 In order to provide transparency and accountability, the Airport proposes to include North Somerset in the procurement process for appointing a specialist employment support provider described in Appendix 1 below (albeit that any contract to deliver services will be held by the Airport). The appointment of a provider will be based on the objectives set out in Appendix 1. North Somerset's involvement in the procurement process would not fetter the Council's ability to hold the Airport to account for delivery of the Skills and Employment Plan described in paragraph 5.3 below.
- 5.2 Performance against the key performance indicators will be monitored regularly in partnership with North Somerset and reported on an annual basis through the Airport Annual Operations Monitoring Report, which reports on data collected during the calendar year. The Monitoring Report will also be made public on the Airport's website. Interim quarterly reports will be provided to North Somerset as part of regular engagement and discussion on the use of the fund.
- 5.3 Where the Airport is failing to hit key performance indicators, further analysis is likely to be required to establish the reasons why and plans should be put in place to attempt to improve performance the following year. After the publication of the Airport Annual Operations Monitoring Report Bristol Airport will meet with North Somerset to discuss progress against the key performance indicators and to agree reasonable adjustments to the key performance indicators and associated activity to be adopted within this Skills and Employment Plan.
- 5.4 In relation to the Longer-Term Objectives, the additional workforce will gradually be increased as passenger numbers increase and construction elements are completed. Therefore, these Longer-Term Objectives and key performance indicators will become live 12-months following the infrastructure commencement date (as defined within the 12m ppa legal agreement). Bristol Airport will then allow 1 year for implementation of measures outlined in the key performance indicators, and they will then be reported upon at the next appropriate Annual Monitoring Operations Report.

6. Legacy and Conclusions

- 6.1 The expansion of Bristol Airport will provide a significant economic boost to the local and regional economy. What this Skills and Employment Plan seeks to achieve, is to ensure this economic benefit is shared and felt by those living more locally. From businesses involved in the construction industry, to individuals who can help build the expansion and acquire the skills necessary to set them up for life, plus those looking to actually work within the Airport and gain long-term rewarding careers. This Skills and Employment Plan will give particular focus to under-represented groups in society and will also channel efforts towards more disadvantaged areas of the region.

- 6.2 Overall success will be judged and quantified through the multiple key performance indicators set out in this Plan, but ultimately this Plan is about upskilling, employing and offering a chance to people and businesses that may not otherwise get that chance. These benefits are more difficult to quantify but can perhaps be captured better through personal stories which Bristol Airport will endeavour to help create and share.

7. Appendix 1 – The Achieve Fund

Introduction

The Achieve Fund aims to help individuals within the agreed areas (defined below), who experience barriers to securing employment at the Airport. The fund objectives (set out below) define the purpose of the Achieve Fund, broad principles for delivery and who is aims to help.

The Achieve Fund will support our Skills and Employment Plan (SEP) commitment of delivering employment opportunities at the Airport for residents through providing employment and skills interventions.

It will also meet our S106 commitment to deliver employment and skills interventions and a programme of activities with education providers relating to the operational phase of the Development, which includes a financial contribution of up to a maximum of £300,000 to commission a specialist employment support provider to deliver a suite of employment and skills interventions to support residents to access end use/ operational phase jobs.

Objectives of the Fund and programme:

- To support individuals from underrepresented groups and those with barriers to employment to secure employment at Bristol Airport through the provision of support, skills training and employment opportunities.
- To support individuals who experience barriers to entering the workplace e.g. people without relevant skills or those with skills and who have other barriers to employment such as mental health issues, confidence or other employability barriers in order for these groups to secure employment at Bristol Airport through the provision of support, skills training and employment opportunities.
- Address local skills gaps e.g. bus drivers through bespoke training and/or the development of targeted apprenticeships with local education providers.
- To develop a talent pipeline in relevant cohorts of residents through upskilling and reskilling, for example, mentoring and skills development for those in education, retired employees looking to return to work or those that have been away from the workplace such as family or caring commitments.

Approach to delivery and commissioning

Who the Fund is for

The Fund is primarily to help individuals within the agreed areas, who experience barriers to the workplace as highlighted in the fund objectives who can meet security clearance requirements for national infrastructure.

Agreed Areas

The Achieve Fund aims to help individuals who are willing and able to commute to Bristol Airport. This will include residents within the vicinity of the Airport, including (but not limited to) South Bristol and Weston-super-Mare, but a precise geographical area will not be specified. Expenditure of the Achieve Fund will be focused on helping those within a reasonable commutable distance to the Airport, and in

particular, areas which have good public transport routes to and from the Airport during operational hours. Commutability and accessibility will be a key consideration when making funding decisions.

Fund usage

Funds should be used to support unfunded skills development, address pre -employment barriers, and provide employment opportunities primarily through, but not limited to, agreed third party providers where existing funding cannot be utilised.

Fund governance

As per the legal agreement, funds will be held and administered jointly between Bristol Airport and the Council. The timing of the payments are not specified within the legal agreement, but it is suggested the Airport contributes a sum of £75,000 per annum within six months of development commencement (to be reviewed as part of the quarterly/annual discussions). This will continue on an annual basis up to the maximum £300,000. There will be quarterly investment reviews between both parties to agree proposals for spend, review success measures and agree actions. Both Bristol Airport and the Council must agree on expenditure. Where possible, funds should be allocated over a 3-4 year period to align with BRS growth plans.

Any expenditure should meet the criteria set out above and have individual agreed outcomes and success measurements. These will be used to contract manage the third-party providers. Responsibility of success measurements and monitoring to be agreed at the time funding is approved.

Proposals for expenditure should have a minimum 2 stage approach. Stage one to agree area of focus for spend with supporting outcomes and success measures. Stage two to agree design, approach and provider before final expenditure sign off can be agreed.

Types of activities in and out of scope for the Achieve Fund e.g.

In scope:

- 1) Employability support providers or providers of high impact support within the catchment area.
- 2) Unfunded skills provision relevant to skills gaps identified and shared with North Somerset Council. Funds would only be agreed in circumstances that there is not a dedicated funded skills route.

The appointed provider will engage and consult with employers and recruitment agencies to source relevant opportunities for participants of the Achieve Fund.

The appointed provider will support and educate residents within agreed area to access end use/ operational phase jobs and will report on the method of engagement and success rate of engagement as part of the Airport Annual Operations Monitoring Report.

Out of scope

- 1) Education programme (this is separate as per the S106)
- 2) Existing Staffing at Bristol Airport
- 3) Any specific training or qualifications which is the responsibility of the Airport to provide

Any ad hoc proposals outside of the regular meeting process will be submitted via email with a maximum of 2-week duration for both parties to conclude the proposal outcome.

Delivery and commissioning

The programme is to be delivered also using specialist third parties and skills providers who will be appointed once expenditure has been agreed in the areas of:

- Addressing pre-employment barriers
- Employability skills training (where existing funding is not available)
- Raising awareness of employment opportunities, working in collaboration with core agencies within the agreed catchment area.

Monitoring of outcomes and quality of provision

Whilst this will be agreed at the time of the funding being confirmed, it is likely success measures will include:

- Volume of participation and interest in the scheme.
- Recruitment uptake and service length of six months and over.
- Ratio of cost in proportion to job retention measures.
- Providers will expect to be measured on the following:
 - Programme engagement numbers
 - Job outcomes
 - Job retention
 - Movement towards job readiness (especially for harder to help groups) e.g. volunteering opportunities, interview attendance, jobs applications etc