Air Navigation Services
2021 Annual Plan

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Contents

Document Amendment Record

The following table records the complete history of the successive issues of the present document.

Issue Number	Issue Date	Reason For Amendment	Amendment Requested By	Pages Affected
1	17/08/2018	Initial issue – authored by GMP for general discussion	N/A	N/A
2	20/08/2018	Revised following review by MATC	MATC	3-13
3	30/11/2018	Further amendments following review and including expected level of safety, capacity, environment and cost-efficiency	GMP	3-13
4	20/12/2018	Approved by Ports Board on 17/12/2018.	GMP	N/A
5	14/02/2019	Minor content and typographical amendments following review in consultation with EASA	HoSC	3-13
6	23/11/2019	Title change for Manager Air Traffic Control & Airport Operations. Change in frequency of FLOPC/MAST/LRST meeting. Increase in ATCO level and correction on core staffing. KPI review and changes.	MATC/OPS	1, 3, 10, 11 & 13.
7	12/07/2021	Title change for MATC/Ops to Head of Air Navigation Services (HANS). Inclusion of TRM. Removal of Birdstrikes and Drones from the KPI's as ATC has no control over these occurrences and addition of the words 'ATC contribution' to 2 of the KPI's.	HANS	5,9,11 & 14.

		NOTE: Due to the COVID-19 Pandemic this document and its content will be reviewed again once Guernsey Airport has started some resumption of Business as Usual operations late Q4 early Q1 2022.		

Introduction

Overview

This Air Navigation Services (ANS) Annual Plan identifies the short-term priorities and objectives for the operation of Guernsey and Alderney's Air Traffic Control (ATC) Approach and Tower functions and Communication, Navigation and Surveillance Services (CNS). These operations form an essential part of the overall service delivery for our customers, commercial airline operators and corporate and general aviation.

Our customers have an expectation for safe and efficient ANS provision that provides for the prevention of collisions between aircraft and, on the manoeuvring area, between aircraft and obstructions, and that expedites and maintains an orderly flow of air traffic.

Purpose

This document provides our customers with some assurance over the operational priorities of ANS, the regime in which that operation is governed and managed and provides them with assurance over the process for validation and assurance.

Scope

The provision of ANS at Guernsey and Alderney Airports forms part of a package of services delivered by and through Guernsey Airport, a government owned business operated by the States of Guernsey, under a government department called the States Trading Supervisory Board (STSB).

Guernsey Airport has a published 5 year business plan, which details the priorities and objectives of the overall business. The priorities contained in this annual ANS plan reflect the larger corporate objectives of Guernsey Airport, but from a unique ANS provisional perspective.

Both the Annual ANS annual plan and the 5 year business plan are intended as living documents and will be reviewed annually to reflect progress and shifting objectives.

Input into the amendment and updating of the plan will be encouraged through the Guernsey Airport Consultative Committee, a separate body under an independent Chairman, comprising representatives from all of Guernsey Airport's key customer base. The Plan will be issued to that Committee on an annual basis or after major amendment.

Strategy

The Airports are one of a group of business units operating under the political mandate of the STSB. These businesses are expected to operate commercially and to ensure they are focussed on good business practice, a financial return and operational success.

The Airport and the Harbour are managed by one sub-committee of the STSB, the Guernsey Ports Board and under one single management structure across all ports.

The Board's overarching strategy can be summarised as follows:

The Airport shall be operated in a commercial manner to maximise its financial performance, with emphasis being placed on providing services that are suitable and fit for a wide popular market through the provision of well-regulated facilities for the transportation of passengers and freight.

Airports are complex and highly regulated businesses. Guernsey Airport's key functions are subjected to regular independent inspection and an overarching aerodrome licencing process. In identifying key financial objectives elsewhere in our business plans, it can be assumed that the emphasis on this important safety element will not be compromised.

As part of a mature, well audited regime, the ANS function provided at Guernsey and Alderney Airports will maintain a number of key standards in its daily operations. The benefits of these will be realised through a number of key contact points

- The Pilot – in his/her interaction with ATC they can expect the provision of an optimum business trajectory, the minimum number of amended clearances, minimal holding, and proactive management of flight plans and flow control within 30 minutes of Estimated Off Blocks Time (EOBT).
- The Air Traffic Control staff – supported by approved equipment, with resilience provided in accordance with EU Regulations. Support in planning and monitoring of conformance with the need for minimal tactical intervention. Working hours defined by a Fatigue Risk Management System coupled with flexible and supportive rostering management to ensure safe service delivery. Positive engagement with Refresher and Continuation Training and Abnormal and Emergency Situation (ABES), Critical Incident Stress Management (CISM) and Human Factors (HF) training, Team Resource

Management (TRM) and Unit Competence and Training support to ensure they are equipped and comfortable in managing the unit workload.

- Systems and Technology – appropriate and well-maintained systems and technology that provide a wide range of support to improve productivity, support interoperability with adjacent ANS centres and are resilient to failure.
- Airspace and Procedures – these shall be well maintained and/or regularly reviewed to ensure they remain fit for purpose and to ensure continued efficient use of airspace. The priority should be to minimise constraints or delays to efficient aircraft operation and to ensure the safe and expeditious movement of aircraft.
- Our Passengers – ultimately these services should work to the best of their efficiency and in a safe manner so as to provide connectivity to our 900,000 passengers to ensure they travel safely and in a cost effective and timely manner.

Strategic Objectives and Targets

The overarching Business Plan for Guernsey Airport identifies a number of corporate strategic objectives and targets.

The 2018 – 2022 plan identifies the following initiatives which are deliverable either in whole or in part through this ANS Business Plan:

- Promote air travel as a means of travelling to and from Guernsey and Alderney.
- Exploit any opportunity to increase passenger numbers and make air travel more sustainable by working proactively with all of our partners to encourage the development of new routes, better aircraft utilisation and extending and increasing capacity.
- Engage proactively with our partners to ensure that they understand what we are doing and why. This communication must raise awareness of their own demands and challenges as we endeavour to provide them with a nurturing environment in which sustainable air services can survive and thrive.
- Review options for extending the operating hours of the airport to increase operational accessibility

- Review impacts of fog and low visibility and monitor developments in technology to minimise cancellations
- Maintain a positive proactive Customer Service focus through the use of proactive communication that seeks to answer questions before they are raised, actively addresses problems before they occur so that we reduce complaints, gather feedback quickly, and supports the needs and expectations of airlines, business partners and passengers through the provision of enhanced processing of passengers and improved facilities
- Keeping the airport facilities safe and well maintained at all times of the year, at reasonable cost and in an effective and efficient manner; ensuring timely and well-funded capital investment in infrastructure.
- Establish a capital delivery team across Guernsey Ports to provide the administrative support and guidance for our business managers to help them deliver capital projects.
- Continue dialogue with procurement and STSB to establish streamlined procedures for the delegation of decisions at an appropriate level of the organization.
- Establish resources or teams to assess, evaluate and trial new operational initiatives.
- Continue to develop and apply a capital prioritization process to target resources into appropriate tasks and to prioritize effort and expenditure into key areas of investment that will produce maximum gain and benefit to the business.

Safety

Regulation of aviation services is enshrined in international regulation and these requirements are reflected in Bailiwick of Guernsey Civil Aviation Legislation.

This legislation is overseen by the independent Office of the Director of Civil Aviation (DCA) who has published the State Safety Plan for the Bailiwick of Guernsey.

This plan incorporates the 8 critical elements of a State's safety oversight system as defined by ICAO. By these means, the DCA can demonstrate as required that the aviation industry, including the function of the Bailiwick's Airports, is meeting the agreed international standards with adequate regulatory oversight.

The regulatory oversight applicable to the operation of ANS functions (and as determined in 'The State Safety Programme for the Bailiwick of Guernsey – Part 1 Overview (issue 1.1 dated Sept 2013) are:

- Regulatory oversight rests with the independent regulator (DCA)
- The DCA contracts through CAA International (or EASA as appropriate) to carry out certain functions when required resources are not available within his Office
- EASA carry out Air Navigation Services and Training Organisation audits on an ongoing basis as the services are provided in French Sovereign Air Space.
- UK CAA regularly visits the Bailiwick for ATC licensing
- All ATC licences are validated by the DCA for use in Guernsey Airspace. The DCA does not issue Controller licences
- The DCA may use the services of other suitable and recognised organisations to provide support services, whenever necessary.

The safety elements of our ANS functions are delivered through a well-established Safety and Security Management System (SSeMS), along with all of the other key functionality of the Airport.

The SSeMS establishes the processes and procedures to effectively manage aviation safety, health and safety and security at Guernsey and Alderney Airports, and provide a vehicle for delivering the ANS-related outputs required in the State Safety Programme. This includes

- Clear Aviation Policy including robust Aviation Safety and Just Culture Policies
- Risk Management
- Occurrence Reporting and Analysis
- Accident and Serious Incident Investigation
- Monitoring and Review – including an Airport Safety, Security and Quality Review Board (which meets annually) and Regulatory Compliance Reviews on a quarterly basis with the DCA
- Safety and Security Promotion Activities and Initiatives

SSeMS is an effective way of taking the airport beyond just complying with regulations by providing the appropriate tools for more informed decision making and demonstrating good business practice.

The SSeMS is concerned with aviation safety, health and safety, aviation security and the management of risk on the aerodrome and in the airspace delegated to Guernsey Airport by the Ports of Jersey.

The SSeMS has been developed in order to meet the requirements of Annex 19 of the International Civil Aviation Organisation (ICAO) whereby ICAO member states are required to have in place a safety management system. The requirements of European Commission Regulation (EU) No. 139/2014 and, in particular, ADR.OR.D.005 in relation to safety management for aerodromes have also been considered as part of the development of the SSeMS.

In addition, airports providing ANS are required to comply with the European Commission Regulation (EU) 2017/373 and Air Traffic Control Officer Training Organisations European Commission Regulation (EU) 340/2015.

Serviceability

The ANS provided by Guernsey and Alderney Airports are committed to deliver exemplary service and through consultation with our Customers to regularly identify and implement improvements to increase efficiency and effectiveness.

We will ensure we have adequate staff levels to operate the service safely and with good resilience such that any risk of delays or closures to our facilities are minimised.

We will continue to monitor the development of technology and improvements in airspace to ensure we can meet and exceed a base level service provision. Recent examples of this include the groundbreaking implementation of GNSS services at Alderney Airport and LPV200 approaches at Guernsey Airport. Through the States of Guernsey funded capital programme, we will continue to ensure adequate capital provision for upgrades to, and maintenance of, essential equipment.

We will continue to develop our training and compliance programmes to ensure a greater level of quality assurance and safe management of change processes to minimise the risks to our operations. This will be backed by a continuation of a full audit programme and independent regulation of our facilities through the ANS Competent Authority.

Environment

We are committed to minimising the impacts of our aviation operations on our neighbours, whether they be living in the immediate environs of the airport or adjacent to flight paths.

Guernsey Airport promulgates noise abatement procedures. These are designed to maintain traffic within predefined arrival and departure funnels and to ensure where turns are executed, they are done so at a reasonable height above the ground so as to minimise noise. The airport operates a pro-active customer feedback process together with a robust complaints procedure. Noise complaints are thoroughly investigated and feedback provided when requested. If necessary, operators or organisations which are regularly the target of complaints will be asked to modify their procedures to ensure better compliance with noise abatement.

Guernsey Airport uses active noise monitoring at its western boundary (the closest to domestic properties). This triggers automatic alerts when noise levels exceed an average noise level of 70 db(A) over the space of one hour. These reports can then be checked against movements to identify particularly noisy aircraft.

To assist in minimising noise on the ground, Guernsey Airport provides fixed electrical ground power units on the main apron. This coupled with tactical slot management by ATC, reduces Ground Power Unit noise on the airfield, ameliorating noise for our neighbours.

Service Partners

Feedback from our stakeholders is critically important in running our operation. This feedback is activated through both formal and informal routes.

Guernsey Airport Consultative Committee – under an independent Chair, this group meets quarterly. Its membership includes CEO level representation from all of our stakeholders, including users of ANS. This group provides challenge and policy-level input into development and operations of the Airport. Its agenda regularly includes ANS-related matters

The Head of Air Navigation Services (HANS) chairs a bi-annual unified Manoeuvering Area Safety Team / Local Runway Safety Team / Flight Operations Committee to which delegates from airline operators, FTOs, general aviation, handling agents, and airfield users are invited. The delegates to this forum may also be consulted in respect of future developments and policy planning.

Informal communication includes regular open access winter lectures by ANS staff on current issues, new developments, changes in policy, HF etc. These meetings are well attended by a broad

cross-section of stakeholders and have proved an effective vehicle for communication and feedback.

Human Resources

The current ATC unit staffing comprises 16 ATCOs plus the HANS, and 13 ATSAs, including the Senior ATSA. The core ATC staffing requirement is for one ATCO providing ADI in the VCR, supported by an ATSA, and one ATCO providing APS from the Approach facility, supported by an ATSA and one ATCO performing Watch Supervisor duties and Approach Radar when required.

The ATCO roster is supported by a Fatigue Risk Management System (FRMS) approved by the General Manager Ports. The FRMS includes provision for ANS operations outside published Airport hours, either by extension, or in the event of an emergency call out. The FRMS includes a system for monitoring compliance.

Alderney ATC is staffed by 4 full time ATCOs, one of whom is the ATCO-In-Charge. In addition, two Guernsey ATCOs maintain ADI UEs for Alderney ATC, one of them acting as an Assessor.

The CNS staffing comprises 7 Air Traffic Safety Electronics Personnel (ATSEP) and the Chief Technical Officer.

Both the ATC and CNS departments are committed to a local recruitment and training programme in order to further improve and optimize the department's operational performance and to maintain business as usual in the event of sickness and holidays. This provides both Guernsey and Alderney Airports with improved resilience and ensures a clear succession plan is in place both over the next 12 months and in the longer term.

ATC will continue to develop general training programme with particular emphasis on audit, CISM and incident investigation.

Both departments will continue to budget and make the necessary resources available for the local recruitment and training programme also noting current operational demands and foreseeable future capacity requirements.

Investment

The provision of this critical function in the Bailiwick of Guernsey demands capital investment. The Ports has an active capital procurement process, which aligns with the States of Guernsey's Corporate Capital Programme. Routine capital expenditure is funded through the Ports, but critically, more substantive investment can be called from central Government to support the need for significant capital investment.

The Ports operates a central capital portfolio, which includes regular (quarterly) revisions of the capital investment plan with a robust prioritization process that can focus resources where they are most needed.

A list of ANS related capital projects and their estimated values and timeframes is available – but is commercially sensitive.

Pricing of ANS services

ANS provided at Guernsey and Alderney Airports are delivered within the overall landing fees charged by the Airport. There are no separate charges levied for ANS. In the event this model would change, then full consultation would occur before any decision is taken to charge separately for such facilities.

There are no en-route charges levied or receivable by the Bailiwick of Guernsey. The Bailiwick lies within the Channel Island Control Zone and the charges levied by the Zone are retained by the Ports of Jersey.

Review and Updating

This ANS plan will be reviewed on an annual basis. Updates will be posted on our website www.airport.gg.

Appendix 1 – KPI's for ANS services (Annual targets in brackets)

Capacity

Peak Runway Utilization (movements per day)	(>150 No)
Average Runway Utilization (movements per day)	(>90 No)

Environmental

Number of Noise Complaints	(<20 No)
Number of Triggered Noise Alerts that exceed 70 db(A) in one hour	(<10 No)
Total Electricity Consumption (MWh)	(<3,000 MWh)

Safety

Number of Level Busts	(<10 No)
Loss of Separation Incidents	(<5 No)
Number of Taxiway Incursions (ATC contribution)	(<5 No)
Number of Runway Incursions (ATC contribution)	(<5 No)
Number of TCAS/RA Occurrences	(<5 No)

Delays

Percentage of qualifying departing flights operating within 15 mins of scheduled time	(>70%)

Cost Efficiency

Operating cost per passenger movement	(<£15.00)
Navigational Services cost per passenger movement	(<£7.50)
Cost of Navigation Services as a % of total costs	(<50%)

Communication, Navigation and Surveillance Services

Number of radar failures	(<5 No)
Number of instrument landing system outages	(<3 No)