



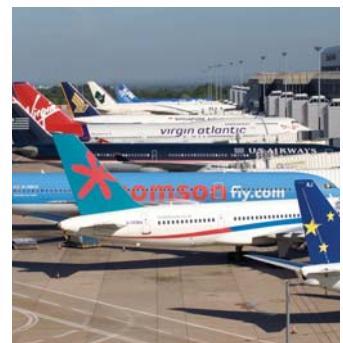
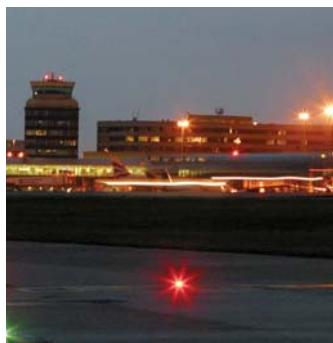
Community Plan

Part of the Manchester Airport Master Plan to 2030

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Chapter 1 - Introduction



This is our first Community Plan and it is produced as part of our Master Plan to 2030. The core Master Plan sets out our vision for the long-term sustainable growth of our business. It describes our approach to the future and how we intend to manage the many different impacts of our business.

Airport Master Plans have been prepared for most airports in the UK. This follows the publication of the Government's policy for aviation in December 2003¹.

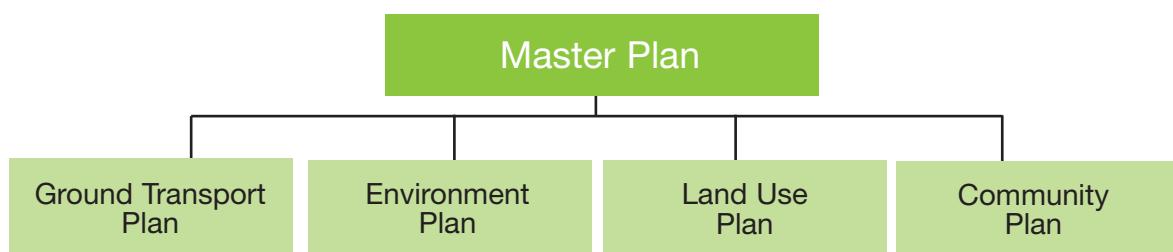
The Master Plan sets the strategic context. It outlines our approach to such important issues as sustainable development, land use, environmental impact, effect on local communities and our contribution to the success and regeneration of the North West region. The Master Plan was published as a draft for public consultation in July 2006. The final document (published in 2007) reflects the comments that were made to us.

Beneath the Master Plan sit four detailed Action Plans that together form a family of documents. The Action Plans cover:

- Ground Transport
- Environment
- Land Use
- Community

This Community Plan sets out in greater detail how we intend to deal with the many challenges and opportunities that arise in this area. It is intended to be read alongside the Master Plan and the other Action Plans. Figure 1 shows the links between the different documents.

Figure 1 - Master Plan and Action Plans



¹ The Future of Air Transport. Department of Transport, December 2003.

Chapter 2 - Our Vision



Our Master Plan has a vision for the future that contains three elements:

- Our vision is to be simply better in all that we do.
- We are passionate about helping to make the North West a better region in which to live, work and do business. We want to help make the Manchester City Region one of the most dynamic and prosperous in the UK.
- We are committed to the sustainable growth of our business. Our aim is to maximise the economic and social benefits that we bring, while minimising the environmental and social harm caused by our activities.

Our Vision recognises the many different ways in which we affect the lives of local people and the communities that we serve. Air travel has brought major benefits to people and the economy. It provides accessibility and choice for overseas travel; creates jobs and investment and adds to peoples' quality of life. But, at the same time, it can have significant impacts on people living nearby, particularly through noise, disturbance, road traffic and new development. So, in preparing our plans for the future, we face significant challenges as well as great opportunities.

We are committed to being a good corporate citizen with leading programmes on corporate responsibility, land use, the environment and surface access. We want to build on the foundations we have already created and properly play our part in raising the performance, prosperity and quality of life of the communities, cities and regions that we serve.

Being a responsible business is core to our beliefs. This commitment is at the heart of the way we manage and develop our activities.

Challenges and Opportunities

In our Master Plan, we set out what we see as the main challenges and opportunities for the business. We also set out our core strategy. The elements most relevant to this Community Plan are:

- Seek to capitalise on the economic activity that is generated by airport growth
- To support the regeneration of local communities
- Continuing to support local communities affected by airport operations

This Action Plan deals with these questions and suggests how we might deliver our broader objectives. Of course, none of these issues, nor our plans, can exist in isolation and we know there are close links between this plan and our Land Use, Environment and Ground Transport plans.

Our Community

In this Action Plan, 'community' has a very wide definition. It covers our neighbours who live around the Airport. But it also covers the on-site working community, the communities across the North West where passengers and staff live, as well as the business community that we are part of.

We know that the Airport affects people's lives in many different ways. Some are obvious; others are less so. The diagram, following, shows the range of community links and relationships.

Our Vision



In our Master Plan we also set out the objectives for our community policies. These are set out below.

Our Community Objectives are to:

- Maximise the benefits of the Airport's growth and operation and where possible, target growth to areas of greatest need and to those that are most affected.
- Minimise the adverse effects of our operation and development on our neighbours and the wider community.
- Play a positive and active role in the life of the local area.

- Maintain an active dialogue with local people and our stakeholders so that we can act on their comments and continue to be responsive to community concerns.
- Continue to develop strong links with schools and colleges to help contribute to improved educational standards and to encourage a greater understanding of our business.
- Work with other businesses and partners to raise the quality of life and help make the North West a better place to live, work and visit.
- Work with local residents, amenity groups, businesses and the voluntary and community sector to deliver our community programme.

Chapter 3 - The Social Impact of Airports



The Community Plan aims to ensure that we maintain our focus, develop best practice and continually review our performance so that we have a positive impact on society and are among the leading businesses in this field.

As the second largest airport group in the UK, after BAA, we have a major role to play in influencing the future of our industry. All of the airports in the Manchester Airports Group – Manchester, East Midlands, Bournemouth & Humberside, are committed to the principles of corporate responsibility and sustainable growth.

The Government, in the Air Transport White Paper, recognised that airports are an important focus for the development of local and regional economies and that they bring opportunities to attract business and generate employment. Airports can also provide an important impetus to regeneration and a focus for new development.

Britain's economy is increasingly dependent on air travel. One third of our visible exports, by value, are transported by air. Services that depend on the ability to travel by air make up a further 8% of national income. Around 25 million foreign visitors come to the UK and contribute to a tourism industry that directly supports more than 2 million jobs.

The aviation sector itself also makes an important contribution to the UK economy. It directly supports around 200,000 jobs, and there are around 3 times as many jobs that are indirectly supported.

Manchester Airport plays a part in the life of millions of people across the UK. It opens up opportunities for travel, employment and investment but also brings noise, disturbance and nuisance for those people that live close to us. We are a major business headquartered in the North West and play an active part in the life of the region.

Access To The World And By The World

Manchester Airport provides global links to destinations world wide with an extensive network of scheduled and charter services. In 2006 we handled over 22 million passengers and are among the top international world airports. We regularly win awards for service and customer satisfaction and we have helped put Manchester and the North West on the world map.

Our comprehensive route network of over 100 airlines and over 200 destinations encourages:

- Inward investment
- Trade with the rest of the world
- Travel for leisure, business and education
- The development of the visitor economy
- Cultural development of the region

The Airport offers businesses in the region vital links to overseas markets; helping them to move people and goods, compete, win business and grow their contribution to the regional economy. Access to an extensive network of air services helps to attract and retain business investment across Northern England.

The North West Regional Development Agency has identified clusters or sectors in the regional economy that are expected to drive future growth. These are biotechnology, aerospace, chemicals, automotive, creative and digital, financial services, food and drink and environmental technology. These sectors are knowledge-driven, high value added and need connections to markets all over the world. Air links are essential for the future growth in these sectors, and we will have a major role to play.

The Social Impact of Airports



As the largest airport outside London, Manchester can offer the widest range of direct services, improving access for local people and giving them frequent and affordable travel destinations across the world. The ability to fly direct from Manchester offers better choice and convenience and lessens the dependence on London and major European hub airports.

In today's multicultural society, the ability of communities to have access to direct air services to many parts of the world is hugely important, offering convenience, accessibility and social and cultural benefits. Manchester's growing reputation as a world-class City Region whether for business, sport, music or education is due in part to its growing range of international air services.

The visitor economy is important to the North West. The region attracts 18 million people every year, contributing almost £3 billion to the regional economy. Around 10% of the region's population is employed in a job that is in part connected to tourism. Access to a major international airport is important if the North West is to increase the numbers of international visitors. This helps balance the outbound flow of UK residents to overseas holiday destinations.

Employment – Creating Opportunities for Local People

Manchester Airport is one of the largest generators of economic activity in the North West and one of the largest single employment sites. There are over 310 companies on site, employing over 19,000 people. A further 25,000 jobs are supported away from the Airport in aviation related activities, and fields such as leisure and tourism. The economic activity supported or created by the Airport can also make a major contribution to economic growth and the regeneration of local communities. Companies who supply us with goods and services, or

rely on our air services, will be attracted to locate and grow in the areas around the Airport.

Our growth will bring greater opportunities. But one of our challenges is to match the demands of aviation with the skills and abilities of local people. This is a major opportunity to support the regeneration of local communities, particularly within the regeneration area of Wythenshawe within which the Airport is located. Over time, the aim is to strengthen those communities by retaining and attracting a wider range of airport employees to live there. Employing local people reduces travel, brings environmental benefits and opens up opportunities to walk or cycle to work. Capitalising on the growth of the Airport is a central theme of the Wythenshawe Strategic Regeneration Framework and it provides opportunities both for local people and local firms. Airport growth should also stimulate investment and development on the local employment sites and in Wythenshawe town centre.

Creating Wealth Locally

Since its formation in 1986, the Airport Company's profits have been reinvested in the development and growth of the business or returned to our shareholders in the form of dividends. Over the last 5 years the shareholder's dividends from the Airport have amounted to over £60 million. As our shareholders are the ten local authorities of Greater Manchester, this money has directly led to investment in the social infrastructure of local communities which is more than would otherwise have been affordable.

We are working hard to ensure we buy more goods and services from local companies in the region, so that we support their growth and profitability, bringing further benefits locally. Strengthening the local economy by airport activity can also help attract further development and investment, sustaining and improving local services

The Social Impact of Airports



for local people. For example, Emirates have now based their European call centre locally, and are a significant employer in the area.

The Airport is an economic centre in its own right. But its effects are far wider. The 'multiplier' effect refers to the additional economic activity that is indirectly generated. For example, airport employees spending money locally. And other sectors of the economy such as tourism and the visitor economy, grow because of the stimulus provided by the Airport. This wider benefit is seen as a huge opportunity for the region and so growth of the Airport is a key part of the Northern Way and other regional growth strategies. In 2005 it was estimated that Manchester Airport made an estimated contribution of over £1.7 billion to national income (GVA) with around £938 million arising in the North West².

We try very hard to be a good neighbour and we aim to put something back into the communities that are most affected by our operations. We do this by providing mitigation and compensation or through financial or practical support. This includes our Sound Insulation Grant Scheme, our Community Trust Fund and our arts sponsorship programme.

Community Impacts

We know that operating an international airport can seriously affect the lives of people who live nearby. This is principally through noise and disturbance but also includes congestion from road traffic, pollution, and loss of open land and the effect on the countryside. We have a number of difficult issues to manage, especially on environmental impact and surface access. Around 22,000 people live within the 60 dB LAeq noise contour and over 80,000 vehicles come to the site on a typical busy day.

We have detailed action plans on Environment, Ground Transport and Land Use and these are published alongside this Community Plan. Our plans have been heavily influenced by the comments of local people and from our regular discussions with a range of stakeholders.

²The Economic and Social Impact of the Manchester Airport Group Airports, York Aviation, June 2006.

Chapter 4 - Aims and Objectives



The Airport has a major impact on the local area. We will continue with a proactive approach; listening to, and working with our neighbours and our business partners to minimise the negative impacts of the Airport and to maximise the benefits. We aim to use our success to bring benefits to all sectors of society, working closely with our partners and stakeholders. In operating our business, we are committed to being a model corporate citizen, contributing to the economic and social well-being of the area and caring for the environment.

The broad principles that inform this Plan are to:

- Establish the Manchester Airports Group as a responsible company, one that recognises the financial and social benefits of its business while being aware of the social needs of its neighbours and staff.
- Create a positive relationship with our neighbours and help strengthen, support and develop local communities
- Maintain and improve the quality of life in surrounding areas by encouraging social and economic development and environmental improvements
- Reinforce Manchester as the pre-eminent airport outside London so that the North West can fully capitalise on the transport opportunity and the economic benefits
- Promote social responsibility among businesses in the region; acting as a catalyst and model of excellence and stimulating and promoting the growth of the region in a sensitive and sustainable manner
- Act as a champion and focus for involvement by the whole of the airport community and encourage

collaborative action with our partners and staff to maximise our positive impact on society

Policy Context

Developing sustainable communities is now at the heart of Government policy. Alongside this, there is an increasing focus on growth in the UK regions to counter-balance the pressures in the South East. This is intended to help close the economic, productivity and wealth gap between the South East and the other UK regions, including the North West.

Regional airport growth can help deliver these wider objectives for sustainable communities. The economic activity that growth creates can help raise economic performance, bring increased employment and support regeneration.

Over the last few years a large number of policy documents have been produced by a variety of bodies. They have common themes around growth, sustainability, regeneration and regional development. The Government have made regional development a central thrust of national policy. The most relevant to the Airport are listed below and so this Community Plan has been set in the context of:

- The Northern Way
- The North West Regional Economic Strategy
- The North West Action for Sustainability
- Manchester City Region Development Plan
- The Greater Manchester Economic Development Plan
- The Manchester Sustainable Community Strategy
- Cheshire Community Strategy

Aims and Objectives

- Wythenshawe Regeneration Framework and Delivery Plan

The North West Action for Sustainability sets a framework for promoting sustainability issues in the North West. The Strategy recognises the economic, environmental and social interactions that lie within sustainable development and that this is not something that can be delivered by a single organisation. We do recognise that there are opportunities for us to contribute to a number of the regional priorities in our Community Plan. These include:

- Sustainable Production and Consumption
- Social Equity
- Active Citizenship
- Lifelong Learning
- Cultural Distinctiveness
- Healthy Communities
- Enterprise and Innovation

Community Strategies have a common theme to improve the quality of life for everyone. The Manchester Sustainable Community Strategy sets out a vision for the City that includes a strong economy where people will enjoy living, studying and working in diverse and stable communities. The Community Strategy also sees Manchester as environmentally-friendly, internationally competitive and a place of real opportunity for everyone. The approach in our Community Plan follows very much the same lines. The delivery of the Manchester Sustainable Community Strategy depends on a number of priority actions. These are:

- **Economy:** The expansion of the Airport will increase the number of international flights and help in the growth of the knowledge-based economy. The development of public transport links will also help connect local people with employment, education, sports and leisure
- **People reaching their full potential:** The growth of the Airport will increase the number of available jobs. Our strategy is focussed on areas around the site and at the long-term unemployed.

- **Neighbourhoods of Choice:** Our Master Plan sets out the clear links between the development of the Airport and the implementation of the Wythenshawe Strategic Regeneration Framework. The Environment Plan sets out how we will approach the environmental challenges and how we link into local and regional programmes.
- **The Population:** Our strategy also focuses on developing the cultural infrastructure and the attraction of major cultural and sporting events to the City. We are one of the largest arts sponsors in the UK.

All of the strategies emphasise the need for effective partnerships at all levels in order to deliver. We now set out our approach, and detail our actions under three main headings.

- The Place where we work
- The Market where we work
- The Community where we work

Chapter 5 - The Place Where We Work



In this section we set out our approach to social issues as they affect our staff, our customers and partners as they use our land and facilities.

Safety & Security

Safety is of paramount importance and we will never compromise on it. Running a safe and secure airport is the minimum that our passengers, neighbours and staff expect of us. Aircraft accidents can be catastrophic, but aviation has an exemplary record and compliance with international and national standards is our starting point.

In the current climate, terrorism is a constant threat and we work closely with Government, the security agencies and our airlines to maintain the highest standards of security and monitoring. Regular testing of our systems, procedures and facilities is designed to keep us at the forefront and ensure Manchester is one of the safest airports to use.

We work closely with airlines, handling agents and the control authorities to develop new safety procedures and promote best practice across the site. We have changed the structure of our Safety Committees, and we are developing new ways of involving our airlines and Air Traffic Control in active safety management.

We have invested heavily in new technology especially in the areas of baggage and passenger screening, with the use of biometric identification for staff access and immigration controls. Manchester is only the second airport in the UK to trial the new IRIS system for arriving passengers.

We are regularly audited by the Civil Aviation Authority and have well developed, and regularly rehearsed, contingency plans for the full range of possible emergencies and incidents. Our Emergency Planning Committee works

closely with the emergency services and other agencies, including the local authorities around us.

We have a well-developed Risk Register that identifies the impact and likelihood of the major business risks. Mitigation and contingency plans are prepared and regularly reviewed through Business Continuity plans. All risks are 'owned' by individual senior managers to ensure accountability.

Public Safety Zones are designated areas of land at the end of each runway where most new development is prohibited in the interests of safety. Further afield, we monitor new development proposals to ensure that the safe operation of the Airport is not put at risk by inappropriate development, such as tall structures or activities and developments that might attract birds. Further details about Public Safety Zones and Aerodrome Safeguarding can be found in our Land Use Plan.

An airport can be a hazardous working environment, especially with the many activities by different agencies involved in aircraft handling. We closely monitor and audit performance with dedicated staff and work closely with our partners to ensure the risk of accidents is reduced.

Safety and Security Policy

- W1** We will establish an Airport Safety Council to promote the highest safety standards for our operations.
- W2** We will implement a safety strategy to ensure that we have the best safety record of any airport in our class.

The Place Where We Work

Health and Welfare

The health and well being of those who work or visit the Airport needs to be protected and promoted.

Encouraging a healthy lifestyle can also help reduce absence and increase productivity. Our Ground Transport Plan and Green Travel Plan, with their support for walking and cycling, play a part in promoting health. Our on-site Occupational Health suite and medical facilities are available for all staff. First Aid and Paramedic services are complemented by a range of programmes and advice on such issues as stress management, back care, chiropody and healthy living.

Our Airport Chaplaincy service is of international standing and the 4 full and part time staff provide support, advice and guidance to staff and passengers. They are also part of our emergency response plan. Multi faith worship facilities in Terminal 1 and Terminal 2 reflect the many different cultures and religions within the communities we serve and help meet the special needs of our passengers.

Short and long-term sickness absence is monitored monthly and we have set targets to reduce both indicators. This is supported through counselling and occupational health schemes.

Health and Welfare Policy

W3 We will work to reduce workplace sickness absence to 3% by 2007

Employment Policy

The Manchester Airports Group employs over 2,500 people. We are committed to equality of treatment and opportunity and are striving to reflect the diverse make up of the regions that we serve at all levels of the organisation. We do this by actively promoting equality, but not unfairly discriminating against any person and by ensuring that all individuals are treated fairly and with respect and dignity, regardless of their race, colour, age, religion, gender, sexual orientation or disability.

We want our staff to work in an environment free from harassment, victimisation and bullying. We have developed a range of employment policies designed to support our staff so that they have the best opportunity

to develop skills, further their careers and contribute to our reputation as a leading business. Our Dignity at Work counsellors, and a recent campaign to prevent bullying, are just two of the ways by which we aim to live by our values.

We are committed to being a good employer, and operating to national quality standards such as Investors in People. We want our staff to develop to the best of their ability and we provide extensive internal and external training facilities and opportunities. Our staff are encouraged to spend around 5 days a year on training and development. Specialist training facilities have been developed for Security, Fire, IT and Airside Driver training. These are also made available to our partners and to other airports. Career development and learning plans are a key part of our performance management system. Leadership and talent management are two key areas where we are looking to improve our performance. We strive to behave to the highest standards in all that we do.

The Core Values of the Manchester Airports Group are:

- **Colleagues.** We will value, empower and invest in our colleagues to enable them to deliver their best.
- **Customer Experience.** Our passion is service. We will anticipate our customers' needs and deliver service that will delight our customers.
- **Innovation.** Creativity is the key to business success and we will continuously challenge the status quo, simplifying processes and doing things differently.
- **Integrity.** We will strive to earn a reputation for integrity, demonstrating the highest standards of personal and professional ethics, always being open and honest and taking responsibility for our actions.
- **Social Commitment.** We will be a model of corporate citizenship, contributing to the social and economic well-being of our local communities and caring for the environment

The Place Where We Work



We regularly promote and debate our Core Values with our staff and we aim to demonstrate them through our behaviour and performance. As an ethical business, we aim to meet best practice in matters of corporate governance. Our Board now has an independent Chair and a majority of independent non-executive directors. As a service business, we are totally dependant on the quality, expertise and commitment of our people. We work closely with our staff and their Trades Unions through formal and informal groups, with regular independent surveys of our employee's views about their working life. Better communication is a key area for improvement. Our surveys are used to generate action plans for improvements against which individual managers are held accountable.

Our pay, terms and conditions are regularly benchmarked against the industry and other large employers in the North West so we are able to retain and recruit staff of the highest calibre.

We are a 24 hours, 365 days a year, business. This gives us scope, indeed requires us, to be flexible in our working practices. This particularly benefits working parents and those seeking temporary, seasonal or part time employment. There are a number of target groups locally who are suited to this type of employment. We are conscious of the needs of lone and working parents and have adopted a range of flexible working arrangements to suit them. This includes working from home and support for a high quality nursery on site for the children of airport staff.

Employment Policies

W4 We will maintain accreditation to Investors in People for all our businesses.

W5 By 2015 at least 6% of our employees will be from minority groups and at least 43% will be female.

W6 All Manchester Airports Group employees will continue to be entitled to a minimum of 5 days or 40 hours a year for training and development activity.

Recruitment

The Airport as a whole draws its staff from a very wide area, reflecting both the scale and nature of its activity. However, the vast majority of the 19,000 staff live within Greater Manchester (approximately 70%) and Cheshire (approximately 20%). The main districts in Greater Manchester are Trafford, Manchester and Stockport. In Cheshire, staff live mainly in the Macclesfield and Warrington districts. More locally, around 4,000 airport staff live in Wythenshawe. But this is a community of around 65,000 people and is under represented in our workforce, especially given its proximity. In later sections, we explain how we are working on barriers to employment, whether they are skills, training, education or transport. We want to raise aspirations and attainment among young people and adults. Initially, we are concentrating on entry-level jobs but we want to extend this to cover ongoing training and support to Level 2 qualifications.

Our Ground Transport Plan – especially the Metrolink extension to the Airport and the bus network, are crucial to our targets to improve access to jobs for local people. It also lessens our dependence on the car and opens up employment opportunities for those without access to a car.

Since 2004, we have run annual Jobs Fairs, targeted particularly at Wythenshawe school pupils and residents.

The Place Where We Work



This has directly led to local people getting jobs on site. We have also targeted other areas of need such as Moss Side (Manchester) and Middleton (Rochdale) with programmes linked to specific employment sectors such as catering.

The Airport has its own on-site Job Centre in Commonwealth House, operated by the Employment Service. But it works closely with other Job Centres, especially the new centre in Wythenshawe Forum where airport jobs are heavily promoted and there is on-line access to vacancies. Our Careers Guide helps to raise awareness of the many different trades and professions offering jobs on site.

We are working with our partners in the construction sector to increase local employment and are developing a Construction Charter. This will be linked to a new training programme being developed with Manchester Enterprises and the Airport Academy.

Recruitment Policies

- W7** We will take positive and pro-active action to increase the numbers of airport staff who live in Wythenshawe by 10% over 2005 levels.
- W8** We will set targets to increase local employment in the construction sector.

Chapter 6 - The Market Where We Work



We prefer to do business with companies that share our values and we will encourage our service partners to do the same.

Supply Chain

The Manchester Airports Group, while owning and operating Manchester Airport, is only one of 310 companies operating on the airport site. The Airport's 'supply chain', meaning the companies who supply goods and services, number many hundreds more. Together, these companies represent a huge amount of economic activity. As a result of the concentration of UK airlines in London, a significant proportion of the GVA generated by Manchester Airport 'leaks out' to other regions, notably the South East. There is, therefore a huge potential to retain more of this spending power in the North West to the benefit of local businesses and their workforce. It is forecast that Airport generated GVA in the North West will grow from £938 million in 2005 to around £1.5 billion by 2015 and be in the region of £2.1 billion by 2030.

This is a major opportunity for the Airport and the region, but involves a concerted effort by all companies trading on the airport site and those involved in the supply chain. We will work with our partners in this area and in particular seek to understand the scale of the opportunity and the barriers to increasing the amount of goods bought and sold locally. Activity in this area will go a long way towards achieving the wider economic regeneration objectives set out in regional and local policy and which are more fully described in our Master Plan. The Airport's supply chain is identified as a key opportunity in the City Region Development Programme and supports wider initiatives such as Knowledge City and the growth of the Universities and Regional Centre. Increased global connectivity helps Manchester's reputation as a centre of academic excellence attracting staff and students from

across the world as well as contributing to a high quality research programme.

Buying goods and services locally helps support local firms and local employment. Our supply chain extends to businesses across Greater Manchester, North Cheshire, (especially Macclesfield, Vale Royal and Warrington) and into South and Central Lancashire. Buying locally can also have environmental benefits, avoiding goods being moved from other regions and reducing vehicle movements and emissions.

We are particularly keen to work on the barriers faced by local firms to ensure that they are able to compete on an equal and competitive basis. This objective links well with our work on skills, training, support for local businesses and local communities. This opportunity is also recognised by other agencies, notably in the North West Economic Strategy, the North West Regional Assembly's Action for Sustainability and the Wythenshawe Regeneration Framework.

Our work on developing the Manchester Airport brand attaches great importance to regional distinctiveness, so that the Airport better reflects the regions and communities we serve. The visitor economy is an important and growing economic sector. We will use our brand to support inward investment and tourism initiatives that will enhance the prosperity of the region. We will work with key regional agencies such as Marketing Manchester and Visit Chester and Cheshire to enhance the brand and image of the City and the North West. We are keen to promote the distinctive identity and character of local communities. We will continue to challenge those perceptions that remain from the region's historic legacy.

One recent initiative has been to work with local food suppliers, not only to promote excellence and

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distinctiveness, but also to help sustain the rural economy in Cheshire and Lancashire. It should reduce the number of 'food miles' with produce moved large distances when it could be sourced locally. Our annual 'Food Fayre' has proved a valuable pilot programme in giving small local producers and suppliers from Cheshire and Lancashire access to the airport market. This can be linked into the wider rural recovery and diversification programmes.

Similarly, we will seek to maximise the local value of our substantial capital investment programme. Whilst some complex or technical projects need specialist suppliers, more general construction work can often be beneficially placed with local companies. It not only helps support the local economy but it increases employment opportunities for local people. Again, this initiative links to our work on training, skills and education to ensure that local people are better able to compete for construction industry jobs.

We support the principles of Fair Trade and will further develop our purchasing policies in favour of companies who operate to these principles. Responsible purchasing can also help our environmental targets, with an emphasis on whole life costing and appraisal, reduced packaging and use of recyclable or reusable materials.

Supply Chain Policies

- M1 We will quantify, reduce and report the environmental impact of our supply chain.
- M2 We will increase the percentage of goods and services sourced locally by 40% over 2005 levels by 2012
- M3 We will adopt a Construction Charter to increase the amount of work carried out by local firms.

M4 We will work closely with regional economic agencies to retain more of our purchasing power in the North West.

M5 We will establish 'Meet the Buyer' events to promote the supply of local goods and services.

Inward Investment

We know there is a close linkage between the success of the Airport and the success of the regions we serve. A growing international airport can be a major boost to economic activity and inward investment. By working closely with regional partners and local businesses, we will aim to develop those new routes and services that contribute the most to regional development. Manchester is better placed than most regional airports because of its 'critical mass' and its ability to attract airlines to operate long haul services to destinations that might otherwise only be served from London.

Access to international air services, with frequent and direct links, is a significant factor when companies are choosing a business location. This is especially true for those that are relatively foot loose and able to choose from a wide range of locations. Major inward investors are a huge prize for the region, not only because of their economic impact, status and profile but because they often attract suppliers and related companies to cluster in the same area. For example, the planned move by the BBC to Greater Manchester is due in part to the availability of air services from Manchester. The BBC move will provide a huge stimulus to the media and creative industries in the North, generating further investment and employment.

A number of overseas companies have successfully located, and expanded, in the North West in recent

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years, for example MBNA Bank in Chester and the Bank of New York in Manchester. Other international companies already located in the North West, such as Astra Zeneca in Macclesfield, have been able to grow and serve international markets, and compete on a global scale. In part this is because of their ability to quickly and easily reach a wide range of international destinations. A wide range of North West businesses also are major users of the Airport's cargo services.

Inward Investment Policies

- M6 We will develop and maintain close working relationships with inward investment bodies such as the North West Regional Development Agency and the sub regional development agencies (including Manchester Enterprises, MIDAS and the Cheshire and Warrington Economic Alliance)
- M7 We will target our marketing and route development activity in a complementary manner to the regional economic development strategies. The Far East and United States are two of our key targets.

Access To Airport Facilities

Making our facilities open, accessible and easy to use is an important part of meeting the many different needs of all our customers and staff. This includes families, the elderly, different cultural and religious groups, people with disabilities and those with special needs. Understanding and reflecting these different needs is an important part of being the 'airport of choice'. We have invested heavily, including play centres for young children, worship facilities for different groups, facilities for passengers with mobility problems and a full range of adaptations to meet those with special needs. We know that customer service is essential in our business. We are working with

our staff and our service partners on an airport-wide 'Customer First' programme to ensure that we continue to deliver excellent service to all of our customers.

Our Consultative Committee takes a close interest in the provision we make for passengers with special needs and carry out regular audits. Our aim is not just legislative compliance, (particularly the Disability Discrimination Act 1995) but to become a model of best practice.

Our terminal and transport facilities are designed for ease of access, with clear way finding, and lifts and escalators in heavily used areas where there is a change in level. Providing check-in facilities in The Station enables passengers to check-in bags as soon as they leave the train or coach, making their onward journey to the terminal easy.

We work closely with our airlines and handling agents to ensure that passengers with reduced mobility are given every assistance and are able to board and leave aircraft in comfort, convenience and dignity. In 2005 around 180,000 passengers received special assistance. In 2007, we will significantly change our handling facilities for these passengers in the light of the European Directive on Passengers with Reduced Mobility. By 2012 we expect over quarter of a million passengers will require special assistance.

Our developing role as a transport hub – for rail, coach and bus, offers greater choice and better services not just for our passengers, but also for those living in the communities around us. The Station gives local people direct access to regional and national transport networks.

Access To Airport Facilities Policies

- M8 We will launch a new comprehensive scheme for

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passenger assistance in 2007 through a single provider, operating to defined performance standards.

passengers and customers. We try to meet those needs in the most effective, convenient and reliable way while delivering value for money services to our partners.

Research

Being a leading edge business involves understanding trends, monitoring progress, setting challenging targets, taking the initiative and looking for new ways of working and doing business. We apply these principles to both our long-term strategy and to our day-to-day operations.

We are active partners in the Sustainable Aviation Coalition. This group comprises all sectors of the industry including manufacturers, airlines, regulators and airports. A Sustainable Aviation Strategy was produced in 2005 and we continue to support and assist in its implementation³.

In pursuit of excellence, we have established strong working relationships with our staff, customers, trade bodies, Government and other partners. We have established a long-term partnership through funding the Chair of Sustainable Aviation at Manchester Metropolitan University (MMU). This unit (Centre for Air Transport and the Environment – CATE) is developing a worldwide reputation for excellence and innovation in the research and analysis of sustainability issues within the aviation industry. In 2006 we concluded a 2 year long Knowledge Transfer Partnership with the Department for Trade and Industry and MMU to develop a leading edge corporate responsibility programme. This has involved benchmarking, analysis and research into the practices of leading companies across the world to help inform and shape our future policies. That work has shown that we are among the leaders in the industry.

We regularly survey and monitor our performance through customer surveys and focus groups. Our aim is to better understand the needs and wishes of our

Research Policies

- M9 We will play an active role in, and contribute to Project OMEGA, a £5m worldwide research project led by MMU to look at the environmental issues arising from aviation.
- M10 We will continue to assist and contribute to the work of the Sustainable Aviation Coalition.
- M11 We will develop key performance indicators and targets and we will regularly monitor and review our progress.
- M12 We will produce an annual report openly and honestly setting out our performance.
- M13 We will establish a Group-wide programme for corporate responsibility, building on the recommendations of our Knowledge Transfer Partnership.

Service Partners

The Airport's profile, reputation and success depends on the many different partners who contribute to its operation. Over 300 companies and 19,000 people are responsible for maintaining, operating and developing Manchester Airport. As a service business, our future relies on delivering the right services, at the right time and at the right price. Our impact on society is heavily influenced by the myriad of activities and companies that make up the airport site.

We cannot achieve our objectives by working alone. But, as operator and owner of the Airport, we have an

³ A Strategy Towards the Sustainable Development of UK Aviation, June 2005.

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overarching responsibility, and an opportunity, to harness the effort, commitment and resources of all our service partners to make a positive contribution to society. We are committed to taking a lead; providing direction and co-ordinating and co-operating with all the other businesses.

We know that many of the measures in our Action Plans, including this one, can only be delivered by developing partnerships. So we have a range of formal and informal working arrangements to ensure we are all working towards a common goal.

Service Level Agreements with airlines and handling agents help ensure a consistently high standard of passenger service, while allowing scope for different companies to customise and maintain their own brand identity and distinctiveness.

We were delighted to be recognised by the International Air Transport Association (IATA) giving us their prestigious 'Eagle Award' in 2006 as the best airport in the world for customer service and value for money. We are the only airport in Europe to have received this award twice.

We are developing a Passenger Charter to build on the minimum legislative requirements so that passengers are clear about the standards of service they are entitled to expect and the means by which any problems can be addressed.

Our approach is to encourage and reward high standards of service and penalise poor performance. Our 'Skyliner' awards for those airlines that meet our challenging targets to keep within set aircraft departure routes are unique within the industry and have proved a spur to improved performance. Equally, our fees and charges are increasingly designed to penalise those companies that fail to deliver to the required standard.

We operate a successful Airport Community Network. This is a group of key businesses from across the Airport site representing many different sectors including airlines, handling agents, hotels, retailers and caterers who between them employ over 14,000 people on the site. The Network is a collaborative partnership, designed to add greater value to our corporate responsibility activity and thus able to achieve far more than any one company acting alone. The Network has focused on working in Wythenshawe and contributing to the wider regeneration strategy for our nearest and largest local community. Further details of the Network's activity are in the next section, The Community Where We Work.

At the strategic level, we work closely with our service partners on matters of common interest and importance. We are active members of the UK Airport Operators Association (AOA) and the worldwide Airports Council International (ACI). Airlines are key partners in delivering new routes and services for the benefit of people and businesses in the North West. Initiatives to promote inbound tourism, and encouraging passengers to use public transport, are just two of the key areas of our activity.

Service Partners Policies

- M14 We will develop a long-term strategy and programme for the Airport Community Network including an accredited Airport Customer Service qualification
- M15 We will agree a Passenger Charter that sets clear standards for service delivery
- M16 We will recognise the excellent performance of our staff and our service partners through award and recognition schemes.
- M17 Service Level Agreements, with financial incentives for excellent performance, will be introduced for all our key activities

Chapter 7 - The Community Where We Work



In this section of our plan, we focus particularly on the local communities that surround us. These people are the ones who suffer most from the harmful effects of airport activity, while also enjoying the benefits of proximity to a thriving and successful international airport. Local communities are affected in many ways and a number of the issues of concern are dealt with in our other Action Plans.

For example, noise, air quality and pollution are covered in our Environment Plan. Measures to reduce road traffic and deal with car parking are set out in our Ground Transport Plan while issues concerning land and future development are covered in our Land Use Plan. We do not underestimate the scale of these challenges, nor the impact we can have on local people.

This Community Plan focuses on some of the other issues that affect local people. They are part of a wider philosophy of trying to be a responsible neighbour to those who live and work around us. Our strong theme of partnership is also true when it comes to local people. We have learned that communication, discussion and a willingness to discuss problems can go a long way to strengthening links and building trust. Many of the ideas and policies in this Community Plan are the direct result of discussions, comments and suggestions from local people and their representatives.

Stakeholder Dialogue

There are a variety of ways in which we keep in touch with our neighbours and those that have an interest in the Airport and its operation. We have an established policy of making ourselves accessible for face-to-face enquiries and maintaining a presence within the community. We intend to continue this commitment as we implement the Master Plan and Community Plan.

Our Consultative Committee is one of the longest established in the UK and is the formal body that represents the views of those who live around us. All the neighbouring local authorities, along with local residents and community groups, make up the 33 members who are represented on the Committee, that meets quarterly. Sub groups of the Committee deal in more detail with particular issues, for example environmental matters. The Committee is independently chaired and advised.

We have strong working relationships with members and officers of the surrounding local authorities particularly focusing on transport, planning, environment and development. These groups meet formally and informally, sharing information and working together.

A Steering Group that includes representatives of the local community, the Cheshire Wildlife Trust and experts such as Natural England, supervise the management of our extensive rural estate of over 800 acres. They oversee a Landscape and Habitat Management Plan designed to improve the environmental value and appearance of our land, while meeting the needs of farmers, visitors and residents.

The Landscape and Habitat Management Plan area is accessible to local people through a network of public footpaths and bridleways. Access to the countryside is a valuable community resource and it can make a significant difference to people's quality of life. Natural England are promoting the benefits of accessible natural greenspace and we will work to maintain access to our land and to promote the community and recreational benefits.

More details of the Landscape and Habitat Management Plan can be found in our Environment Plan and Land Use Plan.

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We operate a proactive Community Relations programme with a permanently established Outreach Centre in Knutsford Library (every Tuesday from 9.30 – 5pm and on the first Tuesday of the month from 1pm – 8pm). Here, local residents have a chance to meet and discuss issues with airport staff supported by technical data and our computerised aircraft noise and track monitoring system. This is supported by a mobile Outreach programme which regularly visits the towns and villages around us, giving local people the chance to meet us and discuss a wide variety of topics.

We regularly meet Parish Councils that represent communities in the rural areas, particularly to the south and west of the Airport. This gives us a valuable opportunity to talk about detailed local issues as well as broader topics concerning our operation and growth.

Our email Community News is produced throughout the year and is designed to inform our neighbours of news and events of interest. It is sent to all those on our mailing list. Copies of the latest edition are also available to download from our website at www.manchesterairport.co.uk. The Community Relations team are in regular contact with local people and we welcome their comments. Complaints can be made online, by email, through a dedicated 24-hour freephone or by phone to our Community Relations staff.

Dealing with complaints about aircraft activities provides valuable information that helps us in working with airlines, air traffic control and pilots to minimise disturbance and encourage the highest standards of operation. In 2006 we dealt with 2,039 complaints from local people, the vast majority concerning aircraft noise. We provide regular reports to our Consultative Committee on complaints, trends and causes. An annual report is produced and can be found at www.manchesterairport.co.uk.

Stakeholder Dialogue Policies

- C1 We will establish a Community Relations centre providing information and advice for local people and visitors.
- C2 We will respond to 95% of complaints within 5 working days. We will publish an annual report on community matters and our performance

Partner Support and Dialogue

As an active member of Business in the Community we have learnt that businesses cannot exist, or be successful, in isolation from the world around them. We play an active part not only in local life, but also across the City and North West region. Our staff live in the areas around us and we encourage them to get involved in their communities. We support this through our employment policies and working practices.

We have tried to take a leadership role, not just among our partners on site but also in the wider community. We are represented at a senior level on such bodies as the North West Business Leadership Team, the Learning & Skills Council, CBI and Chamber of Commerce. Senior managers sit on the boards of local trusts such as Willow Park Housing, Wythenshawe Forum and Tatton Park Trust. As we implement and further develop our community programme, we will look to work with the voluntary and community sector including the Greater Manchester Centre for Voluntary Organisations, to develop new partnerships and closer working relations.

A regular programme takes business leaders and airport staff into the local communities, to see at first hand some of the issues that they face and the opportunity to develop links and relationships. We have established a

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network of Community Champions across our own business and we are encouraging our service partners to take a similar approach. These Champions are responsible for co-ordinating and delivering a wide programme of community activities with a particular focus on action in Wythenshawe. This is to link into the wider regeneration programme explained in our Master Plan. We work closely with the Wythenshawe Regeneration team and a wide range of community organisations.

Working in The Community

In 2006 staff across the Airport delivered over 2,000 hours of voluntary activity in a co-ordinated programme. In addition, many of our staff serve local communities in their own time as school and college governors, sports coaches, charity volunteers and leaders in youth organisations. The Community Champions programme is part of our core activity and all staff are encouraged to devote a minimum of two days of working time each year to this programme.

There is a particular focus on education, employment and environment. Clean-up days, refurbishing local community centres, collecting for jumble sales and providing practical and expert help to local groups are just some of the projects carried out. This has not only helped make a difference to local people, it has also helped staff with their own personal development, improved morale and encouraged team building.

Our annual Community Champions conference continues to showcase projects carried out in the year and to help raise awareness among airport staff and on-site employers.

Working in the Community Policies

- C3 We will increase the Community Champions programme in terms of numbers and hours spent by 50% by 2011.
- C4 We will expand the coverage of the Community Champions programme to other areas of need beyond Wythenshawe.
- C5 We will develop an airport site-wide network of Community Champions. Our target is to include 20 companies by 2007 and have 50 by 2010.

Education

The Airport is an interesting and an exciting place to visit. We have an Airport Tour Centre that provides educational visits for schools. In 2006 over 20,000 children and students visited the Airport.

A number of our own staff have now been trained to act as Reading & Number mentors. They work in local primary schools to help improve basic levels of literacy and numeracy. These are two crucial areas for improvement. This programme has already had a measurable impact on lifting the reading age of primary school pupils.

We are keen supporters of Young Enterprise, a national programme to help 16 and 17 year old pupils learn about the world of business. A number of airport companies are now providing business advisers to Young Enterprise 'micro' businesses in Greater Manchester and Cheshire. In 2005 we developed the first Young Enterprise 'Masterclass' in the UK that focuses on aviation. We are now offering this programme to schools across Greater Manchester, helping students to learn about setting up and operating an airline.

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We are the lead business in the Wythenshawe EiC (Excellence in Cities) Action Zone, working to raise standards and improve attainment across all Wythenshawe schools. There are now 45 staff who act as governors in local schools. This not only brings valuable skills and expertise to local schools, but also benefits the employee's own personal and career development.

The growth of the Airport represents a huge opportunity for local people and the work force of the future. Raising awareness of the opportunities that exist can help motivate, inspire and raise the aspirations of local children. Exposure to the world of work, our annual Careers Fair, the Alternative Curriculum scheme and a wide range of other programmes has started to make a real difference. For the last 3 years we have funded a programme of specialist science lessons within the National Curriculum, using examples from airport activities to demonstrate scientific principles (such as flight and mechanics). This has been provided to over 2,200 local primary school children. We regularly offer work experience and placements in both operational and office activities to help prepare young people for work.

At the higher level we operate a graduate training programme and work with local universities to provide up to 12 month placements in a variety of professional disciplines.

We also work with, and mentor, local teachers as part of their own personal development and to help strengthen the links between business and education.

Outside the Airport site there are other organisations that have an active education programme and work closely with schools and colleges. These include the National Trust properties at Quarry Bank Mill, Styal and Tatton Park and the Bollin Valley Partnership. We will explore opportunities for us to work together and contribute to wider education and training programmes in the local area

Education Policies

- C6 We will develop closer links and support with key high schools to strengthen the link between education and employment.
- C7 We will develop new programmes with schools focusing on the key skills that are needed for aviation related businesses.
- C8 We will develop a programme linking university study with airport employment opportunities to support local students.
- C9 We will support a specialist School Academy in the local area.

Employment

A particular focus for the Airport Community Network is to help prepare people for work and encourage more local employment. This complements our work on education and is especially targeted at school leavers, the long term unemployed and groups with special needs. Our service partners also recognise the social and economic benefits of increasing local employment in what is an increasingly competitive market. As the Airport grows, so we will need more people with the right skills, expertise and training.

One of the Network's biggest successes to date has been to lead the establishment of the Airport Training Academy based in the Forum in Wythenshawe town centre. The Academy brings together a range of partners, including airport employers, local agencies and Job Centre Plus. Training is provided by City College Manchester, and the programme has now secured a 3 year grant from the European Social Fund. A full time

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coordinator has been appointed to promote and run the scheme and design programmes that are specifically designed to meet the current and future needs of airport employers.

This innovative programme provides short term training courses designed to help the transition from unemployment into work. It covers the basic skills needed for airport employment, including customer service and health and safety. It is then tailored to the needs of particular sectors such as baggage handling, security, catering, hospitality or construction. Over 150 local people have now attended courses and 41 have already started work at the Airport. Challenging targets have been set. Over the next two years we will recruit over 400 learners and achieve 60 Level 1 and 30 Level 2 qualifications.

Work is already underway on establishing a viable long-term business plan for the Airport Academy. We hope to extend its remit to cover wider and more specialist training, with a view to rolling the concept out into other parts of Greater Manchester and Cheshire and expanding the network of colleges and training providers. It is also acting as a pilot project that could be used in other parts of the City Region for different sectors of the economy such as East Manchester with a leisure and sport focus.

Under the Modern Apprentices programme we have provided vocational training across a range of airport trades. Our mentoring work, with the Prince's Trust, helps local people aged between 18 and 30 to start new businesses. We are now giving free access to local community groups to some of our own training courses including computer skills.

We lead the Businesses Working in Wythenshawe Group (BW3). This is a group of local businesses, including major employers such as the NHS, Microsoft and Shell

who are actively supporting the regeneration programme in Wythenshawe. Again, there is a particular focus on education, employment and skills training. BW3 work in close partnership with many other agencies including Manchester Enterprises, YMCA, Wythenshawe Regeneration Team and Jobcentre Plus. Together, a measurable and real difference has been made to local people and the local economy.

Employment Policies

- C10 Our target is to recruit over 400 local people to the Airport Academy courses by the end of 2007.
- C11 We will prepare a long-term business plan to secure the future for the Airport Academy.
- C12 We will work with our partners to establish a centre of excellence for training and development in key aviation skills.

Mitigating the Effects

As well as trying to bring positive benefits to local communities, we are also conscious of the need to compensate and mitigate the effects of the Airport's operation and activity. Aircraft noise remains the biggest concern for local people, along with road traffic, air pollution and the impact of new developments. Our approach to these important issues is set out in our Environment, Ground Transport and Land Use Plans. We have also developed a range of community mitigation schemes including those set out below.

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Sound Insulation Grant Scheme

For over thirty years we have offered grants for sound proofing in those areas most affected by aircraft noise. The scheme is continually reviewed and improved and there are now over 20,000 houses entitled to grants. In the noisiest areas (the Inner Zone) we offer high specification double glazing and other sound proofing work to five rooms in a house. Further away from the Airport, in the Outer Zone, we provide acoustic double-glazing for up to five rooms. A single contractor, operating to defined levels of technical specification, customer service and quality, carries out all work. We regularly monitor performance and the views of local residents. Coverage of the scheme, and its specification, are annually reviewed. In 2005 the scheme was extended into further areas of Knutsford, reflecting the changing pattern and scale of aircraft activity. Details can be obtained from community.relations@manairport.co.uk

Vortex Scheme

Arriving aircraft can create disturbance (or vortices) in the air just before touch down. These can, in certain conditions, lift or dislodge roof tiles. We operate a voluntary Vortex Scheme that provides an immediate assessment and repair service at no cost to the householder. In the higher risk area, any properties suffering vortex damage are included in an annual programme where the property will be re-roofed in a vortex resistance manner to prevent further occurrences. Again, this work is carried out at no cost to the householder and to carefully defined specifications and standards. Since 1995 over 500 houses in Wythenshawe and Heald Green have been re-roofed. Contact community.relations@manairport.co.uk for more information.

Property Relocation Scheme

The Air Transport White Paper encouraged airports to introduce property relocation schemes. These are designed to help residents in the noisiest areas to move house. A scheme was introduced at Manchester in 2005 and is available to around 200 properties, principally in Heald Green and Wythenshawe. These are all the properties in the $69L_{Aeq}$ noise contour. Those householders wishing to move to a quieter area have the costs of the move reimbursed on a scale related to the value of the property. This is designed to cover legal and removal expenses, estate agents fees, stamp duty and land charges. For an average property this currently amounts to around £4,500, which is paid on completion of the sale.

Property Relocation, Sound Insulation Grant, and Vortex Scheme Policies

- C13 We will annually review and further improve our Sound Insulation Grant Scheme
- C14 We will operate a no-cost vortex damage repair and re-roofing scheme.
- C15 We will regularly review our Property Relocation Scheme to ensure that the amount we pay keeps pace with rising costs.

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Community Trust Fund

This registered charity is one of the commitments we entered into as part of the Second Runway development. It provides financial support for local projects designed to bring community, social or environmental benefit. The Fund covers all those areas that suffer from aircraft noise – broadly in a 10 to 15 mile radius of the Airport. It is designed to provide practical and financial help to those who are disturbed by our activities. The Fund receives £150,000 a year from the Airport Company (increased by £50,000 in 2005), plus all money received from our aircraft noise penalty scheme. In addition, we employ a dedicated administrator and cover all the operating costs of the Trust Fund.

Since being formed in 1997, £1.9 million has been given to 665 projects. It focuses principally on small scale, local schemes that can make a real difference to local people and places. Projects that have been supported recently include The Tree of Life in Wythenshawe who received £5,000 towards a new community kitchen, Kowcap in Knutsford where we contributed to a garden project for elderly residents and Mobberley Primary School where £4,600 was contributed to the school playground.

Seven independent trustees, drawn from our Consultative Committee, along with the Airport's Managing Director, run the Trust Fund. The Trustees produce an annual report covering their activities and the grants they have given. This is available from: trust.fund@manairport.co.uk. Details of the Fund, and how to apply are also available from this address or by phoning 0161 489 5281.

Community Trust Fund Policies

C16 We will continue to make a minimum annual contribution of £150,000 to the Community Trust Fund and keep this under review. All money from environmental penalties (including noise) will be donated to the Fund.

Arts Sponsorship

We have been one of the biggest sponsors of the arts in the region for very many years. Each year we devote 1% of our operating profits to this programme. To date, that has provided over £7 million to arts organisations in the North West. We have received national awards for our work. We have tried to lead the way with innovative programmes, supporting every type of art and every size of arts company.

The programme covers local, regional and international activity. We are strong supporters of the Halle Orchestra, Northern Ballet Theatre, Opera North, the Bridgewater Hall and the Royal Exchange Theatre. Our support ranges from regional theatres (Bolton Octagon and Oldham Coliseum) through to international jazz festivals, grass roots poetry festivals and local community art projects.

We are major supporters of the bi-annual Manchester International Festival and aim to promote new commissions. As part of Liverpool's Year of Culture in 2008, we are supporting the Royal Liverpool Philharmonic Orchestra and the Tate Gallery, Liverpool. We are now supporting, with Cheshire County Council and others, a major multi disciplinary arts project at Tatton Park. 'One place' aims to culminate in providing a major iconic feature by international sculptor Andy Goldsworthy within the Park and designed to be visible from the air.

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An arts sponsorship manager operates our programme, which in 2006-7 will support 23 different arts organisations. The work includes promoting the arts among other businesses and, through the media, to the general public. It is also closely linked into our education programme.

We regularly display the work of local artists and schools and host exhibitions in the Airport's passenger terminals. In 2006 we hosted a major exhibition about the Parachute Regiment and their links with the Airport and with Tatton Park. The Airport Archive is also a valuable historic and academic resource, and it is made available for research into our history.

The arts programme is an important part of sustaining and raising the quality of life in the region. It can help regeneration and economic activity and, along with our support for other regional initiatives, help raise the profile of the region and attract national and international visitors.

Arts Sponsorship Policies

- C17 We will provide 1% of pre tax profit to an annual arts sponsorship programme.
- C18 We will devote a further 1% of pre-tax profit in financial and practical support to a wide range of community, sport, social and environmental projects in the region

Chapter 8 - Next Steps



In preparing our Master Plan and this Community Plan we tried to ensure that a wide range of stakeholders had the opportunity to contribute to, and comment on our plans. We are grateful to everybody who took the time to take part in the consultation. We have carefully considered all of the comments that we received and we have made changes to our plans. A report containing details of the consultation process and a summary of the responses received is available separately at www.manchesterairport.co.uk

We intend to keep our Master Plan and this Community Plan under regular review. The Government guidance suggests that airport Master Plans be reviewed and updated every 5 years. We know that the air transport industry is a dynamic and rapidly changing one, so we will regularly review all of our plans to make sure that they remain relevant to our business, our stakeholders and the local community.

This is our first Community Plan and we will continue to develop our links with the communities around the Airport. We intend to work to develop our business in order to establish Manchester and the City Region as ‘world class’, served by a growing, high quality and responsible airport.

The delivery of many of the targets in our Community Plan relies on our key stakeholders. We will continue to work in partnership to achieve our goals. Although the preparation of our Master Plan and the Action Plans is now complete, we will continue to welcome constructive comments and suggestions on how we can develop and deliver our objectives. We will also produce regular reports on our Master Plan progress.

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