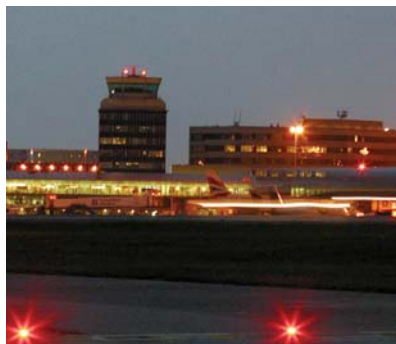




Manchester Airport Master Plan to 2030



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Our vision for Manchester Airport is to be ‘simply better’. This Master Plan sets out our view on how we see our airport business developing over the next 25 years.

Aviation is essential to the UK’s economy and prosperity. Manchester Airport is one of the key drivers of regional growth. The challenge that we face is how to deliver the benefits of aviation, and meet the needs of our customers, in the most responsible way. This Master Plan sets out the main challenges and opportunities and our approach to the Airport’s future development.

For international visitors, Manchester Airport is both their first and last impression of Manchester and the North West of England. It is vital that we develop a quality of facilities that demonstrate a modern and dynamic image of the City and the region. We must make sure that our facilities and services meet the needs of our passengers and airline partners. We also need fast, efficient and safe access to the Airport for our passengers and staff. Surface access plays a crucial role in

spreading the economic benefits to local areas, the Manchester City Region and across the wider North West. We will continue to develop public transport as a crucial aspect of access to the Airport.

The Airport has an impact on the local area. We will continue to be proactive; listening to, and working with, our neighbours. We aim to use our success to bring benefits to all sections of society, working closely with all our partners and stakeholders. We will create more jobs for local people and help them get the skills and training that they need.

We recognise that our future growth depends on the approach we take to deal with the adverse effects of our operations. The way that we manage our resources will become even more important. Corporate responsibility therefore will remain a central consideration in decision-making and business planning.

The Air Transport White Paper clearly set out the Government’s long-term objectives for the UK’s air transport industry and what the Government expected airport operators to do in order to achieve them.

Foreword



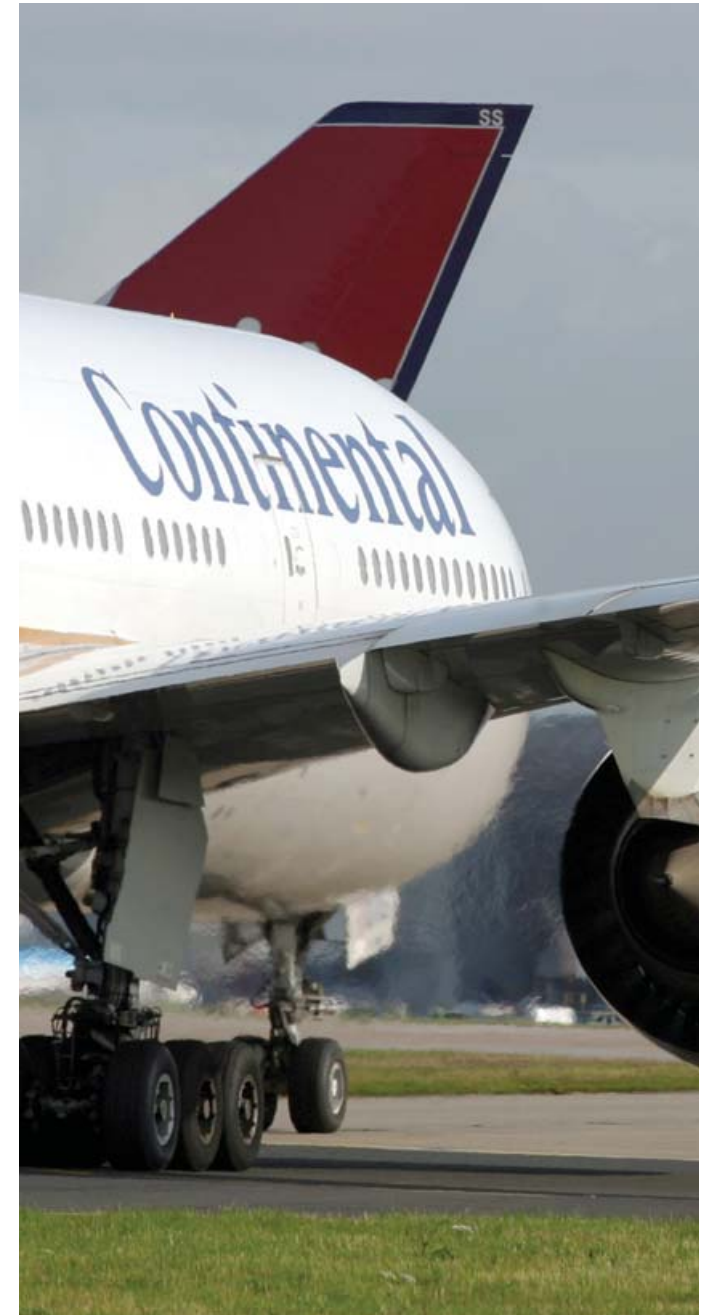
In this Master Plan we have set out the context for the growth and the development of Manchester Airport. We have identified the challenges, the opportunities and the actions that we need to take.

Our Master Plan is challenging and wide-ranging. We have many stakeholders, including our customers, our neighbours, Government, regional agencies, transport providers and businesses across the North of England. They all have different interests and needs.

We are grateful for the comments and suggestions that were made in response to the consultation on our draft Master Plan. In light of the responses, we have made changes to our plans. Our challenge now is to take forward the development of Manchester Airport and deliver the economic and social benefits for Manchester and the UK as a whole.

A handwritten signature in black ink that reads "Geoff Muirhead". The signature is stylized and includes a long horizontal line at the end.

Geoff Muirhead CBE
Group Chief Executive



Introduction



The Government published its national policy for aviation in December 2003. The Air Transport White Paper¹ sets out a strategic framework for the development of the industry for the next 25 years. The Government concluded that air travel was essential to the UK's economy and our continued prosperity. It encourages the growth of regional airports and recognises that Manchester has a particularly important role both regionally and nationally. The Government is also firmly committed to the regeneration of the UK regions and securing a step change in their competitiveness and economic performance. A number of strategy documents are now in place to lead that activity. These are set out in more detail in Chapter 3. A common theme running through all this work is the pivotal role that Manchester Airport has to play to deliver future prosperity.

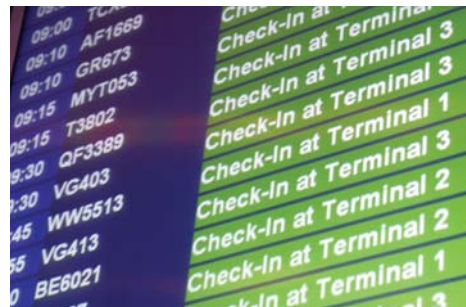
Having set a national policy, the Government then required airport operators to produce Master Plans. They produced guidance about this in 2004². Master Plans are intended to set out the strategic framework for the approach to development and the growth of the airport.

Master Plans do not have a statutory status, but the Government expect them to be taken into account in the preparation of regional and local policies and in the making of planning decisions.

This process is a familiar one at Manchester. Our first Development Strategy was published in 1980 and our Draft Development Strategy to 2015 was prepared in 2003. The draft Master Plan to 2030 was published for public consultation in July 2006. Following the public consultation, we have taken account of the comments that we have received and as a result have made changes to our plans. We will regularly review our Master Plan.

¹ The Future of Air Transport White Paper. DfT. December 2003

² Guidance on the Preparation of Airport Master plans. DfT. July 2004.



Objectives of the Master Plan

In setting out our strategy we aim to:

Translate national policy for aviation into what it means for Manchester.

- Set out the challenges and opportunities for the Airport over the next 25 years and our approach to them.
- Inform the plans and strategies of others, especially regional economic, transport and spatial strategies.
- Provide information on the likely physical development of the Airport site and the land required for that development.
- Provide the basis for discussion with our customers, neighbours, partners and all those with an interest in our activities.
- Provide a framework for managing the positive and negative effects of the Airport's growth and spreading the economic benefits.

Structure of the Master Plan

The starting point for this Master Plan is national policy. We have looked carefully at what this means for Manchester in the light of our own assessment of key business issues. We are committed to sustaining the growth of our business and setting a clear vision for the future.

The structure of this document is firstly to set out our vision, and the strategic context. We then examine the main challenges we face and the opportunities we see. We conclude with our proposed approach to these issues.

That approach is the result of a great deal of research and analysis that has guided us to a preferred strategy. We explain that strategy and expand on the main consequences, whether it is the need for land, our approach to the environment, our contribution to regeneration and economic activity or the way we will manage growth.

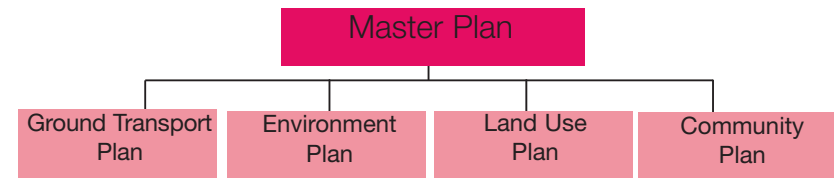
Introduction



Alongside this document we have 4 Action Plans. These deal with land use, the environment, community and transport. They set out in greater detail how we will tackle the many and varied issues that will arise from the growth in our activities. The linkage between this Master Plan and the Action Plans is shown in Figure 1.

Aviation is an industry where change is constant, so we need to keep our plans under review. We will monitor and report our progress and adapt to changes in policy, legislation and the business. We will review our plans at least every 5 years to ensure that they remain relevant and appropriate. We have taken a long-term view, up to 2030, in line with the Government's policy. It is particularly important that we set the framework for the key issues that will influence the Airport's development. These include environment, land and surface access. Our Master Plan will also help inform the long term spatial and transport planning for the area.

Figure 1: Structure of the Plan





Our Vision



Our vision is to be simply better in all that we do, and to be internationally recognised as one of the leading 21st century airports.

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 and mitigating the environmental and social harm caused by our activities.

Manchester is the largest airport outside London and bigger than many European capital city airports. Our success and growth has delivered huge benefits to the regions we serve. A growing network of air

services has provided more direct and frequent links to many parts of the world; meeting the travel needs of local people, be it for leisure or business. Manchester is now one of the leading airports in Europe, frequently recognised for the quality of its services and facilities. Our aim is to be at the leading edge in all that we do as an employer, an airport, a driver of the economy and regeneration and a responsible business.

Growth has generated investment in new and improved facilities and transport links. The Airport is now one of the largest employment sites in the region, providing a livelihood for tens of thousands of North West residents and their families. The companies that supply us, and rely on us for moving people and goods, have grown and prospered and have played a part in the economic regeneration of Manchester and the region. We need a plan to guide the long-term development of the Airport so that we continue to meet the needs of all our customers and partners.



Growth brings challenges, as well as opportunities. Our commitment to sustaining the growth of our business and controlling the environmental impact is clear and unequivocal.

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

Chapter 3 - Strategic Context





Aviation is essential to the UK's economy and continued prosperity. The growth of the Manchester City Region is crucially dependent on the success of Manchester Airport. The challenge is to deliver the benefits of aviation, and meet the needs of our customers, in a way that ensures our long-term sustainability. Our approach must balance and manage all of the impacts of our operation and development.

Air Transport White Paper

In 2003 the Government published the first national policy for aviation in over 30 years. It followed three years of research, consultation and debate. It set out a measured and balanced approach, providing a strategic framework for the development of air travel for the next 30 years. This balanced approach:

- Recognises the importance of air travel to national and regional

economic prosperity and that not providing additional capacity where needed would significantly damage this prosperity.

- Reflects people's desire to travel further and more often by air and take advantage of the affordability of air travel and the opportunities it brings.
- Seeks to reduce and minimise the impact of airports on those who live near by and on the natural environment.
- Ensures that, over time, aviation pays the external costs that its activity imposes on society at large.
- Minimises the need for airport development in new locations by making best use of existing capacity where possible.
- Respects the rights and interests of those affected by airport development.
- Sets a clear direction but is flexible enough to recognise and adapt to changing circumstances.

Strategic Context



Airport growth can help deliver the Government's wider objectives for sustainable communities and raise the economic performance of the English regions. The growth of regional airports is supported because it:

- Drives regional growth and economic development.
- Reduces the pressure on the overcrowded airports of the South East.
- Avoids long surface or air journeys to the South East.
- Aids competitiveness by the movement of goods nationally and internationally.
- Provides passengers with greater choice.

The Government's policy is to encourage growth at regional airports. Air travel has brought major benefits to people's lives and the economy. It provides the rapid access that is vital for modern business and

increased affordability has brought the benefits of foreign travel to many people. This has to be balanced against the environmental impacts, in particular the growing contribution of aircraft emissions to climate change and the significant impact that airports can have on those living nearby.

Airports are a vital part of the national transport infrastructure and work best when well connected to road, rail and other transport networks. Ensuring easy and reliable access to airports, while minimising environmental harm and relieving congestion, are key factors in delivering sustainable growth. Increasing the use of public transport, and managing road traffic are important policy objectives.

The Government expects, and supports, growth at regional airports. This is not unconstrained growth. The Government's forecasts took account of the environmental and social costs that might reduce demand in future. All of the North's airports are expected to grow significantly. Expansion at Manchester provides the greatest regional benefits because it is the international gateway for the whole of northern Britain.



Manchester is the only UK airport, other than Heathrow, to have 2 full-length runways and so has ample runway capacity for the future. The emphasis in the White Paper is on providing additional terminal capacity and exploiting the economic benefits.

The Government believes throughput could reach around 50 million passengers per annum by 2030. As this is the same scale as some of the largest European airports today, it is recognised that stringent measures will be needed to ensure that the number of people affected by noise is minimised and that local air quality standards are met. Significant further work will also be needed to develop a package of surface access improvements.

One of the key tasks for this Master Plan is to define the land required to support future airport activity and to set out a policy framework to guide that growth. Land needs to be allocated to provide safe, efficient and quality facilities for airlines, passengers and the wide range of activities that are needed to support a major international airport. The proposed extensions to the Operational Area are shown in more detail in our Land Use Plan.

Since 1961, the Airport has been in the Green Belt, and so are a number of other civil airports. The terms, and application, of Green Belt policy do not adequately deal with the unique circumstances relating to airport development. The Government recognised that there is no clear view on how to deal with airports and the Green Belt, and would review this issue further and return to it when guidance on Green Belt policy is next reviewed. A number of other airports have had the built up parts taken out of the Green Belt. We consider that it is now appropriate to look at the Green Belt as it applies to Manchester Airport so that it does not become an impediment to capturing the benefits that aviation brings. Suggested alterations to the Green Belt boundary are detailed in our Land Use Plan.

The Northern Way

Growth at Manchester Airport is pivotal to the Northern Way strategy.

The Northern Way is a strategy that was produced for the Government by the 3 Northern Regional Development Agencies in 2004. It sets an ambitious vision:

Strategic Context



“To establish the North of England as an area of exceptional opportunity, combining a world class economy with a superb quality of life”.

The key measure of success is to achieve national UK average GVA³ per head within 25 years. It sets a challenging agenda for faster economic growth in the regions to bridge the gap between the North and other parts of the UK. It does this with a Growth Strategy, that:

- Builds upon the North’s current assets,
- Develops new assets and
- Promotes the 8 City Regions of the North as the building blocks of the northern economy.

Manchester Airport is identified as one of the North’s key strengths, supported by the other regional airports.

The Growth Strategy is critically dependent on the performance of the 8 main City Regions in the North. Between them they house over 90% of the North’s population and more than 90% of its economic activity. Manchester is one of the few cities that is now competitive and successful at a European level – a position that needs to be reinforced and expanded.

Regions only prosper when they are well connected, and world-class transport links are an essential part of gaining a competitive advantage. Manchester is the North’s only major international gateway airport. It not only provides vital transport links, but it is a thriving economic sector in its own right.⁴

The Manchester City Region generates nearly half of the North West’s GVA and is now the largest and fastest growing economic centre outside London. Growth has been driven by knowledge intensive, high valued added sectors such as finance and professional services, creative and media industries, health and bio-sciences. Manchester

³ GVA – Gross Value Added – the output (value added) of a region, measured in £’s.

⁴ For every 1 million air passengers, 3,000 jobs are created nationally, 2,000 regionally and 1,425 in the immediate sub-region.



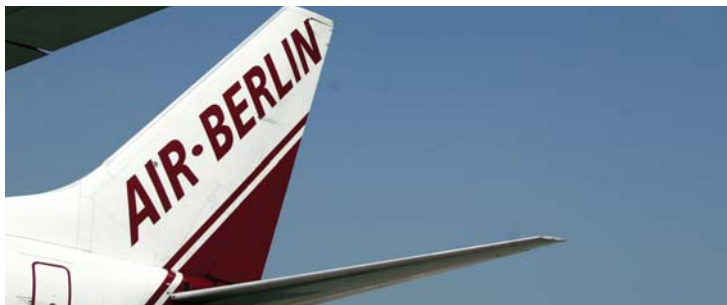
can now attract and sustain major investment in globally competitive sectors. The City Region is the largest centre for financial, professional and legal services outside London and its academic, sporting, cultural and musical achievements are internationally recognised. Inward investment and inbound tourism are inextricably linked to direct international air services. The City Region is leading the economic growth of the North and will continue to do so. Development of Manchester Airport is an essential part of both the Northern Way strategy and the success of the Manchester City Region.

Manchester Airport provides international transport links for City Regions across the whole of the Northern Way area. It is particularly important in supporting economic growth and accessibility in the Liverpool and Central Lancashire City Regions. The Airport is also important to the economy of the Yorkshire and Humber region, including the City Regions of Sheffield, Leeds and Hull in providing global links as an alternative to the airports in the South East. High quality transport links, especially across the Pennines, are important in order to enhance the Airport's accessibility.

There is substantial evidence that airports sustain, create and attract jobs on a large scale. Aviation is vital for many of the sectors of the economy that have the highest growth potential. These include the knowledge industries, logistics networks, high value industries and suppliers of aviation services. Companies are attracted to locate near airports as part of their 'just in time' logistics networks, along with suppliers of airport services. This creates significant opportunities for new industrial and commercial development.

The Northern Way strategy gives particular priority to improving access, with the need for investment and more capacity in the key road and rail routes serving the Airport. It supports the long-term objective to increase the use of rail, and this additional investment is a very high priority for the whole of the North. Businesses serving global markets need easy access to a major international airport. Airport growth can deliver economic and regeneration benefits and there are significant opportunities for new business development in close proximity to capitalise on the Airport's activity.

Strategic Context



The priorities for the Northern Way are to:

- Prepare a Northern Airport Priorities Plan.
- Lobby for additional international air service rights for Manchester Airport.
- Consider use of Route Development Funds to encourage new services.
- Prepare an Airport Access Plan.
- Lobby for investment in the Manchester Rail Hub.
- Ensure Airport master plans identify and facilitate economic development opportunities.

This Master Plan, and our Action Plans, are clearly focused on the delivery of these priorities.

North West Regional Strategy

One of the aims of the White Paper is to provide a national framework for regional policy. In the North West, Regional Planning Guidance

(RPG) was adopted in March 2003⁵. This recognised and supported the role of Manchester Airport as the north of England's key international air gateway. A Regional Spatial Strategy to replace Regional Planning Guidance is being prepared⁶, and this includes the revised Regional Transport Strategy. A new Regional Economic Strategy⁷ was published in 2006. This Master Plan has been prepared to inform these strategies so that the benefits and impacts of airport growth can be properly realised, managed and catered for.

A comprehensive and integrated approach to transport, environmental impact and economic development is a key objective of the new spatial planning system. In turn, the strategic regional policies will provide the framework for detailed planning policy contained in the new style Local Development Frameworks for the areas around the Airport. The linkage between our Master Plan, policy and the planning system is shown in Figure 2.

The draft Regional Spatial Strategy sets out a vision for the North West in 2021. The aim is to see Manchester and Liverpool firmly established

⁵ Regional Planning Guidance for the North West (RPG 13). March 2003

⁶ The North West Plan. Submitted Draft Regional Spatial Strategy for the North West of England. North West Regional Assembly. January 2006.

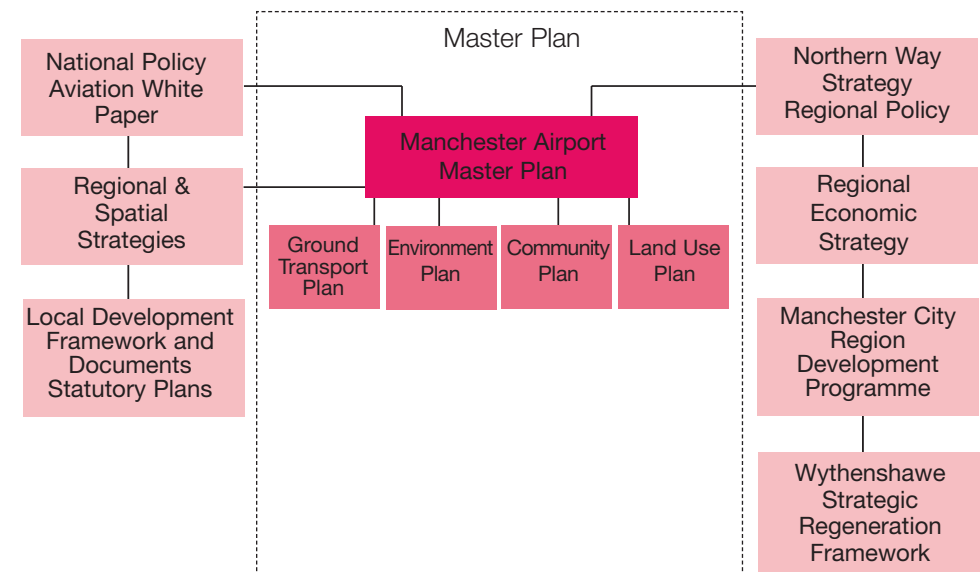
⁷ North West Regional Economic Strategy. North West Development Agency. 2006



as world-class cities. This will be achieved by capitalising on the region's international connections, highly developed service and knowledge sectors and flourishing culture, sport and leisure industries. Manchester Airport is recognised as a world-class asset and a key economic driver for the North of England.

The vision in the Regional Economic Strategy is for the North West to be a dynamic, sustainable international economy. Enhanced international air links bring tourism and improve business competitiveness. Manchester Airport is recognised as a key driver of regional growth in the global economy and one of the priorities in the Strategy is to grow the North West's airports in line with the Government's policy. This will also help deliver the wider growth of the North West economy.

Figure 2: The Policy Framework



Strategic Context



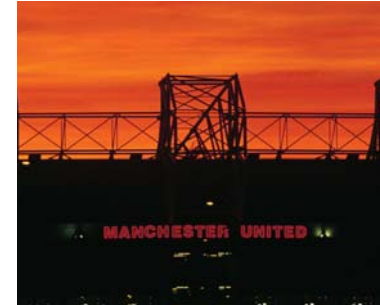
Manchester City Region

In 2005, a City Region Development Programme was developed as part of the Northern Way. It shows how the Manchester City Region can contribute to raising the performance of Northern Britain. The City Region is far more than the city centre. It includes all the surrounding towns of Greater Manchester and much of North East and mid Cheshire that support and rely on the conurbation. It was prepared by a joint public private sector partnership, including all the local authorities and key agencies.

**The vision in the Greater Manchester Strategy is to be by 2025:
“A world class city region at the heart of a thriving North”**

Manchester City Region is already the largest and best performing economy in the North. It has developed the conditions to allow effective and sustainable growth of a diverse economy built around value added and knowledge based activity. The City Region has a range of world-class assets and has a unique opportunity to develop a modern economy built on knowledge. These include:

- Manchester Airport, the largest airport outside the South East and the only intercontinental gateway to the North.
- Manchester Universities; driving Manchester’s position as one of the first science cities and competing internationally for research and teaching.
- A dynamic private sector; being the only UK city outside London in the top 20 European business destinations with rapid recent growth in private sector services.
- A modern economy; which has moved from being the first industrial city in the UK to a radically new economic base built around knowledge, innovation and valued added products.
- A regional media hub; home to the largest and most dynamic independent media sector in the North. The relocation of the BBC to its largest base outside London will transform the sector and drive growth in creative industries and communications.



The City Region Development Plan highlights 6 key areas that will deliver the fastest and most sustainable growth in the sub regional economy and make the greatest contribution to the Northern Way Strategy.

These are:

- Manchester Airport.
- Financial and professional services.
- Life science industries.
- Creative, cultural and media industries.
- Manufacturing.
- Communications.

For each of these key 'accelerators', a series of actions are needed. For Manchester Airport the main policy drivers are:

- Route network development.
- Air traffic rights.

- Develop capacity at the Airport.
- Ground transport linkages.
- Skills and labour availability.
- Stimulating growth in the City Region.

Further, many of the other 'accelerators' are industries that rely heavily on aviation for moving people and goods. Frequent and direct links are crucial for serving international markets and ensuring that Manchester is well connected to other cities across the world. Air services, especially long haul, are crucial to attracting and retaining mobile, high value added inward investment.

In developing capacity, and exploiting the growth of the Airport, the Development Programme highlights the need to create a suitable planning policy framework. This includes:

- Improving the economic and transport links between the Airport and the main business centres of the North.

Strategic Context



- Medium and long-term capacity for freight logistics, commercial and industrial development, hotels and airport services.
- An effective land use framework in the Regional Spatial Strategy.
- A review of Green Belt policy as it applies to the Airport.
- A spatial framework to accommodate growth in airport related activities.

The City Region Development Plan recognises that connectivity is vital to the success of the knowledge economy. The Manchester City Region is at the heart of the northern regions and at the cross roads of two key development and transport axes. These are the north-south axis to Scotland and the Midlands, and the east west axis from Merseyside to the Humber. The relationship between the City Region and the Airport is shown in Figure 3.

The growth of international and knowledge-based business in the Manchester City Region will complement and fuel demand for international air services and route development, especially for business markets. This will enhance the Manchester City Region's position as an international centre for the knowledge economy.

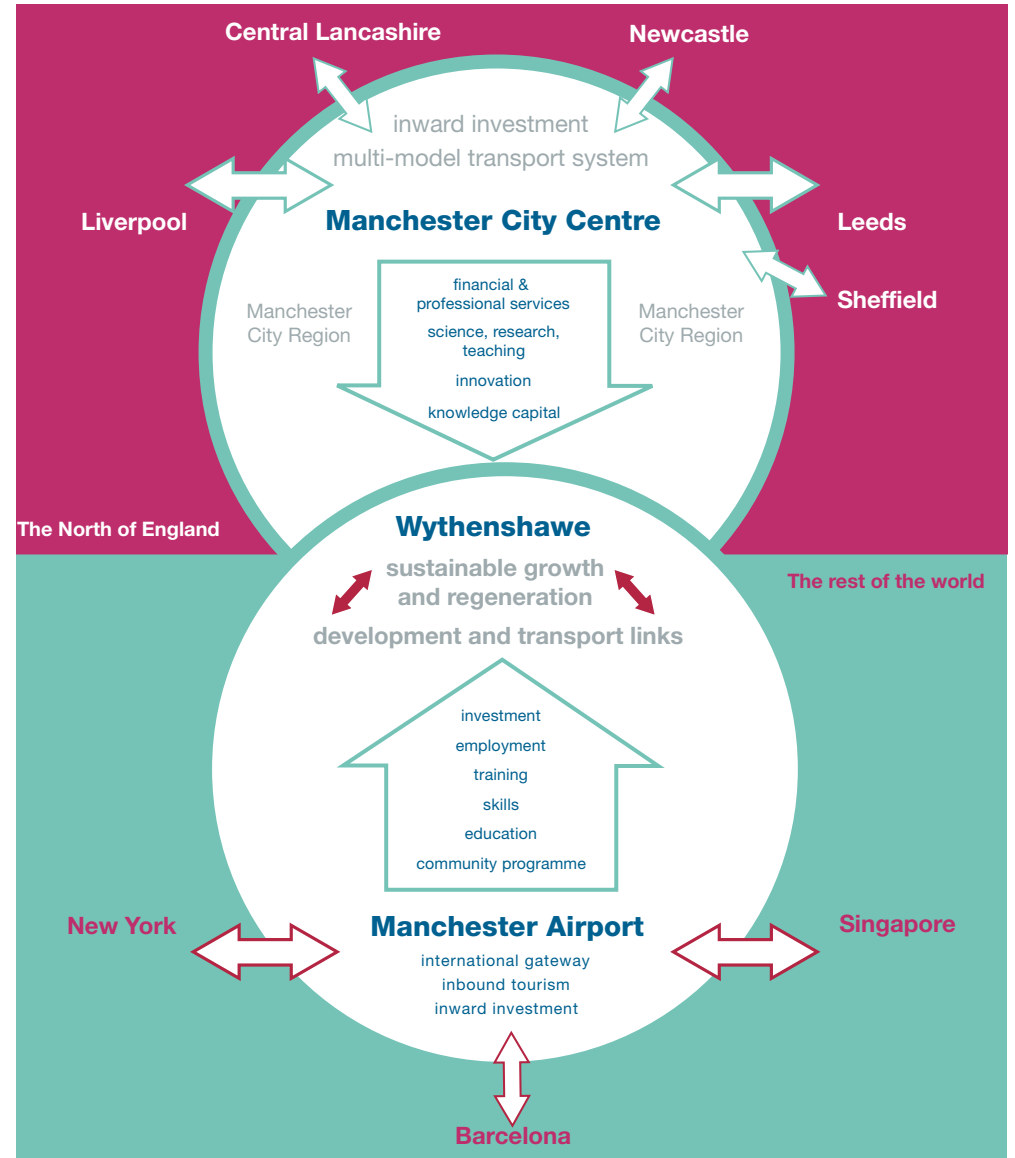
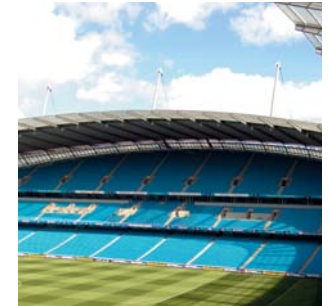
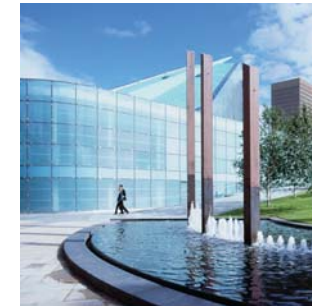


Figure 3: Manchester Airport and City Region Linkages



The City Region has a multi modal transport system that connects with other cities, regions and countries. Manchester Airport is a key asset and its expansion, and ability to attract additional international flights, is crucial to the City Region's development. The motorway, rail and tram networks are augmented by the development of broadband infrastructure. However, success requires improvements in capacity, efficiency, affordability and accessibility and a significant shift from private to public transport. This is to tackle the growing problems of congestion and pollution and avoid stifling economic growth. The Airport's growth can attract inward investment, but a key challenge is to improve surface access to maximise the benefits. The City Region Development Plan's transport priorities are:

- Capacity improvements to the Manchester hub rail system.
- Improvements to the Transpennine rail network.
- Delivery of Phase 3 of the Manchester Metrolink (includes the Airport link).
- Improvements to surface access to Manchester Airport.

On the key economic measures, Cheshire and Warrington is also an economically successful sub region, containing an eighth of the region's population but contributing a sixth of its economic output. The sub-region plays a unique role in the North West, being a world-class location for business with a high quality of life. The strategy is to strengthen this position by expanding the knowledge economy, managing and spreading success, building on its distinctiveness and capitalising on its excellent transport connections. The area of North East Cheshire particularly the Borough of Macclesfield close to the Airport, is one of 7 areas of opportunity, with a concentration of highly skilled residents, businesses and major knowledge based firms in particular a strong bio-technology and pharmaceutical sector. Manchester Airport is seen as an important economic motor, which brings benefits to Cheshire residents and vital links to the major businesses and knowledge industries of the area. The sub region also contains major national and international tourism destinations including Chester and several National Trust properties including Tatton Park and Quarry Bank Mill. These are some of the strongest tourist brands in the North West and are a vital part of the vibrant visitor economy.

Strategic Context



Wythenshawe Strategic Regeneration Framework

Growth and opportunity in Manchester's garden city

In 2004 a Strategic Regeneration Framework was produced for the Wythenshawe area of Manchester. This is the largest community in south Manchester and the Airport lies within its boundaries. It is an area with huge economic and social challenges but also one with great potential.

The Framework sets a Vision of Wythenshawe as Manchester's garden city, reflecting its garden suburb origins and its potential role as a major economic growth area. The Framework is a coordinated economic, social and physical plan designed to improve quality of life, job creation, better quality facilities and revitalised neighbourhoods.

Its major theme is to capitalise on its economic assets, with the growth of the Airport at its heart. One of the key regeneration challenges is to ensure that Wythenshawe people and businesses can effectively compete in the labour market through improved education, skills and training. The aim is to make Wythenshawe the location of choice for investors and employers with a portfolio of suitable sites and premises,

especially those linked to aviation. In turn, this economic growth will encourage improvements in the employment and property markets, stimulate investment in the town centre and support improvements in the landscape, parks and open spaces which are such a distinctive feature of the community. Of the 4 key themes in the Strategic Regeneration Framework, the Airport is a significant factor in at least 3 of the areas that are seen as drivers for new employment and investment opportunities.

While sitting astride the M56 motorway, and adjacent to the Airport, Wythenshawe suffers from poor public transport connections both north-south and east-west. Its only access to the rail network is at the Airport and the planned extension to the Metrolink system has still to be delivered. Yet it has areas ripe for development and redevelopment, a huge potential workforce and extensive residential areas in a well-treed garden setting. This represents a significant opportunity for sustainable growth and investment with the Airport as a unique catalyst.

Airport growth will require an ever-increasing workforce and the right mix of skills and abilities across the diverse range of airport activities. Staff are needed at all levels, from entry level to highly qualified jobs; male



and female; seasonal and full time. Raising education and skills levels in the community is a major theme in the Regeneration Framework and the 2005–08 Delivery Plan. Along with our partners, we are playing an increasingly important role in supporting and delivering these changes, through initiatives such as the Airport Academy and the Airport Community Network. More details can be found in our Community Plan.

The spatial strategy is to develop sustainable communities in 2 strong development corridors in west and east Wythenshawe that meet at the Airport. These corridors will be the focus for investment supported by improved transport links. In turn this strengthens the transport links between the Airport and the rest of Wythenshawe helping to spread economic activity and improve accessibility to jobs and services for local people. Improved links between the town centre and the Airport are a key part of the regeneration strategy, as the town centre is also a major focus for investment and development. Metrolink lies at the heart of the transportation strategy; linking the city centre, Wythenshawe town centre and the Airport with a fast and reliable public transport service.

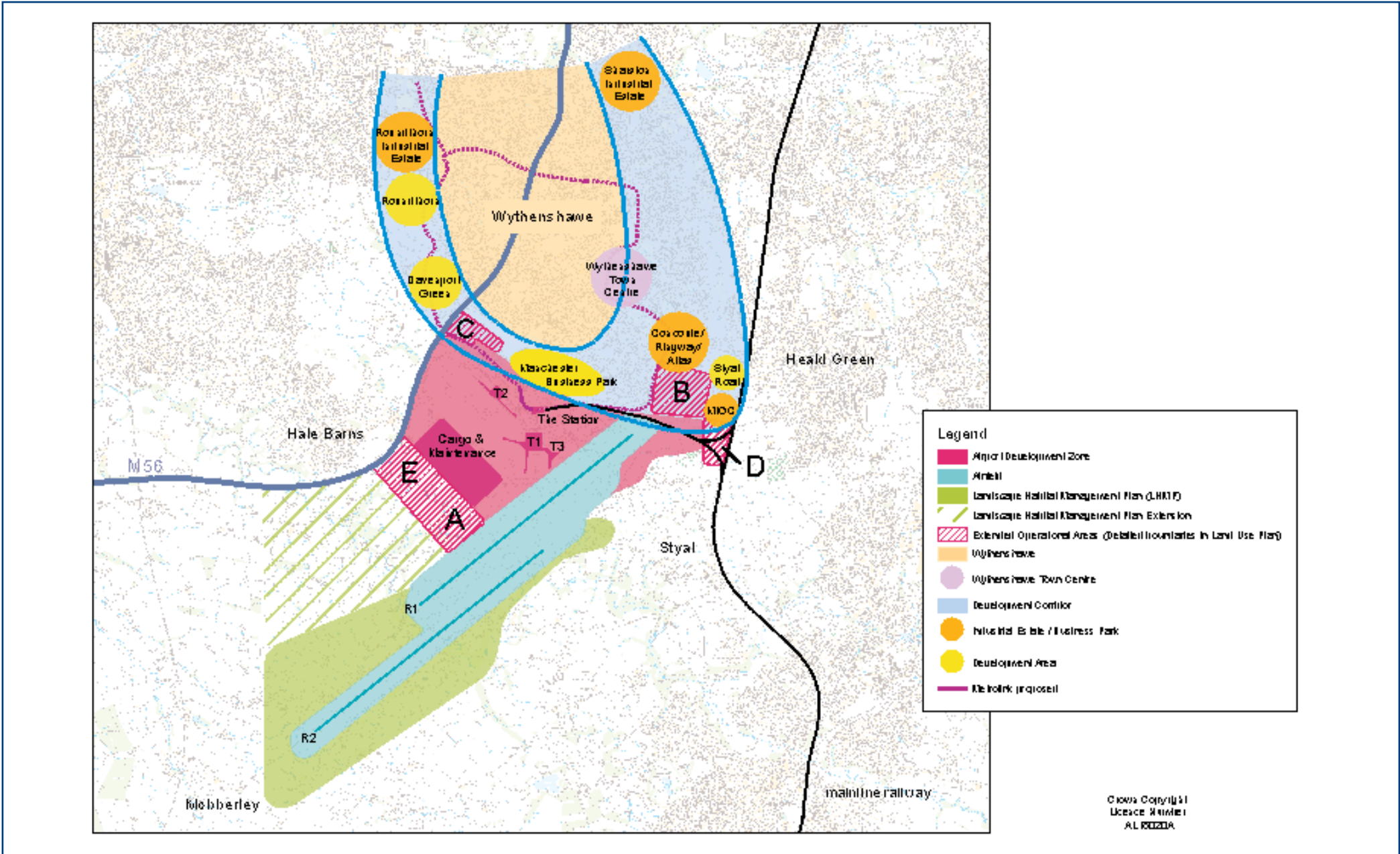
The spatial plan has the Airport as a focal point of a necklace of investment and development opportunities spreading throughout Wythenshawe. The largest land allocation is at the Airport where a new

Operational Area needs to be defined. This will provide a long-term reservoir of land, to accommodate activity up to 2030. This Operational Area will be supported by the development of land in other parts of Wythenshawe where activities can be located. Improved transport links between these sites and the Airport will be crucial to their successful operation and development. We will work with key partners, such as developers, landowners and Manchester City Council to promote regeneration and economic opportunities in areas that are close to the Airport. This will help Wythenshawe capture some of the commercial development that is attracted by the Airport. The relationship between the Airport and Wythenshawe is shown in Figure 4.

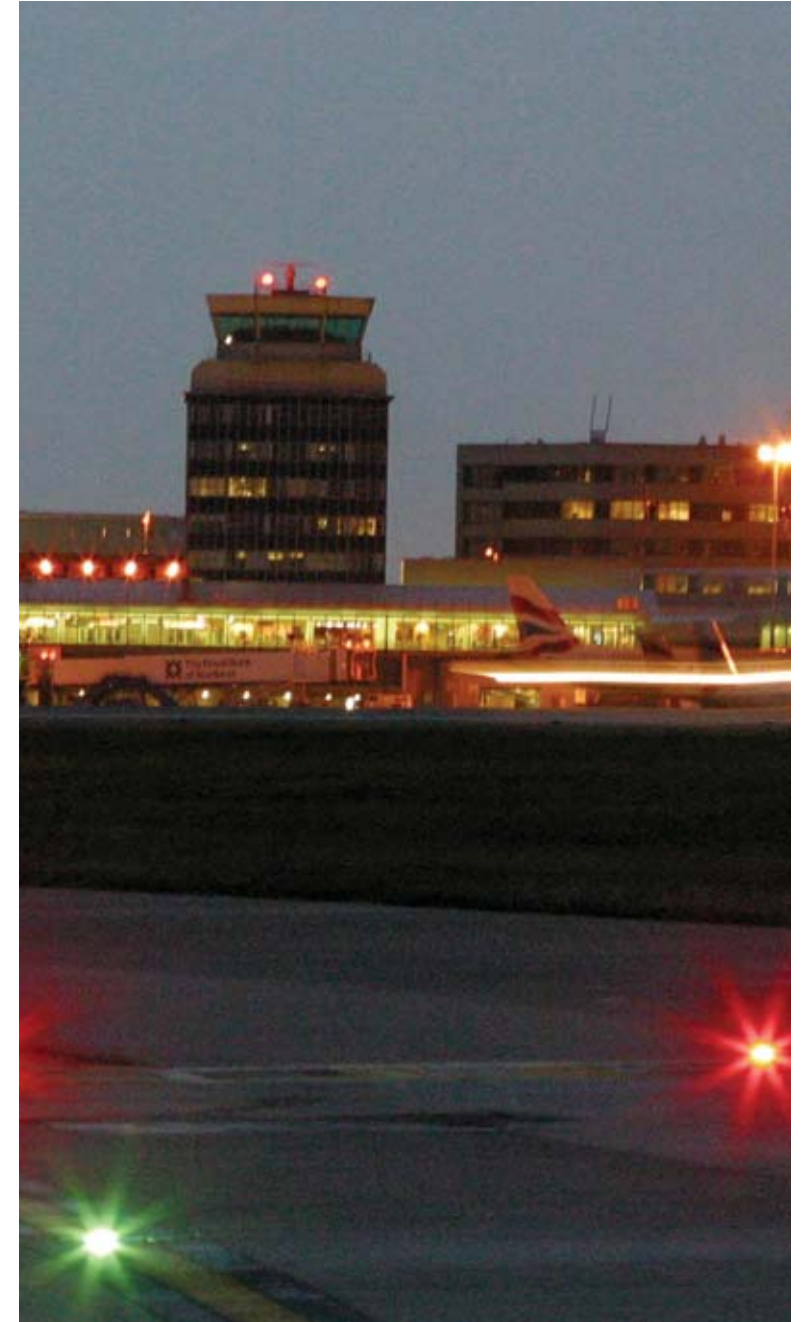
Logistics has been identified as a major new opportunity for Wythenshawe; handling not just air freight but also supporting other sectors of the economy and significantly improving the competitive position of Greater Manchester through high quality, integrated delivery and handling services. We will work with Manchester City Council to identify suitable sites located within 1-2 miles of the Airport for this activity. We will initially focus on the development corridors identified within the Wythenshawe Strategic Regeneration Framework.

Strategic Context

Figure 4: Airport Site and Development Corridor



Chapter 4 - Manchester Airport



Manchester Airport



Manchester is the largest airport in the UK outside the South East and it is one of the major European airports.

The Airport first opened at Ringway in 1938 and in its first 14 months of operation, handled 7,600 passengers. A range of developments took place in the 1950's including the extension to the main runway and the introduction of 24-hour operations. Terminal 1 opened in 1962 and Manchester was the first airport in Europe to have piers. Further growth and development took place in the 1970's and 1980's and by the time of its Golden Jubilee, the Airport was handling 9.5 million passengers a year.

In 1993, Terminal 2 and the Airport Rail Station were opened and in 1997 the Second Runway plans were approved and construction work started. A £17million programme of environmental work was put in place to mitigate the impact of the runway on the countryside and local communities.

The Second Runway opened in 2001, and passenger numbers soon passed 20 million. Later that year, the Airport Company completed the purchase of East Midlands and Bournemouth airports, joining Manchester and Humberside in the Manchester Airports Group. The Group is now the second largest airport operator in the UK.

In 2006, the Airport handled over 22 million passengers travelling on around 226,000 aircraft movements. Over 100 airlines now serve over 200 destinations worldwide. The Airport is one of the UK's major cargo airports, handling 151,000 tonnes of cargo in 2006.

The Airport serves a wide catchment area. For some flights, passengers are drawn from across the north of Britain although the Airport draws 57% of its passengers from the North West. There are now three passenger terminals, and two runways. The World Freight Terminal has been steadily expanded and an aircraft maintenance village has developed, along with a range of other support facilities.



The Airport is a significant public transport hub and a key destination on the UK rail network. All public transport operations are integrated in a single complex at the centre of the site. The Airport has always benefited from quick and convenient road access. This is due to its central location and the direct link to the M56 and the national motorway network.

Detailed forecasts have been undertaken of the future growth in air traffic at the Airport. These have been prepared by the Department for Transport, as part of the work on the Future of Air Transport White Paper. We have also prepared our own forecasts as part of our business planning process and the Master Plan review. The forecasts for Manchester suggest that by 2015, the Airport could be handling some 38 million passengers a year, and that this could rise to around 50 million by 2030. We broadly agree with the forecasts in the Future of Air Transport White Paper.

Aircraft movements are forecast to grow to 353,000 by 2015, and cargo throughput is forecast to grow to approximately 250,000 tonnes by 2015. Further detail can be found in the Land Use Plan.

Chapter 5 - Challenges & Opportunities



Challenges & Opportunities



The growth of the Airport is a massive opportunity; crucial to the well-being and prosperity of the regions we serve. But we know that it must take place in a sustainable way.

All of the evidence shows that huge benefits will flow to the North West as a result of aviation growth. Over 22 million passengers a year use the Airport, and there are over 310 companies on site, employing over 19,000 people. In 2004, the Airport was estimated to contribute £1.7 billion of economic impact nationally, supporting over 35,000 jobs in the North West.

But delivering these benefits needs to take place in a wider framework, reflecting our shareholder's commitment to responsible and sustainable development. There must be sustained action and a specific focus on environmental issues to ensure that growth and its benefits are not constrained. Our growth must be in the context of a balanced, and inclusive, understanding of the impacts. These then need to be managed so as to deliver maximum benefit and minimum harm.

So, the future brings both challenges and opportunities.

The challenges arise from:

- The growing demand for travel, especially as prosperity improves.
- Managing the impact on local people, heritage and the environment.
- Climate change caused by emissions of greenhouse gases.
- Maintaining accessibility in the light of increasing congestion.

The opportunities arise from:

- Extending our network of direct services.
- Reducing social exclusion.
- Avoiding the need to travel unnecessarily to the London airports.

Challenges & Opportunities



- Growing investment in our transport networks, facilities and logistics.
- Increasing economic activity; stimulating investment, regeneration and development.

If we are to deliver on our commitment to growing our business in a sustainable way, we need to tackle these challenges and realise the opportunities. In the light of this we have highlighted a number of key issues that have informed and underpin our strategy. These were not challenged in the consultation process.

Our Strategy is to...

Capitalise on the economic activity that is generated from airport growth by:

- Aligning our Master Plan with regional, spatial and transport strategies and the Local Development Frameworks.
- Creating sites for inward investment and logistics
- Allocating and developing land for airport related uses
- Using our supply chain and reviewing how we procure our goods and services.

Provide an appropriate reservoir of land to support growth and capitalise on economic activity by:

- Developing policies to ensure the most efficient use of land
- Setting targets for land efficiency.



- Defining a suitable Operational Area to 2030 in our Land Use Plan and only allowing appropriate airport development within it.
- Developing a logistics hub to support the Airport.
- Promoting a review of Green Belt policy as it applies to the Airport.
- Reserving land for airport related activities and logistics.
- Providing 'Satellite' facilities in the wider region.

Tackle the major environmental issues of climate change, noise, and air quality by:

- Taking action and influencing airlines and service partners to reduce carbon emissions from the Airport site and become carbon neutral.
- Placing environmental considerations at the heart of our business planning process.
- Improving our operations and management.
- Encouraging airlines to use the quietest and least polluting aircraft.

- Mitigating the effects of development on landscape and nature conservation interests
- Reducing energy consumption
- Increasing the use of public transport and managing road traffic impact.
- Supporting and promoting access to the countryside and accessible local greenspace

Support the regeneration of local communities by:

- Investing and developing opportunities to create jobs.
- Getting actively involved in community programmes.
- Helping to raise educational standards.
- Equipping local people with the right skills.
- Improving our transport links.
- Developing an Airport Academy to improve local recruitment and training.

Challenges & Opportunities



Support local communities affected by airport operations by:

- Developing a proactive community relations programme.
- Improving the soundproofing and vortex damage schemes.
- Maintaining the Community Trust Fund for local schemes.

Improve the accessibility of the Airport, managing road traffic and developing as a key transport hub by:

- Increasing the capacity of the rail network.
- Expanding air, bus, coach and rail services.
- Contributing towards necessary road improvements.
- Implementing an integrated plan for surface access.
- Managing staff and passenger car parking as part of an integrated Ground Transport Plan.

- Setting clear regional priorities for investment and use of the transport system.
- Expanding local cycle and footpath networks.

Remove the barriers to growth and expanding the network of services by:

- Lobbying the Government to liberalise access to more destinations and allow more services.
- Marketing key business and trade routes.
- Linking with strategic route development across the Northern airports.
- Working with partners such as Marketing Manchester and Visit Cheshire to promote overseas trade and business links to key long haul markets.

Chapter 6 - Sustainable Development



Sustainable Development



Airports bring major benefits to the areas that they serve, providing direct employment, economic prosperity and global transport links. At a local level, sustainable development means maximising the benefits that arise from the Airport's development and minimising the costs.

Context

We are committed to the sustainable development of our business. We will seek to contribute to sustainability in its widest sense, taking account of the economic and social impact of the Airport to regeneration and job creation, as well as our commitments to mitigate the harm to the local area. Sustainability will be a key factor in shaping our future. Growth must take place in the context of a balanced and inclusive understanding of the Airport's impact. Sustainable growth is a key element of corporate responsibility and being a good corporate citizen. We will continue to promote our approach to corporate

responsibility across the Airport site and in the wider area.

First class transport infrastructure is crucial to the economic vitality of the North West and its future competitiveness. The Airport provides essential international links as well as being a major contributor to regional growth and prosperity. However, alongside these benefits, the Airport has an environmental and social impact on the local area and the communities around the site.

There is a greater understanding and a wider scientific consensus on the effects of human activity on the global climate. This has been informed by recent scientific and economic studies including the Stern Review. This major piece of work sets out that climate change could have serious impacts on growth and development, but that there is still time to avoid the worst effects, if strong action is taken now. This does not mean choosing between tackling climate change and economic growth. It means introducing economic measures and developing new technologies.



To meet the North West region's strategic objectives, it is important that a far-reaching, innovative and integrated approach is taken to the growth and development of the business. This must apply across the whole of the site and across all of our business activity. Our over-riding principle is to take an integrated approach. We do not seek to simply trade off the benefits and the costs, but to maximise the social and economic benefits of our activity whilst working as far as we can to minimise and mitigate the environmental and social harm. This fits firmly within our approach to corporate responsibility. We are long standing members of Business in the Community and have developed a wide range of programmes as part of our approach to being a good corporate citizen.

The Government have set a clear direction for sustainable development in its strategy for the UK . This strategy follows 5 key principles⁸:

- Living within environmental limits.
- Ensuring a strong, healthy and just society.

- Achieving a sustainable economy.
- Promoting good governance.
- Using sound science responsibly.

The Sustainable Development Strategy for the UK includes several priority areas. These are:

- Sustainable Consumption and Production. This is about achieving more with less, looking at how goods and services are produced along with their impacts across the whole life-cycle. This also involves reducing the inefficient use of resources and helping to boost overall business competitiveness.
- Climate Change and Energy. Scientific evidence is showing the climatic effects of increasing levels of greenhouse gases in the atmosphere. We will work to secure a profound change in the way that we generate and use energy.

⁸ Securing the Future. DEFRA. 2005

Sustainable Development



- Natural Resource Protection and Environmental Enhancement. We need a better understanding of environmental limits, environmental enhancement and environmental recovery.
- Sustainable Communities that embody the principles of sustainable development at a local level. This involves giving communities more say in the decisions that affect them and working in partnership at the right level to get things done.

This approach has shaped our plans and it will have a significant influence on the growth and direction of our business. In addition to national policy, the North West Action for Sustainability⁹ seeks to incorporate the principles of sustainable development within regional strategies and activity across the North West. The overall approach to sustainable development is set in our document 'Our Vision for Sustainability'.

⁹ Action for Sustainability, North West Regional Assembly, 2003.

In operating our business we strive to operate to the highest standards in all that we do. Our core values are:

- We will value, empower and invest in our colleagues to enable them to deliver their best.
- Our passion is service. We will anticipate our customers' needs and deliver service that will delight our customers.
- Creativity is the key to business success and we will continuously challenge the status quo, simplifying processes and doing things differently.
- 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.
- 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.



Our Sustainability Objectives are to:

- Operate a sustainable and responsible business. This lies at the heart of our culture and decision-making.
- Minimise pollution arising from our growth and operation.
- Seek to protect existing environmental and cultural assets from the effects of our operation and growth.
- Capitalise on, and champion the social benefits of our business success, whilst minimising the adverse social impacts arising from our operation and development.
- Exploit the profitable growth of our business in a manner that brings sustainable economic, financial and social benefits to the North West.

- Develop a leading edge position as a responsible and sustainable business.
- Work with our business partners to deliver sustainable economic growth and improved environmental performance.
- Incorporate sustainable principles into any new buildings.
- Operate to the highest standards of safety and security.

Actions

We published 'Our Vision for Sustainability' in 1999. This established a framework that links all of our activities and creates a coherent and consistent focus for our staff, neighbours and business partners. We will review our Sustainability Strategy to ensure that it is in line with

Sustainable Development



national and regional strategy and that it continues to meet our business aims.

We will benchmark our performance against other airports and continue to contribute to the sustainable development of the air transport industry at a national, regional and local level. We will support and contribute to the work of the Sustainable Aviation Coalition. This is a group made up of all sectors of the UK air transport industry that is collectively working on a comprehensive agenda to guide the sustainable growth of the industry. Our approach to managing the impact of our activity is set out in our Environment Plan and in our Community Plan.

For over 15 years we have supported leading edge research in aviation and the environment at Manchester Metropolitan University. The Centre for Air Transport and the Environment is now an internationally recognised centre of excellence in this field. We will continue to work with leading scientists and this will be used in the development of our future plans.

We will review the design and specification of our buildings and construction works to reduce energy consumption and waste generation and we will incorporate best practice standards.

We will maintain a safe and secure airport operation and we are committed to the health, safety and welfare of our staff, passengers, customers and neighbours.



Strategy to 2030



This section sets out in greater detail our approach to the key challenges we face. For each topic we first set the context, generally the position as it is today. We then set out our objectives and the key actions that we believe are necessary.

Key Issues

- Air Services
- Economic Activity
- Land Use
- Facilities
- Surface Access
- Environmental Protection
- Community Impact

Air Services

High quality international links are essential for the North West to be competitive within the global economy and a multi-cultural society. Accessibility is one of the North West's key strengths. Air travel is essential for business and Manchester Airport provides connections across the globe for business and for leisure. We will continue to develop our business to meet the needs of the communities that we serve.

Context

Prosperity brings with it a greater demand to travel. Air travel, for both business and for leisure, is now a common experience. Its increasing affordability has opened up new destinations, expanded opportunities and raised people's expectations. Our aim is to remain the largest



airport for scheduled services in Northern Britain. This growth will enable the Airport to benefit the wider economy and enhance the overall competitiveness of the North West.

Manchester is the major international gateway for the whole of Northern England, North Wales, and parts of the Midlands. The development of scheduled services, especially to long-haul destinations, is a significant opportunity; one that sets us apart from all other UK regional airports. By providing direct links, passengers and freight avoid having to make surface journeys or flights to London or European airports. In turn, this saves time and emissions, makes the regions more accessible and helps relieve pressure on the congested infrastructure of the South East and their airports.

Air transport is a dynamic business, and airlines and airports are undergoing a radical change. This is, in part, driven by the continued growth of 'no frills' or 'low cost' carriers. These airlines, such as Ryanair, easyJet, Jet2.com and bmibaby have triggered a new approach from the traditional scheduled and charter airlines such as

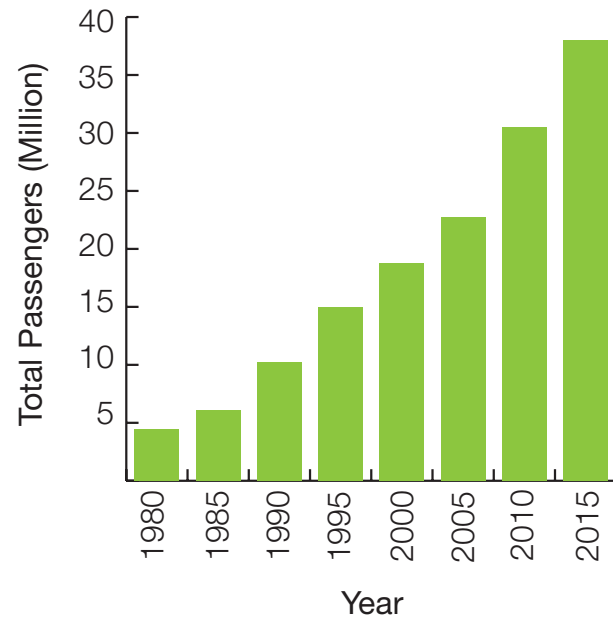
British Airways and Thomas Cook, as they seek to compete with the 'low cost' challenge.

Air freight at Manchester is carried mainly in the belly holds of passenger aircraft and greatly adds to the viability of the route network, especially long haul services. There are also a number of dedicated freight services to key overseas markets in the US and Far East. There is an opportunity to further expand the freight forwarding and logistics facilities that are important to the movement of goods for the developing knowledge based industries.

Strategy to 2030



Passenger Throughput Graph



We have assessed the likely scale of airline activity at Manchester in the light of the changing trends across the industry. In the period up to 2015 we expect there will be:

- An overall increase in demand for air travel of between 4 – 6% per annum.
- Continued growth in the ‘no frills’ market.
- Further expansion of the long haul route network.
- Consolidation of airlines in to major alliance groupings.
- A transfer of some UK domestic travel from air to rail

The Air Transport White Paper included forecasts of activity at Manchester. We broadly agree with the conclusions in the White Paper and expect to be handling between 37 and 39 million passengers annually by 2015 and in the region of 50 million passengers per year by 2030. We expect to see an increasing proportion of scheduled services. This is because, as the Airport grows, there will be greater opportunities for direct travel rather than via London or the major European hubs.



Our Air Services Objectives

To fully serve the air transport needs of the North West, we intend to:

- Grow the volume, and our market share, of international scheduled traffic.
- Develop additional long-haul services to key business and leisure markets (to Asia, the US and Africa).
- Encourage the development of ‘no frills’ services.
- Improve efficiency by making better use of capacity through the day.
- Promote air, rail and coach feeder services to encourage transfer traffic from international and UK

regional domestic points as an alternative to Heathrow or Gatwick.

- Maintain our market share of international charter traffic.
- Offer more direct services for freight.

Actions

We will grow our business by working with our airline partners to expand their services at Manchester. We will work with the airlines to ensure that our aeronautical charges are competitive and that our facilities meet their needs.

We will work with the Government to remove the restrictions on access to the UK regions that are imposed through bilateral air service agreements. In particular we will lobby for the granting of 5th Freedom

Strategy to 2030



traffic rights that will enable non-UK carriers to develop services through Manchester to 3rd party destinations. This is important for the expansion of the Airport's network of long haul services.

We want to make Manchester the airport of choice for our airline partners in the development of their business. This will bring benefits not just to the Airport but will serve and benefit the wider regional economy.

We will continue to work with our airline partners and the cargo and logistics operators to develop our cargo network and expand our cargo business, including additional handling facilities. We will review sites in consultation with Manchester City Council, for a freight forwarding and logistics hub within the development corridors identified in the Wythenshawe Strategic Regeneration Framework, including expanding the existing Roundthorn Industrial Estate on land to the south.



Economic Activity

Aviation is one of the key drivers of regional economic growth. We need to fully exploit that opportunity through encouraging economic development and targeting economic activity to areas of greatest need. We will create more jobs for local people and help them get the skills and training that they need. We are a key part of the Wythenshawe Strategic Regeneration Framework Delivery Plan.

Context

There is a very close connection between the economic prosperity of Greater Manchester and the North West and the success of Manchester Airport. Chapter 3 has highlighted the crucial role for aviation in delivering the wider vision for the region and its cities. The Airport is a key driver of regional economic growth¹⁰.

¹⁰ Regional Economic Strategy 2006. North West Development Agency.

¹¹ The Economic and Social Impact of the Manchester Airport Group Airports. York Aviation June 2006

There are now over 19,000 people employed on site, in 310 companies. Airlines and handling agents are the largest category and account for over 40% of jobs. Support activities, such as flight catering, aircraft maintenance and cargo are also significant sources of employment. Looking ahead, it is clear that there will be significant growth in employment. A focus on efficiency and technology may reduce the ratio of jobs per passenger. But, by 2015 we still estimate that there will be around 26,000 jobs on the airport site itself, ensuring it remains one of the most important employment sites in the North West¹¹.

Airport related employment is not just confined to on-site jobs. In 2005 it was estimated that there were a further 23,000 jobs outside the site in the North West, that were in some way dependent on the Airport and its activity. These jobs include airlines, freight forwarders and suppliers of goods and services to the Airport as well as jobs in the tourism and leisure industries. These jobs are spread across South Manchester and Cheshire, including the Boroughs of Stockport, Trafford, Warrington and Macclesfield. It is vital that we capitalise on the employment opportunities that the growth of the Airport brings. By 2015

Strategy to 2030



we estimate that there will be some 60,000 jobs in the North West that are either directly or indirectly related to the operation of the Airport.

The visitor economy is important to the North West. The region attracts around 18 million visitors every year, contributing almost £3 billion to the regional economy. This helps balance the flow of UK visitors to overseas destinations. The visitor economy is a major employer in the North West, with around 10% of the population employed in a job that is related to tourism. Access to an international airport is important in attracting overseas visitors.

More locally, there are key economic and employment challenges in Wythenshawe. It is an area with a declining population. It has an economic activity rate that is below regional and national averages and many neighbourhoods with high levels of deprivation. The Airport is by far the largest economic engine in Wythenshawe and the southern half of the sub-region. The regeneration strategy for the area is built upon the future growth of the Airport. Currently, around 5,000 Wythenshawe residents work at the Airport; plus more in local businesses involved with aviation. We want that figure to grow, and create new

opportunities for local people and local business. But we know that our future success will rely on people having the right skills and knowledge. This means working with local schools and colleges, and extending our training and employment initiatives.

The Wythenshawe Strategic Regeneration Framework and the Delivery Plan rely on more airport activity being attracted to the area and supporting the development on the main airport site. Sufficient land, in the right place and better transport links within and beyond Wythenshawe are crucial to achieving this aim. The Northern Way strategy promotes new opportunities for industrial and commercial development in close proximity to the Airport and suggests a new definition of 'airport related uses'. Our Land Use Plan includes a list of those types of development that we consider to be appropriate within the Airport's Operational Area. We have sought to realise this potential with our land allocation for freight and logistics activities. In the wider City Region, there are other areas of need and further opportunities for economic development, not only in aviation but also in those growing sectors of the economy that rely on air transport for moving people and



goods. This may be expansion of existing companies, or attracting new investment, capitalising on proximity to the Airport.

Manchester's success as a global city is heavily dependant on its connections to overseas cities and markets.

Our Economic Objectives are to:

- Work closely with all of our partners to exploit new economic and employment opportunities and ensure that Greater Manchester and Cheshire, as well as the wider region, is able to capitalise on the benefits that the Airport brings.
- We will seek to increase GVA generated by the Airport to £2.3bn by 2030.
- Support a range of education and training programmes that equip local people with the skills necessary to grow the airport business.

- Play our part in delivering the Wythenshawe Strategic Regeneration Framework and other economic objectives in the town centre and areas around the Airport.
- Bring forward development and investment opportunities, either ourselves or with others, that increase economic activity.
- Use our profile and brand to support inward investment, tourism and initiatives that enhance the prosperity of Northern Britain.

Actions

We will contribute to regional sustainability and economic initiatives. Manchester Airport is a national and a regional asset. This offers us a status and a platform to use our voice. We will also use our profile and brand to help attract new business, investment and visitors so enhancing the prosperity of Northern Britain.

Strategy to 2030



We will work closely with the Wythenshawe Regeneration Team and other partners on the airport related actions in the Strategic Regeneration Framework Delivery Plan.

We will work with our partners to develop an airport logistics and freight-forwarding park, and we will seek to identify opportunities in the development corridors identified in the Wythenshawe Strategic Regeneration Framework.

We will identify future employment and skills requirements and work in partnership to provide the necessary education and training opportunities, building on the success of the Airport Academy and our lead role in Wythenshawe and the Manchester Excellence in Cities programme. We will set targets for the growth in airport related employment in the local area.

We will work with our partners to support regeneration and economic development in other parts of the City Region to help generate economic activity and to increase levels of employment.

We will work with partners to grow the North West's visitor economy and increase the number of overseas visitors. We will also work with local partners such as the National Trust to help promote and realise the potential of major destinations such as Tatton Park and Quarry Bank Mill.

Our capital investment programme, and development by others, can provide work for local people and businesses. We will look at our supply chain and work with partners and suppliers to use local labour, maximise local benefit, and keep more of the Airport's purchasing power within Greater Manchester, Cheshire and the North West.

We will support transport improvements, especially the extension of the Metrolink system, and seek planning policies and land allocations to encourage airport related development and property investment.



Land Use

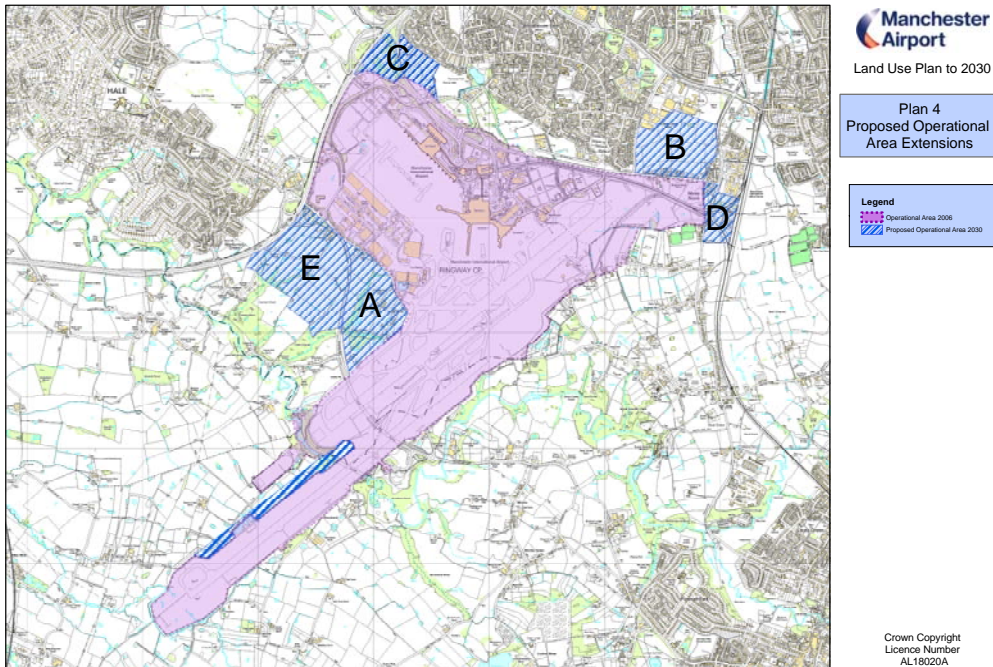
We recognise the value of our land, its scarcity as a business resource and its ecological and visual quality. We will further increase the efficiency in the way that we use our land and develop it in a way that improves the Airport and contributes to the wider economy.

Context

The Government has asked airport operators to prepare long-term master plans to guide their further development. We have prepared land use strategy documents since 1982. Some of our earlier master plans heralded major changes in airport capacity (Terminal 2 and the Second Runway). This new plan is very different. Whilst we are planning for significant growth in passenger and freight traffic, we intend to do this with relatively modest additions to the Operational Area; and no 3rd runway or major new terminal.

The Land Use Plan shows the detailed boundaries of the Operational Area. This was first defined in 1974 as a planning tool to safeguard enough land for the development of the Airport into the 1990's (when throughput was around 9.25 million passengers a year). That original Operational Area was 505 hectares. Our Development Strategy to 2005 (published in 1993), proposed an Operational Area of 710 hectares to handle an expected 30 million passengers. This included the land for the second runway. In the Future of Air Transport White Paper, the Government asked that airport operators look ahead to 2030. With this in mind, our Land Use Plan identifies an Operational Area that we believe will support the operation of a 50 million passenger a year airport. This extends to around 750 hectares.

Strategy to 2030



Existing and proposed Operational Area

This area has been defined following a detailed appraisal of the environmental effects, land demands and business needs. We

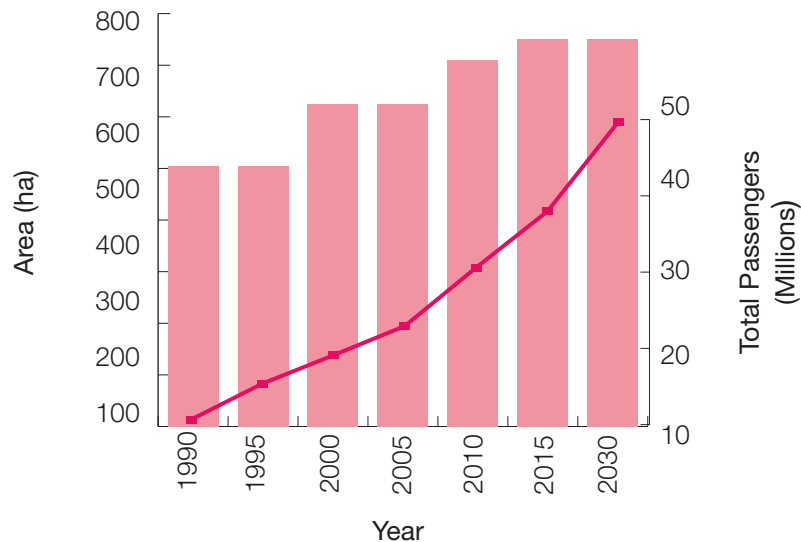
considered a wide range of operational, capacity and safety issues. We have drawn a careful balance between the main physical constraints, the environmental impacts and the need to provide enough land to support future growth. The extensions to the Operational Area have been contained to the minimum that we believe are needed and achievable. We have prioritised the use of land for airfield, apron, maintenance and terminal activities. Our strategy relies on a balanced provision with certain airport related uses taking place in the surrounding area, in support of wider economic and regeneration strategies. This will require sufficient land to be made available, and good transport links being provided.

Increasing efficiency is at the core of the Land Use Plan. We will intensify the use of the Operational Area. In 1975 the Airport handled 5,325 passengers per hectare. In 2005, this had grown to 36,388 passengers per hectare. By 2015 we expect this to have increased to 52,000 passengers per hectare and be over 60,000 passengers per hectare by 2030. This is a major challenge, and Manchester will continue to be one of the smallest airports (for its throughput) in Europe.



We will continue to use our land only for uses that are directly related to the operation of the Airport. This has been a long-standing feature of our strategy. It is also a principle adopted by Manchester City Council and Macclesfield Borough Council in their development plans. Our Land Use Plan sets out the uses that are considered to be appropriate for the operation and development of the Airport.

Operational Area & Total Passengers



Our Land Use Objectives are to:

- Clearly define the areas needed for airport development to support a throughput of 50 million passengers a year.
- Only allow development that is related to our operation and development within the Airport Operational Area and promote airport related activity to support local regeneration initiatives.
- Continually review our land holdings and ensure we make best use of this scarce resource.
- Invest in technology and new processes to improve capacity utilisation, provide a higher quality of service to passengers and maximise the use of our assets.

Strategy to 2030



Actions

We will continue to prepare and produce plans that clearly set out our long-term development proposals and our land requirements. We will review our Land Use Plan every 5 years to ensure that it remains relevant and up to date.

We will promote extensions to the Operational Area to ensure that the Manchester Local Development Framework is able to provide sufficient land to enable the long-term growth and development of the Airport.

We aim to use our land more efficiently. In 2005, we handled 36,388 passengers per hectare of land. Our target is to handle over 60,000 passengers per hectare by 2030.

We will continue our policy of defining the scale and range of uses that we consider appropriate to be located within the Airport Operational Area. We will work with Manchester City Council, Macclesfield Borough Council and other local planning authorities to agree suitable policies for airport development in general and the Operational Area in particular.



Facilities

For international visitors, Manchester Airport is both their first and last impression of Manchester and the North West of England. It is vital that we develop the highest quality of facilities to enhance the modern and dynamic image of the City and the region. We also must make sure that our facilities meet the needs of our passengers and airline partners at a price that enables the sustainable development of our business.

Context

We operate in an increasingly competitive business environment. The quality of service that we offer our passengers and airlines will continue to be a key driver of our future success. The market is growing and changing and we need to provide the capacity and facilities that are necessary to deliver future growth. Airport infrastructure, by its very nature, takes up large areas of land, is capital intensive and can take

some time to deliver. We know that as the Airport grows we cannot simply continue to build to meet the long-term demand. To meet this challenge, the priorities are to increase the efficiency in which we use our land and facilities, to change the way we work, and to develop and introduce improved processes, using new technology.

We have undertaken some major developments over recent years. These include the development of Terminal 2 in 1993 and the opening of the Second Runway in 2001. Manchester is now the only UK airport, beside Heathrow, to have 2 main runways. That gives capacity for the future and we have no plans for a 3rd runway. We will take steps to achieve the maximum capacity of our runways, through improvements to the taxiway system, operational procedures and efficient use of airspace that is in line with our environmental obligations.

Terminal 1 was first opened in 1962 with an annual capacity of 2.5 million passengers a year. There have been many expansion schemes carried out over the years and capacity is now around 11 million passengers a year. We will need to carry out some major redevelopment

Strategy to 2030



works in Terminal 1 to accommodate increased passenger numbers and enhance the passenger experience. As part of this, the links to Terminal 3 will be improved to create a single terminal complex. The first phase of Terminal 2 was opened in 1993. It is now handling around 8 million passengers a year. It was always intended that Terminal 2 would be extended and planning permission exists for a major extension to the north-west as well as for the construction of a satellite pier. Terminal 2 will be extended to ultimately handle around 25 million passengers a year.

We are reviewing how best to meet the needs of 'no frills' airlines and their passengers, and we may develop free-standing facilities for these carriers. The 'no frills' airlines have particular needs. They want convenient access to the runways and a different level of facility. We will consider adapting part of our existing facilities or the development of a new remote facility. New operating procedures, new technology and streamlined processes are key elements in meeting the needs of these airlines and their passengers.

The Station will continue to be an important part of our passenger processing capacity and the high quality facility is intended to reflect the overall image of the Airport. We hope to extend passenger processing to more remote locations through the use of technology and new procedures. Self service and Internet check in are becoming more popular and we see this being offered at railway stations, car parks and other key locations. This will improve levels of service, passenger convenience and help our ground transport objectives.

In addition to developing passenger terminal facilities we will also need to develop the other elements that are expected at a major international airport. These will include the extension and redevelopment of the World Freight Terminal and the development of new freight facilities at, and within close proximity to the Airport. Land for parking and manoeuvring aircraft consumes large areas of land and is dictated by capacity, operational and safety factors. We will need to build new apron and this will displace other uses, especially car parking. New parking areas will be needed for passengers and staff. We also need to provide a range of commercial facilities such as hotels and offices and the operational facilities to support our core activity.



Our Facilities Objectives are to:

- Maximise the efficiency with which we use all our facilities including the runways, the terminals and surface access infrastructure.
- Incorporate new technologies and new ways of working into our future developments and as part of any refurbishment schemes. This is to improve overall efficiency and to minimise the environmental impact.
- Encourage airlines to develop services outside the peak periods to more evenly spread traffic across the day.
- Put customer needs at the heart of our plans to meet the expectations of passengers, airlines and service partners.

Actions

Our development strategy is to expand the existing three passenger terminals. We will undertake detailed studies to identify how this can be achieved.

We will develop the second phase of Terminal 2. This will include an extension to the main terminal building, an extension to the west pier and the construction of a satellite pier. We will also provide an airside connection to join Terminals 1 and 2.

New apron and stands will be needed to keep pace with changes in the aircraft fleet, demand and airline requirements. The main extensions will be west of Terminal 2, east of Terminal 3 and the area of Cloughbank Farm to the west. These areas are accessible from the taxiways and runways and are able to meet the demanding requirements of airfield layout, safety and operational factors.

Strategy to 2030



Major changes are planned for Terminal 1. These will include extensions to check-in, the arrivals area and the redevelopment of the piers. This will largely be within the footprint of the existing terminal building. In the longer term we will be undertaking selective redevelopment of the Terminal 1 complex probably including the multi-storey car park. Terminal 3 will grow and be more closely linked to Terminal 1.

We will review options for handling the increasing numbers of ‘no frills’ airlines and how best to meet their needs. This may include satellite facilities away from the main terminal complex.

In addition to the selective redevelopment of existing developed areas, we will gradually need to move into the undeveloped parts of the Operational Area that are defined in the Land Use Plan. This may be for uses displaced by capacity schemes or to provide new facilities to meet growth or changes in demand and business needs. Detailed proposals will be brought forward through the life of this Master Plan and are highlighted in our Land Use Plan.



Surface Access

Our business relies on accessibility. We need fast, efficient and safe access to the Airport for our passengers and staff. We must develop our public transport links and partnerships with transport providers to ensure that we meet our long-term aims. Surface access also plays a crucial role in providing economic connectivity with the local areas, the Manchester City Region and the wider North West.

Context

The most accessible airports are the most successful airports. High quality access is vital if we are to continue to grow. We launched our first Ground Transport Strategy in 1997. The vision was simple and straightforward – to make the transport links to Manchester Airport the best of any airport in the world. The Ground Transport Plan explains our plans in more detail.

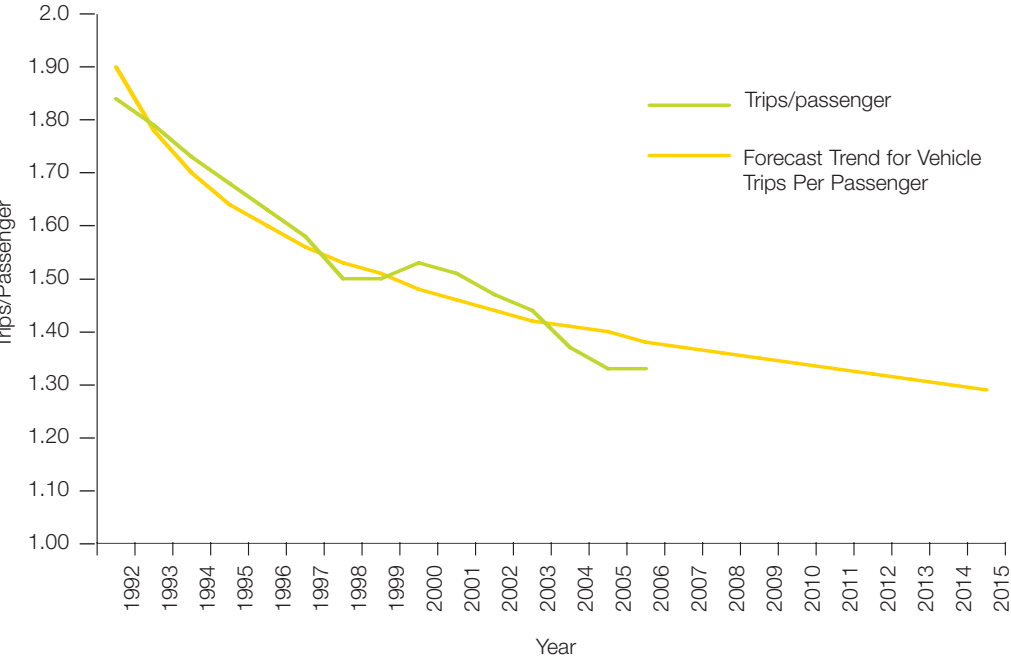
Since 1993, there has been major investment in public transport including the construction of the rail link and the rail station. In 2002 a £60 million transport interchange – The Station - opened. This brings all rail, coach and bus services into the heart of the site, in a high quality single facility including check in. The Airport is now a major transport hub with over 300 trains, 100 coaches and 500 buses a day.

Our surface access strategy is not just about new facilities. We have increased both the range and number of services and have seen operators invest in high quality trains and buses and launch new products. As a result the number of passengers using public transport has increased steadily. We measure the total number of vehicle trips that enter the airport site and the total number of passengers to create a 'Vehicle to Passenger Ratio'. On this key measure, we have seen the numbers of vehicles per passenger fall by over 26% in the last 12 years. More employees are using public transport, or cycling and walking to work. Car use has fallen by 10%, saving over one million trips a year.

Strategy to 2030



Total Vehicle Trips per Passenger



The Air Transport White Paper recognises the importance of public transport links to airports and makes it a key issue for growth at Manchester. Improving access is a major issue in the regional and local strategies described in Chapter 3 and we will work on this with our key

partners. Good connections to the local area support our supply chain and service providers, while longer distance links to key cities and towns helps spread the benefits of the Airport and provides important connections for tourism, inward investment and business. But there are capacity problems on the region’s road and rail networks and congestion is increasing. The region needs major investment in transport, especially in rail and tram.

We have a good base of public transport facilities and we are working on further improvements. But we have ambitions and see an opportunity for a radically improved transport network across the region. We want to have the widest range of public transport services. But we cannot achieve this on our own; it will require investment and concerted action by a range of partners. Our long-term target is that 40% of passengers and staff will be using public transport.

There is wide recognition of the strategic importance of rail links to the Airport and the overall capacity of the network that serves the south Manchester and north Cheshire area. The Manchester rail hub is a key capacity constraint. At the Airport, we have plans to build another



platform and have safeguarded land for a western extension, to provide through-running trains and a link to the West Coast main line. This will improve airport rail access in Cheshire and deliver wider benefits to the region's rail network. We support plans to improve rail services, including better links to the south and to Stoke-on Trent and the East Midlands. Facilities for passengers need improving, especially at key rail stations such as Piccadilly, Crewe, Bolton, and on the main trans-Pennine routes.

The Station contains a new high quality coach station. It is this step change in quality that we believe will help stimulate the development of new services and growth in the number of passengers. We will work with coach operators and partners to identify and develop new opportunities to serve the Airport. In the longer term coach services could be used as feeders from strategic park and ride sites on the motorway network.

The Ground Transport Plan sets out a detailed action plan, and challenging targets to increase public transport use. Despite increasing public transport, we still need to satisfy the demand for parking. There are currently around 22,500 spaces on site for passengers and staff and some 15,700 public long-stay spaces that are away from the main site.

Passengers parking at the Airport generate half the road traffic of trips by taxi or 'kiss and fly'. From a road traffic point of view, parking on or off-site is a better option than these other two modes. So our approach is a carefully balanced and sequential one:

- Promote public transport use.
- Develop a mix of off site 'park and ride' and on site parking.
- Discourage 'kiss and fly' and taxi use.
- Introduce demand management on site or in the wider area.

Overall, given our modal share targets, and forecasts of road traffic, we expect to need around 35,000 public long-stay parking spaces (on and off airport) by 2015. Staff parking is all on site and we expect to contain staff parking to around 7,300 spaces by 2015.

The Airport enjoys direct connections to the M56 motorway and the strategic road network. Although the proportion of airport journeys to total traffic flow is relatively small, Airport trips are likely to grow at a faster rate than the network as a whole. Currently, over 80,000 vehicles enter and leave the Airport on a busy day. Continuing as we are would see that

Strategy to 2030



figure increase to over 100,000. In the peak periods, Airport traffic accounts for up to 22% of the traffic on the M56 near the Airport at Junction 5. The capacity of the M56 is a major strategic issue. Forecasts show that the critical section of the M56 between Junctions 6 and 7 will be close to capacity by 2015, as will other busy parts of the Greater Manchester motorway network. If we do not manage the growth in demand we will suffer unacceptable levels of congestion and delays.

We have developed a series of measures that we believe will contain the levels of airport traffic within the capacity of the network, although looking towards 2030 there are broader questions about the growth in non-airport traffic and how this is to be managed. Action to manage airport traffic needs to be seen in the context of similar measures for other users. Removing airport trips from the M56 needs to be accompanied by demand management measures, such as charging, access restrictions and a major shift to public transport.

There are strategic highway improvements promoted by the Highways Agency and by local authorities. Some of these may help improve airport access, particularly the A555 extension from the East. We will fund improvements to local access routes but there is also a need to look at the wider role of the strategic transport networks in serving airports.

To maintain our accessibility, we need to carefully manage demand, through pricing, control of our forecourts, and significantly improving the alternatives to the private car. In the longer term, dispersing some passenger processing activity, and other facilities, away from the core Airport site may be a way of dealing with road traffic.

Our Surface Access Objectives are to:

- Provide the widest range of services and products delivering convenient, affordable, reliable, and quality access to the Airport.



- Contribute to our Climate Change Strategy by tackling the high proportion of emissions caused by surface access.
- Significantly increase the proportion of journeys that are made by public transport.
- Relieve the increasing pressure on the local and strategic road network through selective improvements and managing car use.
- Contain and manage the growth in road traffic, especially on the M56.
- Develop the Airport's approach to car parking as an integral part of our surface access strategy.
- Improve transport connections between the Airport and Wythenshawe Town Centre

Actions

We will seek to increase the capacity of the rail network that serves the Airport. We will continue to work with the Government, the rail industry and other partners within the North West to attract new investment. This will include increasing capacity into Manchester Piccadilly; completing the 3rd platform at The Station and safeguarding land for the western rail extension. We want to increase rail's mode share to 15% by 2015 and this could reach 25% by 2030. Metrolink is crucial to our strategy. We have already committed funding and carried out some advanced work at The Station. We will work closely with our partners to secure the early construction of Phase 3. Our target is to have 1.5 million passengers a year using the system within 5 years of opening. A fully integrated network could carry 20% of staff by 2030.

We will continue to take the lead in promoting and championing staff use of public transport services in line with our Green Commuter Plan. The number of passengers on airport buses doubled between 1995 and 2001. Now, around 10% of staff use the bus to come to work. As the bus network is principally focused at staff, it is important that we

Strategy to 2030



have a network of services that fit in with our 24 hour operation. We will continue to provide financial support as part of our partnerships with bus operators and will seek more services, new vehicles and improvements to the bus network.

We will provide a range of quality parking facilities to cater for different passenger needs, visitors and staff. Adequate capacity both on and off-site needs to be available to avoid congestion and to help reduce the number of 'pick up and drop off' journeys. Our car park capacity and pricing plans will be closely integrated with our wider surface access strategy.

Traffic will continue to increase and it is important that we manage and contain the effect of airport road traffic on the road network. We will further reduce the ratio of car trips per million passengers in line with the targets set in our Ground Transport Plan. We will seek to reduce the number of car journeys that are made to 'pick up' or 'drop off' passengers. We have restricted access to the terminal forecourts and we will consider increasing our facilities charges. We will seek to spread

passenger activity away from the main peaks, and investigate opportunities to spread some of the passenger processing activity to remote and off-site locations that are accessible either by the motorway or by public transport links.

We will fund agreed improvements to the highway network; principally between Terminal 2 and the M56 at J6; the M56 between J5 and 6 and the diversion of two sections of Ringway Road to the east of the Airport. We will also support wider improvements to the strategic network (including SEMMMS) that benefit airport users. Local access will be maintained by further improvements to our network of cycle and footpath routes.

We will work with our partners to secure more investment in the region's transport network, to agree the priorities for that investment and for policies that deliver the wider objectives of the transport system. We will work with our partners to attract funding from the Government's Transport Innovation Fund to help deliver Metrolink, and a step change in public transport use in Greater Manchester.



Environmental Protection

Environmental issues are at the heart of our business planning processes. Climate change is a major challenge and will require an entirely new approach to business over the next 30 years. We know that our future growth depends on the approach we take in dealing with the adverse effect of our operations. The way that we manage our resources will become even more important, especially our use of utilities. We will continue to develop our leading edge environmental programmes through monitoring, research and development.

Context

We expect environmental policy and legislation to become more stringent in all areas of our business, along with financial pressures to

control costs, and community pressure to control the impact and disturbance of the Airport. We know that the environmental impact of the Airport simply cannot increase in line with air traffic growth. We have a comprehensive Environment Plan, separately published, with clear and challenging targets. It is regularly reviewed. Legally binding agreements and planning conditions reinforce many of our targets. Our Action Plan covers the full range of environmental issues and is a key part of our commitment to sustainable development.

Climate change is now a major global issue with scientific consensus on its effects. Major Government reports including the Stern Review¹² have highlighted the importance of the issue and the need to take action. Sir Nicholas Stern's economic modelling has shown that in taking action now, the economic costs of climate change can be limited.

Although the aviation industry contributes around 5.5% of UK CO₂, it is an emission source that is forecast to rise significantly. Aircraft in flight are the main source of carbon emissions from aviation and we support the inclusion of aviation in the EU Emissions Trading scheme. But

12 The Economics of Climate Change. Sir Nicholas Stern. HM Treasury October 2006

Strategy to 2030



airports also have a role to play a role in reducing CO₂. We will continue to develop policies and implement actions to reduce our climate change related emissions.

In November 2006, the North West Development Agency produced the North West's first regional climate change action plan¹³. We will fully play our part in delivering this plan. We have signed the North West Climate Change Charter and have detailed plans to improve energy efficiency, use more renewable energy and reduce emissions from aircraft on the ground and vehicles. We will be carbon neutral for our energy use and vehicle fuel by 2015. Over 60% of the Airport's CO₂ emissions come from road traffic, so our policy of increasing the use of public transport and managing the use of the car is an important part of our climate change strategy.

Aircraft noise remains the main source of local disturbance. The increasing use of newer and quieter aircraft means that the noise footprint around the Airport is now around 25% smaller than it was in 1992, despite a doubling in the number of aircraft movements. We

agree with the Government's view that effective action and management is necessary to avoid a significant increase in noise exposure as we grow from 226,000 aircraft movements in 2006 to around 353,000 in 2015.

Local air quality standards are becoming increasingly stringent. There are a variety of pollution sources but the main one is road traffic, especially on the M56. Aircraft operations and airport vehicles also contribute to pollution. The Airport is within the Greater Manchester Air Quality Management Plan area and active measures are required to ensure that airport emissions continue to meet national air quality regulations.

The Airport is on the southern edge of the Manchester conurbation and close to areas of open countryside. There are a number of important ecological sites in the area. The Bollin Valley is a valued local asset. Over 350 hectares of land were improved as part of the Second Runway scheme. This land is subject to a long-term management plan to provide enhanced landscape and ecological features and to help mitigate the

¹³ Rising to the Challenge - A Climate Change Action Plan for England's North West 2007-09 NWDA. November 2006.



effects of the Airport. We intend to substantially extend this mitigation area to offset the effects of future growth. We will also pay careful attention to the Airport's boundaries to limit the impact on local people.

Area of Noise Contour (60LAeq daytime)



Our Environmental Objectives are to:

- Operate our business to the highest possible environmental standards.
- We will take action to reduce our climate change-related emissions, and become carbon neutral for energy and vehicle fuel by 2015.
- Offset the effects of future growth through the introduction of new operating practices, technology and infrastructure.
- Introduce new ways of delivering our services that have a minimum environmental impact.
- Increase environmental charges, especially for noise, emissions, energy and waste.

Strategy to 2030



Actions

We will continue to limit the numbers of people affected by high levels of aircraft noise. We will continue to have incentives that encourage airlines to operate the newest aircraft types and have a system of penalties to discourage the noisiest aircraft. Aircraft noise at night will continue to be tightly controlled and limited. The areas of the daytime and night-time noise contours will be contained to be less than 1992 levels and we will strive to improve our noise performance at night.

We will take action to reduce our carbon emissions and to further reduce by 10% the CO₂ emissions from our energy plant. In addition, by 2010, 100% of the electricity used on site will be from renewable sources. We will annually report our CO₂ emissions and will become carbon neutral for energy and fuel use by 2015.

We will use our charges to encourage airlines to introduce lower emission aircraft. Within the airport site we will operate an air emission

control scheme to penalise polluting vehicles and to encourage the use of low emission vehicles.

We are developing a formal Environmental Management System and will seek accreditation to recognised standards.

We want to extend the area of the Landscape and Habitat Management Plan to help offset the proposed extensions to the Operational Area. Extensive mitigation works will be carried out as part of our future development programme and we will seek to achieve high standards of design for all new building and landscaping works. Over the period of this Master Plan, the mitigation measures will ensure that the biological and ecological diversity are enhanced over the whole Airport development area.



Community Impact

The Airport has a major impact on the local area. We will continue with a proactive approach; listening to, and working with, our neighbours so that we can better understand their needs and concerns. We aim to use our success to bring benefits to all sectors of society, working closely with all our partners and stakeholders. 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.

Context

The operation and development of a major international airport inevitably has an impact on local people. Generally, the negative impacts are felt locally, while the positive benefits are spread over a much larger area. We are committed to continuing our proactive approach to the issues that affect local people. This means we must

clearly understand and communicate the effect of airport operations, particularly noise, as well as pro-actively engaging with the community to help them benefit from the Airport.

The Airport is on the edge of the Greater Manchester conurbation. To the north and east lie the extensive residential areas of Wythenshawe, Heald Green, Cheadle and Stockport, and to the west lies open countryside and the village of Mobberley and the town of Knutsford. To the south lies the village of Styal and the National Trust estate at Quarry Bank Mill. The National Trust estate at Tatton Park lies to the west of the Airport and is overflown by departing aircraft. There are around 21,700 people that live within the 60dB LAeq daytime noise contour; approximately 75% in the conurbation to the north east. Our Environment Plan sets out in detail how we intend to tackle aircraft noise. But as well as reducing noise, we also need schemes to protect local people from its effects.

A Sound Insulation Grant Scheme has been operated since 1972. It has been improved over the years and now provides grants for high specification double-glazing in the noisiest areas, and secondary

Strategy to 2030



glazing across a wider area. In addition, in 2006 we introduced a Property Relocation Scheme. This covers most of the costs of moving house for those people living in the areas of highest noise. This scheme covers around 200 properties in Moss Nook and Heald Green. We also provide a repair and re-roofing programme for properties that are damaged by aircraft wake vortices.

A large area of our land is covered by the Second Runway Landscape and Habitat Management Plan. This is an important recreational area for local people because of the network of footpaths and bridleways around the site. We will continue to encourage their use and promote the ecological and recreational interest of the area. We will use our links with the local community and Natural England to promote its use as Natural Accessible Greenspace.

In 1998 we set up the Airport Community Trust Fund. This independent charity provides financial support for environmental, sport and community projects in the areas affected by noise. We now contribute £150,000 a year, plus all the money received from noise penalties. The Fund has paid £2m to over 665 projects since 1998.

We are an active member of Business in the Community and have an extensive Corporate Responsibility programme. This is a vital part of us being a successful and expanding local business and our approach is set out in our Community Plan. We are proud to support a wide range of activities, benefiting all sectors of society, but with a particular focus on the Wythenshawe Strategic Regeneration Framework Area. Sustainable growth means doing all we can to employ local people and ensuring they have the skills and training to take advantage of airport growth. Our education programme is designed to help raise educational standards and promote the opportunities for work at the Airport. The new Airport Academy in Wythenshawe town centre prepares and assists local people to get airport jobs. We see huge potential to extend the Academy into other areas, and widen its remit to include training across the full range of airport skills. This is closely linked to the overall regeneration framework. Our approach is detailed in our Community Plan.

We have established an Airport Community Network that directs and focuses support from a wide range of airport companies on local community projects. Over 40 companies are now involved, with their



staff, in volunteering, mentoring, training and environmental work. In 2006 over 2,000 hours were spent on 'making a difference'.

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 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.

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Actions

We will develop the Airport Community Network, and our Community Champions programme, to harness the efforts of all our partners to help make a difference to local communities.

A long term business plan will be prepared to secure the future of the Airport Academy, enabling it to expand into new areas of training and recruitment and act as a model for other industries and other areas of social need in Greater Manchester and Cheshire.

We will further develop our Corporate Responsibility programme and our Community Plan, using the results from our Knowledge Transfer Partnership with Manchester Metropolitan University.

Our Community Outreach programme will expand to ensure that people can easily obtain information and discuss airport issues face to face in their community.

Our schemes to protect people from aircraft disturbance will be reviewed annually to ensure they meet local needs.

We will continue to provide financial and practical support through funding, sponsorship, time and resources for a wide range of community, arts, social and environmental projects in the region. Over £1m a year is devoted to these programmes.



Next Steps



A Modern Planning Framework

The Air Transport White Paper clearly set out the Government's long-term objectives for the UK's air transport industry and what the Government expected airport operators to do in order to achieve them. Our Master Plan sets out a strategy for future growth. We have identified challenges, opportunities and the actions that we need to take. We know that we cannot deliver all of this alone and we need strong partnerships with a wide range of stakeholders.

A clear and up to date planning policy framework is vital to facilitate the sustainable growth of the Airport. This allows all stakeholders to understand our proposals and respond to the effects of growth. A simple and speedy planning process is essential if we are to fully realise future opportunities.

Context

The Planning and Compulsory Purchase Act in 2004 was the most significant change to the UK planning system in over 50 years. One of the Government's principal objectives was to ensure greater clarity, efficiency, speed and certainty in setting policy and handling new development. More recent Government reports such as the Barker Review¹⁴ have highlighted the importance and the benefits to the economy of speeding up the planning process and making it more integrated with economic and transport strategy.

The Air Transport White Paper sets out a clear and up to date statement of national policy for the industry. This should now feed through to clearer planning policy statements, regional strategies and local development frameworks. The Government asked airports to prepare Master Plans to help this process and ensure that airport issues are fully addressed. We set out our approach in a Statement of Intent in 2005 and published a Draft Master Plan for public consultation in 2006. This Master Plan takes account of the comments that we

¹⁴ Barker Review of Land Use Planning. HM Treasury December 2006.



received and is intended to inform the preparation of Regional Spatial Strategy and Local Development Frameworks.

The Regional Spatial Strategy (RSS) sets the overall context for development within a region. It is, by nature, a high level strategic document that concentrates on the overall priorities for the region, including economic development, transport and sustainable development. A draft RSS for the North West was published in March 2006 and should be finally adopted in 2008. A new Regional Economic Strategy for the North West was agreed in April 2006. This emphasises the role of Manchester Airport in both economic and transport terms in driving improved regional performance. The Northern Way and other regeneration strategies outlined in Chapter 3 all highlight the role of the Airport and some of the policy changes that are required.

Beneath this regional level of policy, local planning authorities are in the process of preparing new style Local Development Frameworks that will guide development in their areas. These will contain a core strategy, proposals maps and Area Action Plans for areas of significant change.

It is important that the Core Strategies in the Local Development Frameworks accurately reflect national and regional policies at a local level. These will ultimately replace the Manchester UDP, Cheshire Structure Plan and Macclesfield Local Plan, that currently set the planning framework for the Airport.

Strategically, there is very strong support for the growth of the Airport. The strategies in Chapter 3 of this Master Plan means it is necessary to now look at the Green Belt and the conflict between different national and regional policies. The draft Regional Spatial Strategy (and the City Region Development Programme) suggests there may need to be changes to the Green Belt in the vicinity of the Airport. Major airports are a unique form of land use; occupying large areas of open land, but with areas of intensive built development. But their needs are not recognised in national Green Belt policy with its presumption against inappropriate new development. Because of this, all developments have to be considered from first principles to see whether 'very special circumstances' exist. This complicates and lengthens the planning process and brings uncertainty at a time when there is a clear strategic

Next Steps



policy to encourage expansion and new development. One purpose of our Master Plan is to bring long-term certainty and clarity and identify sufficient development land to accommodate growth. At a number of UK airports, this issue has already been addressed and adjustments made to Green Belt boundaries.

Most of the current airport site lies within the Green Belt, including the built up areas of the terminals and the freight / maintenance areas. As the Airport has developed, so there has become more of a contrast between the open areas of the runways and airfield and the rest of the Operational Area. Parts of the Airport now (and other parts in future) no longer contribute to openness – one of the key functions of Green Belt land. We propose a change to the boundaries of the Green Belt to exclude the ‘built up’ and expansion areas of the Airport, while retaining Green Belt designation for most of the airfield, runways and our rural estate. The airfield by its nature is an open land use and will continue to play a useful Green Belt function. We believe this will help deliver growth, while not prejudicing the wider strategic role of this part

of the Green Belt. More detail on this issue, and our approach to mitigation, can be found in the Land Use Plan.

The review of Green Belt is one of the topics being considered in the process to prepare the Regional Spatial Strategy for the North West and it will also be a consideration in the preparation of Local Development Frameworks. The outcome of these processes will be revisited in future reviews of our Master Plan and our Land Use Plan.

As a statutory undertaker and infrastructure operator, we also have various duties and responsibilities. These principally relate to our obligations to efficiently and effectively operate a public transport facility to the highest standards of safety and security. Many of our operations and activities are regulated by national or international standards that we must comply with.



Our Planning Framework Objectives are to:

- Fully contribute to the implementation of the new style planning system to ensure it delivers its objectives and fully reflects both the needs and opportunities arising from airport development.
- Set out clear and relevant planning policies for the Airport to facilitate and guide sustainable growth up to 2030.
- Respond to national, regional and local policies to protect and promote our interests.

Actions

We will contribute to the preparation of spatial, economic and transport strategies in the North West to ensure that they reflect national and wider policy objectives to secure economic growth and increasing prosperity in the region. We will seek policies that capitalise on the economic activity that is generated by the Airport and enable us to realise our contribution to wider regional objectives.

We support the removal of parts of the Airport from the Green Belt to provide an up to date and relevant policy framework and will encourage debate at a regional and at a local level.

We will work closely with local planning authorities in the preparation of their Local Development Frameworks. Manchester City Council, Macclesfield Borough Council and Cheshire County Council are of most significance. This Master Plan, along with the supporting Action Plans are intended to provide important material for the preparation of development plans.

Next Steps



We will work with Manchester City Council and Cheshire County Council to revise, update and extend our legal agreement to make sure that it remains relevant to local communities. We will seek to develop partnerships with other stakeholders including the Wythenshawe Regeneration Team and the National Trust to explore ways that we can work to extend the Airport's influence and to minimise its environmental effects.

We will define an Operational Area and set out our plans up to 2030 in our Land Use Plan. Our plans will be kept under regular review.

We will oppose new development around the Airport that might be inappropriate. This could be because of noise, or be detrimental to airport operations or future development because of public safety or risks to aircraft. The Land Use Plan explains this in more detail.



Talking and Listening To Our Stakeholders

Our Master Plan is challenging and wide-ranging. We have many stakeholders including our customers, the Government, regional agencies, transport providers and our neighbours. They all have different interests and needs that we will work to satisfy.

This Master Plan is an important document in the development of Manchester Airport. We have involved a wide range of our stakeholders in developing our Master Plan and our Action Plans. The views and the comments from the Government, local planning authorities, transport providers and local communities are an important part of the planning process. We are grateful to all those who have contributed to our strategy.

Our Master Plan and the Action Plans have been subject to extensive informal and formal consultation. This has given all of our stakeholders an opportunity to contribute to our strategy. We have a range of

relationships and partnerships that will be important in the delivery of our Master Plan. Those that have been involved include.

- Airline operators
- Local Authorities – Cheshire County Council, Manchester City Council, Macclesfield Borough Council, Stockport MBC and Trafford MBC
- Greater Manchester Passenger Transport Executive
- Government Office for the North West
- Highways Agency
- Natural England
- Local Residents
- Members of Parliament
- North West Assembly
- North West Regional Development Agency
- Parish Councils
- Amenity Groups including CPRE and Friends of the Earth

Next Steps



We were encouraged that so many of our stakeholders took the time to take part in the Master Plan consultation. We have considered all of the responses that were made to us and we have made a number of changes to our plans. We will prepare a separate document on the consultation process and the responses that we have received.

As we develop and implement our Master Plan and the Action Plans we will continue to work with and involve our stakeholders.

How To Contact Us

To obtain further copies of our Master Plan and our detailed plans for Land Use, Ground Transport, Environment, and Community;

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Appendix - Action Plan Summary

Actions	Activity	Timescale and Milestones
<p>Sustainable Development</p>	<p>Review our Vision for Sustainability.</p> <p>Engage with and contribute to aviation sector work on the sustainable growth of the industry.</p> <p>Support academic research into sustainable aviation.</p>	<p>Review process to be undertaken in 2007.</p> <p>Support and contribute to the work of the Sustainable Aviation Coalition.</p> <p>Engage and work with The Centre for Aviation Transport and the Environment at Manchester Metropolitan University.</p>
<p>Air Services</p>	<p>Continue to grow the network of air services.</p>	<p>Work with airline partners to develop commercially sustainable routes and operations.</p> <p>Ensure Manchester offers a charging structure in line with regulation and competitive with other UK airports.</p> <p>Work with the Government to secure airline 5th Freedom rights.</p> <p>Review sites for a freight forwarding and logistics hub.</p>
<p>Economic Activity</p>	<p>Contribute to regional and local economic initiatives.</p>	<p>Contribute to the Wythenshawe Strategic Regeneration Framework Delivery Plan and regional development.</p> <p>Set targets for local recruitment and employment.</p>

Appendix - Action Plan Summary

Actions	Activity	Timescale and Milestones
Land Use	<p>Define and secure the boundaries of the Operational Area up to 2030.</p> <p>Set targets for passenger throughput per hectare of Operational Area.</p> <p>Define a schedule of uses that are appropriate to be located in the Operational Area.</p>	<p>Contribute to Manchester and Macclesfield Local Development Frameworks.</p> <p>Target set in Land Plan.</p> <p>52,000 passengers per hectare by 2015. 62,500 passengers per hectare by 2030.</p> <p>Work with Manchester City Council and Macclesfield Borough Council as part of the Local Development Framework process.</p>
Facilities	<p>Focus terminal development principally on the existing complex.</p>	<p>Set out the terminal development strategy in the Land Plan.’</p> <p>Environmental efficiency measures will be incorporated into new and refurbished facilities.</p>
Surface Access	<p>Increase rail travel mode share.</p>	<p>15% of journeys by 2015.</p> <p>Develop a 3rd Rail Platform by 2008.</p>

Appendix - Action Plan Summary

Actions	Activity	Timescale and Milestones
		Safeguard land for a western rail extension.
	<p>Enable the extension of Metrolink to the Airport.</p> <p>Widen the bus and coach network and increase the number of passengers using the services.</p> <p>Continue to manage the growth in airport road traffic.</p>	<p>Safeguard a Metrolink route within the Airport site and provide funding towards Phase 3.</p> <p>Target 1.5 million airport passengers within 5 years of opening.</p> <p>Provide financial support for off-peak services.</p> <p>Increase employee bus use.</p> <p>Introduce forecourt management and airport access charges</p> <p>Work to spread the peak of airport passengers.</p> <p>Investigate ways of dispersing some airport processing activity away from the main site.</p>
<p>Environmental Protection</p>	<p>Control of aircraft noise.</p> <p>Control of carbon emissions from airport operations.</p> <p>Environmental Management.</p>	<p>Continue existing noise controls and develop new night noise policies.</p> <p>Reduce carbon emissions from energy plant by 10%. By 2010, 100% of energy from renewable sources. Become carbon neutral for energy and fuel use by 2015.</p> <p>Introduce an accredited Environmental Management System.</p>

Appendix - Action Plan Summary

Actions	Activity	Timescale and Milestones
	Landscape and Habitat Management Plan Area.	Identify potential extensions to the Second Runway Landscape and Habitat Management Plan Area.
Community Impact	<p>Take a lead in the development of local education and training initiatives.</p> <p>Direct activity to enhance local communities.</p> <p>Support education, training and employment.</p> <p>Develop the Corporate Social Responsibility Programme.</p> <p>Provide support and funding for community projects.</p>	<p>Develop training and employment opportunities through the Airport Academy and the Wythenshawe Education Action Zone.</p> <p>Develop the Airport Community Network and Community Champions Programme.</p> <p>Prepare a business plan to secure the future of the Airport Academy.</p> <p>Work with the Knowledge Transfer Partnership with Manchester Metropolitan University.</p> <p>Arts Sponsorship Programme and Community Trust Fund.</p>

Photograph Acknowledgments

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