



# Annual Report 2019

Issue Number	1
Issue Date	10/09/2020
Effective Date	10/09/2020
Document Owner	General Manager – Ports

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## Message From The General Manager - Ports

Guernsey Airport celebrated a very important milestone in 2019, its 80<sup>th</sup> birthday! Air travel has come a long way since the 4 May 1939 when the aerodrome at La Villiaize opened to commercial aviation. The anniversary has provided us with the opportunity to look back and consider what has been achieved and overcome, as well as looking at the challenges and opportunities ahead for the future years.

Passenger numbers out of Guernsey experienced a good recovery in 2019. This was due to a variety of reasons, the Committee *for* Economic Development successfully steered an 'open skies' policy through the States of Deliberation. This removed the need for airlines (other than on the London Gatwick and Alderney routes) to apply to the States of Guernsey's Transport Licensing Authority for a licence to operate a route. Guernsey Airport continued to offer its own route discount policy to help airlines launch new routes into and out of the islands and froze its charges to airlines and passengers in 2020. All of these have helped boost traffic and passenger numbers. Alongside airport financial support, some of these routes required additional support from other States of Guernsey Committee's

Passenger figures for Alderney continue to be a concern, recording the second lowest passenger numbers since 1970. Works continued in supporting the Committee *for* Economic Development as it tendered a Public Service Obligation Air Route opportunity at the end of 2019; covering all routes to and from that island.

Guernsey Airport's Air Navigation Services and the Ports' Safety and Compliance teams managed to achieve certification with the European Union Aviation Safety Agency (EASA) for its Air Navigation Services and Air Traffic Controller Training Organisation. Moving to EASA oversight has been very challenging for our staff who have had to modify and create new policies and procedures and a framework for operations. Nevertheless, the challenges have been overcome and I thank all staff who were involved in the project.

Guernsey Airport's income in 2019 was £13.1 million compared to a budgeted £12.5m and a 2018 outturn of £12.3m. The Airport recognises the continued need to diversify and grow revenue streams from its other non-aviation activities and it is a key policy objective in our Business Plan that was responsible for driving this improvement in revenue.

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I remain grateful for the co-operation and support of all staff at Guernsey and Alderney Airports and for their help and assistance in 2019. They are a dedicated and highly professional team who love aviation and I am proud to lead them into another year of exciting opportunity and challenge.

Colin Le Ray

**General Manager – Ports**

## Chapter 2 - Profile

### 2.1. Purpose

Guernsey and Alderney Airports provide for safe and expeditious movement of commercial and private aircraft, passengers and cargo to and from the islands on the most cost-effective basis. The Airport also looks to ensure that policies, facilities and services are aligned to its five-year business plan and the air navigation services annual plan. The purpose also needs to be commensurate with the requirements of the islands in respect of air transport services, general aviation and meeting the standards set by various statutory and supranational agencies. Among these, include the Office of the Director of Civil Aviation in the Channel Islands (the DCA), the United Kingdom Civil Aviation Authority (CAA), and the European Union Aviation Safety Agency (EASA). Standards applied by international civil aviation regulatory agencies such as the United Nations' International Civil Aviation Organization (ICAO) are applicable in certain circumstances.

### 2.2. Vision

Guernsey and Alderney Airports remain committed to ensuring both airports remain open, safe and secure and that its operations and services are industry leading.

### 2.3. Core Business








Guernsey and Alderney Airports core business in 2019 was based upon the published Business Plan and Annual Plans<sup>1</sup> and its services to its customers continue to be delivered to exacting standards in a transparent and non-discriminatory manner. The core business of Guernsey and Alderney Airports encompasses the following services:

- Provision of serviceable aerodromes and terminal and operational infrastructure in both Guernsey and Alderney that ensures both airports remain open, safe and secure.
- Provision of air traffic services (ATS), particularly air traffic control with a clear objective to providing a safe, structured and smooth air traffic service within its area of responsibility.
- Provision of communication, navigation and surveillance services (CNS).
- Provision of aeronautical meteorological services (MET).

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<sup>1</sup> <https://www.airport.gg/corporate-reporting>

## Chapter 3 - Summary and Key Year Highlights

<b>Passenger Movements</b> 	<b>Guernsey</b>  858,230 <b>Alderney</b>  53,792	<b>Total Income</b> 	<b>Guernsey</b>  £13.1 million
<b>Full Time Equivalent Employees</b> 	121	<b>New Routes</b>	London Heathrow, London Southend, Liverpool, Newquay, Bournemouth, Edinburgh,
<b>Aircraft Full Emergencies</b> 	<b>Guernsey</b>  4 <b>Alderney</b>  1	<b>RIDDOR<sup>2</sup> Events</b> 	<b>Guernsey</b>  0 <b>Alderney</b>  0
<b>Mandatory Occurrence Reports (MORs)<sup>(3)</sup></b> 	<b>Guernsey</b>  199 <b>Alderney</b>  31	<b>Audits</b> 	<b>Internal</b>  11 <b>External</b>  7

<sup>2</sup> Reporting of Injuries, Diseases and Dangerous Occurrences (RIDDOR), which are required to be reported to the States of Guernsey Health and Safety Executive.

<sup>3</sup> Mandatory Occurrence Reports, which are required to be reported using the European Co-ordination Centre for Accident and Incident Reporting Systems (ECCAIRS) reporting portal.

## Chapter 4 - 2019 Performance

### 4.1 Passenger Movements - Guernsey Airport

858,230 passengers were recorded at Guernsey Airport in 2019; this compares with 808,616 in 2018. This represents a 6% increase compared to the previous year.

Some routes performed very well in 2019. Southampton, which operated with two carriers (Flybe franchise partner Blue Islands, and Aurigny) recorded a 23% increase in passenger traffic, as a result of Aurigny adding Southampton as a new route on its network direct from Guernsey. Overall, Aurigny held the significant market share at Guernsey Airport, carrying just under 60% of all passengers travelling to and from the Airport.

Exeter operated by Flybe saw a 2% increase in passenger traffic. The seasonal route of Norwich operated by Aurigny saw a 12% increase.

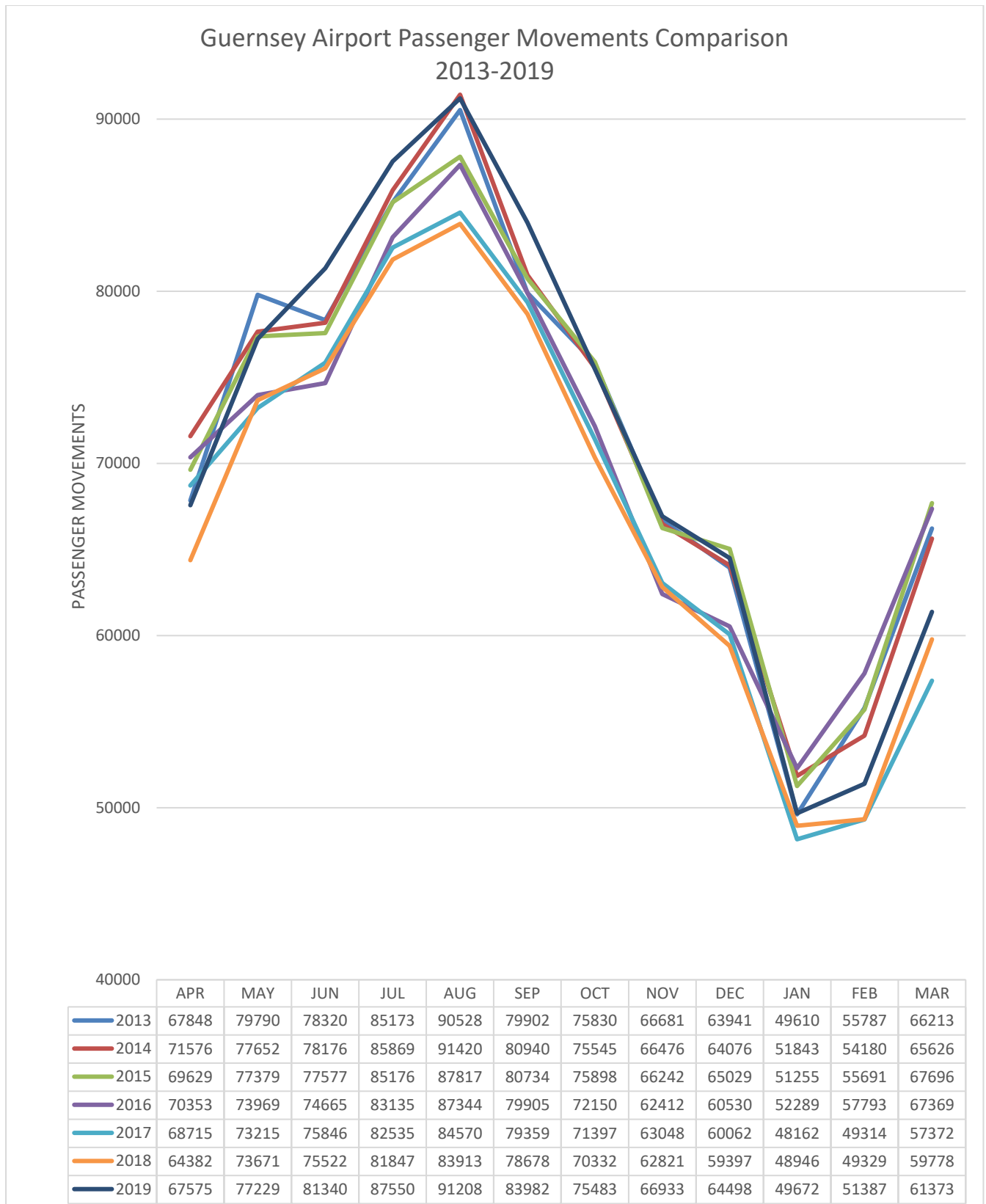
London Heathrow, which commenced in March 2019 and was operated by Flybe, recorded 27,644 passenger movements out of Guernsey. This was the first time a direct route to London Heathrow had been operated since the late 1990's.

Other routes fared less well over the year. Birmingham, which was served by Flybe, saw an 18% drop in passenger numbers (28,664 movements in 2019 compared to 35,021 in 2018).

Aurigny's London Gatwick service saw a -6% decline in numbers in 2019, (310,040 in 2019 compared to 331,221 in 2018). Some of this decline is likely to have been driven by more choice of new routes into London (Heathrow and Southend), both of which were supported with route rebates. The seasonal Leeds-Bradford service saw a decline of -27% from 5,962 in 2018 compared to 4,357 in 2019.

Further analysis is available in Appendix 2 of this annual report.



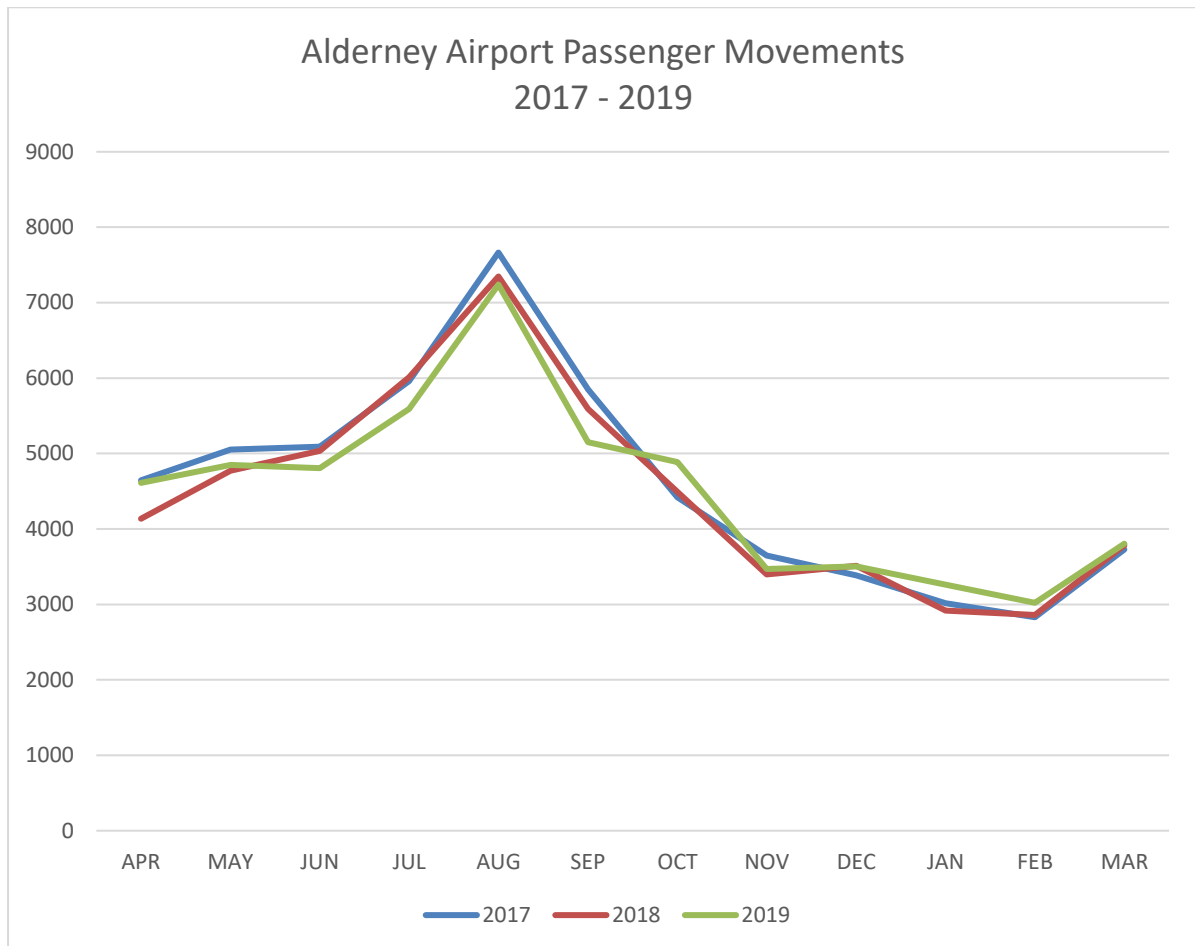


Guernsey Airport Passenger Movements by Month – 2013 to 2019

Source: Guernsey Airport

## 4.2. Passenger Movements - Alderney Airport

53,792 passenger movements were recorded in Alderney during 2019 (compared with 53,861 in 2018 and 55,291 in 2017).



### Annual Passenger Movements – 2017 to 2019

Source: Alderney Airport

26,758 passengers travelled on the Guernsey – Alderney route, and 23,804 passengers used the Alderney to Southampton route. The island is more vulnerable to high crosswinds as well as poor visibility or fog and this can therefore impact service times and as result the number of passengers using services in and out of the island. As of the end of 2019, no decision had been reached on the outcome of the Public Service Obligation Tendering exercise taking place.

### 4.3. Route Analysis – Guernsey Airport

2019 was a year that saw the establishment of several new routes and some change on existing routes or adding capacity to existing ones by all three carriers serving Guernsey Airport. Flybe franchise partner Blue Islands launched year-round service to London Southend, and seasonal services to Liverpool and Newquay Airports in the UK. Blue Islands also consolidated its European tour operator charter business in the Netherlands and Switzerland. The company launched a new service from Guernsey to East Midlands and they offered extra seat capacity on the Bristol service in the spring and summer months.



In March 2019, Flybe launched a new route to London Heathrow. The airline secured slots to the London airport with the financial support from the Committee *for* Economic Development and Guernsey Airports' route discount policy, which made this launch possible. Our route discounts offer airlines the opportunity to setup new routes and to be supported in the shorter term through reduced fees and charges. The aim is attract new routes and increase passenger traffic. The last time Guernsey had a London Heathrow service was in 1997. In April 2019, the London Heathrow service attracted 2,837 passenger movements recorded in the first full month of operation. London Heathrow alongside London Gatwick and London Stansted helped to deliver a 10% (2,909) increase in passenger movements for all London routes when compared to April 2018.



Picture: London Heathrow.

Scottish carrier Loganair launched new seasonal routes from Guernsey to Bournemouth and Edinburgh to complement its Glasgow service launched in 2018. Inbound passengers can connect to Loganair's extensive network across Scotland's Highlands and Islands. Appendix 3 provides some additional analysis of routes by month for 2019, along with 2018 comparators.





Aurigny announced new services to Jersey and Southampton offering choice and competition alongside Flybe franchise partner Blue Islands. Aurigny cited the new routes as being instrumental in meeting the objective set for the carrier by the States of Guernsey to reach a break-even position. Aurigny decided to end its services to Dinard in France early in 2019. It cited a lack of demand, an 80% decline in passenger numbers over the last 10 years and a need to focus its Dornier aircraft resources on the Alderney operation. Elsewhere Blue Islands continued with the seasonal charters from the Netherlands and Switzerland. Flybe and Eurowings offered seasonal services to Dusseldorf in Germany.



#### 4.4. Route Analysis – Alderney Airport

Alderney only has one commercial airline operating two routes, and this was unchanged in 2019. Aurigny operates daily year-round lifeline services to and from Guernsey and Southampton from the island.



The Alderney to Guernsey route continues to attract the most traffic. However, the Alderney to Southampton service is the islands only direct air link to the UK.

#### **4.5. Aircraft Movements – Guernsey Airport**

36,600 aircraft movements were recorded over the year at Guernsey Airport. This represents a 0.2% increase compared to 2018's figure of 36,513. In 2019, 25,826 commercial aircraft movements were recorded compared to the 2018 figure of 23,278. Non-Commercial aircraft movements in 2019 were 10,774. In 2018, the figure was 13,235 or -9% drop.



#### 4.6. Aircraft Movements – Alderney Airport

8,733 aircraft movements were recorded over the year. This represents a 9% drop compared to 2018's 9,561. Of this total, 4,412 movements were by commercial aircraft, the balance represented private aircraft movements. 50% of Alderney Airport's aircraft movements in 2019 were commercial traffic.



## Chapter 5 - Financial

### 5.1. Financial Performance – Guernsey Airport

Guernsey Airport's income in 2019 was £13.1 million compared to a budgeted £12.5m and a 2018 outturn of £12.3m. Guernsey Airport recognises the need to diversify and grow revenue streams from its other non-aviation activities and key policy objective in its 2018-2022 Business Plan was responsible for driving this improvement in revenue.

Overall, 73% of our total revenue in 2019 was derived from aeronautical charges (74% in 2018); the remaining 27% was derived from non-aeronautical revenue streams (26% in 2018). Expenditure at Guernsey Airport in 2019 was £13.5m, compared to an actual expenditure in £12.1m in 2018. Increases in the cost of regulation in relation to security and in respect of audits and compliance accounted for the significant elements of the increase in expenditure reported in 2019. The overall trading deficit before depreciation was £395k, down from a trading surplus of £160k in 2018.

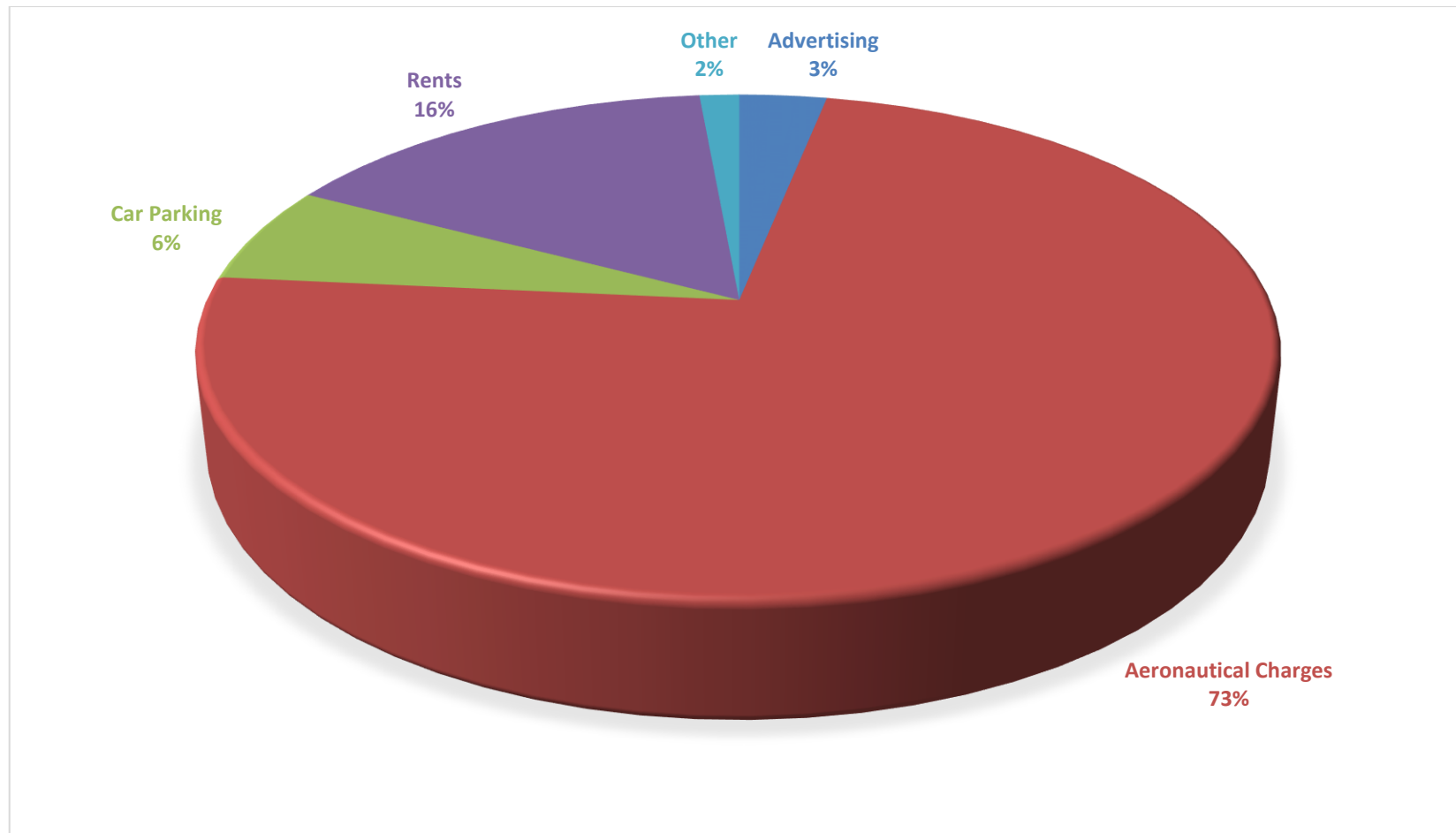
A link to Guernsey Airport's trading accounts is attached as Appendix 2 to this annual report.

### 5.2. Financial Performance – Alderney Airport

Alderney Airport's net losses for 2019 were £989k, a decrease from £1,224k in 2018. Improvements in passenger numbers during 2019 reduced the overall deficit from 2018, although that had been inflated by exceptional operational expenditure in 2018.



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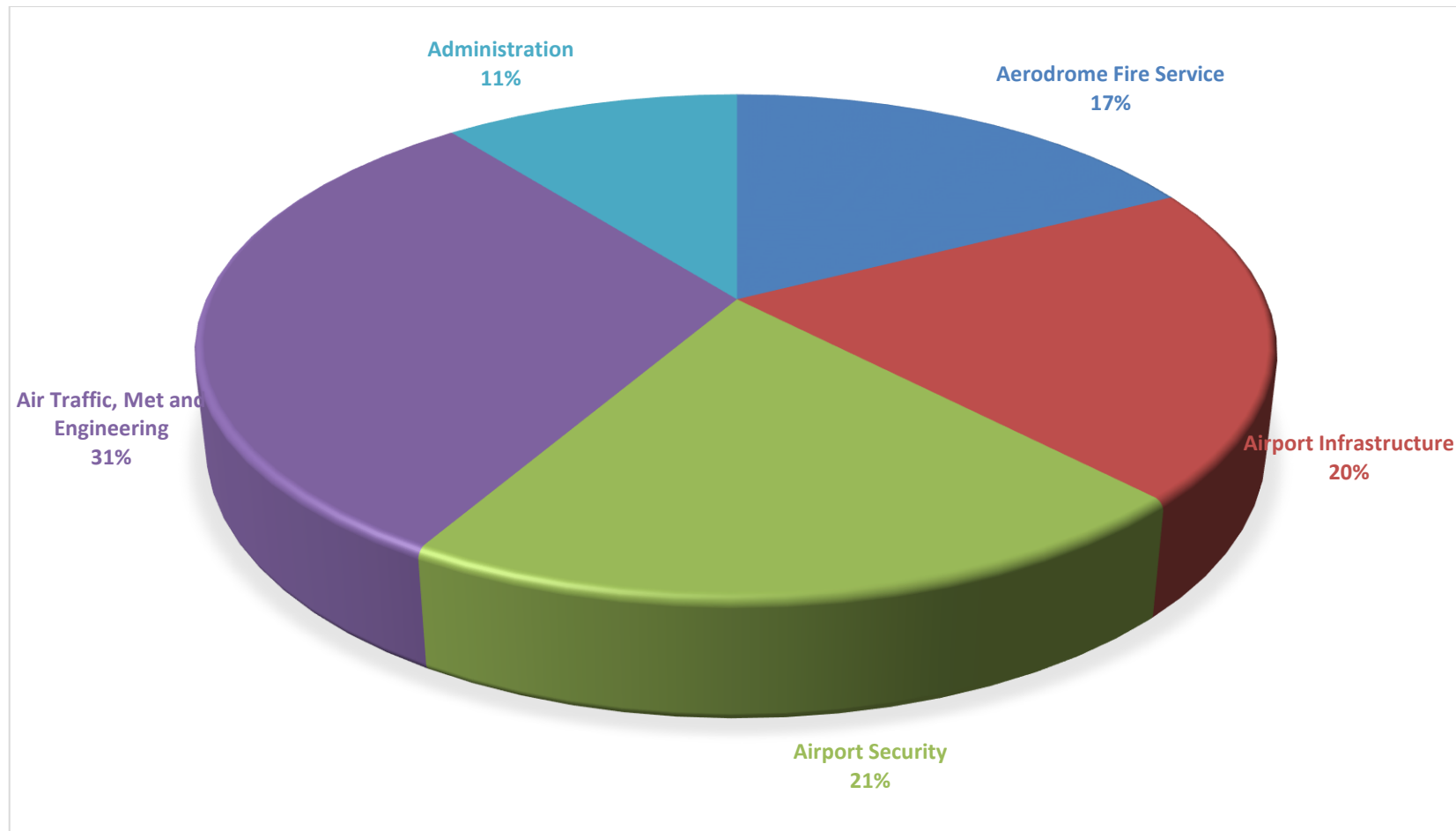


Guernsey Airport 2019 Analysis of Total Income (£13.1 million)

Source: Guernsey Airport

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Guernsey Airport 2019 Analysis of Total Expenditure (£13.5 million)

Source: Guernsey Airport

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## Chapter 6 - Safety, Quality, Environment and Security

### 6.1. Safety Management

Guernsey and Alderney Airports continue to operate a safety and security management system (SSeMS) which was introduced in 2010. The SSeMS continues to mature and develop following internal and external reviews by the airport's competent authorities. Extensive safety related activities were completed during 2019 that included:

- Safety and security occurrence reporting and investigations.
- Internal and business partner audit programme.
- Just culture promotion activities and training.
- Safety and security training.
- Internal and external safety meetings.
- Safety promotional activities.

### 6.2. Quality Management

As part of Guernsey Airport's transition towards EASA ANS certification. Guernsey Airport took the opportunity to obtain ISO 9001:2015 third party accreditation, which has been independently certificated by British Standards International (BSI). That entailed a series of rigorous audits to determine Guernsey Airport's Quality Management System for its ANS fully complies with the requirements of the international ISO 9001 quality management system standard.

During this transition period, Guernsey Airport took the opportunity to automate and digitise its paper-based safety and compliance system towards an online-based system using Centrik<sup>4</sup>. Centrik is an online-based application that allows reporting, monitoring, and compliance of safety and security related issues, documentation, policies and procedures at Guernsey Ports. The system has removed overly complicated documentation procedures, cutting out a host of disparate systems used both internally and by external contractors, including airport security and ground handling agents. This has eradicated inefficient paper trails and email chains, as well as making evidencing operational processes for the regulator quick and easy.

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<sup>4</sup> <https://centrik.net/>

Since using Centrik, Guernsey Airport has noticed a significant increase in the number of reports being submitted for a variety of safety, compliance and security related occurrences. Centrik can be used at a PC or using electronic handheld tablet or mobile devices.

Thanks to Centrik, Guernsey Airport can now manage all aspects of its safety, security, risk, compliance, training workflows and in the future meetings through one single source. The system can provide relevant members of staff with a comprehensive overview of all tasks, reports and findings, creating visible heat maps and KPIs that can be used to quickly and easily demonstrate how all regulatory compliance requirements are being met.

### **6.3. Environment Management**

Guernsey Airport continues to closely monitor its impact upon its neighbours and the Island community more widely. A set of key performance indicators are set each year and are covered later in this report. Key areas of focus include:

- Number of Noise Complaints.
- Number of Triggered Noise Alerts that exceed 70 dB(A) in one hour.
- Total Annual Electricity Consumption (MWh).

### **6.4. Security Management**

Despite some challenges with security management through 2019, business as usual was maintained with the core focus remaining:

- Continuing to ensure compliance with relevant aviation security legislation and best practice.
- Protecting all users, the facilities and infrastructure of both airports.
- Ensuring a robust regime of auditing, inspection and testing of security measures and procedures were maintained.

Guernsey and Alderney Airports reviewed its aviation security arrangements through 2019 including updating and reviewed current risk assessments which resulted in the introduction of new infrastructure and technical solutions where deemed required.

Security awareness campaigns remained a priority through 2019 with the ongoing threat level remaining at 'Severe'.

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In April 2019, Guernsey Airport completed an ambitious programme of expanding its security central search area, working in a public private partnership with its duty-free provider (RW Randall's Limited). The work was aimed at increasing space for security as the existing layout was becoming cramped for known future security developments and requirements. The extra space was also designed to improved additional benefits for security staff and passenger wellbeing – being better lit and air-conditioned. When the project is completed in early 2019 passengers will notice more space during the security screening process. It will allow Guernsey Airport to embark on the process of replacing our hand and hold baggage systems that other UK airports have already completed or embarked upon.

## Chapter 7 – Operational Update

### 7.1 Central Security Equipment Upgrades

During 2019, Guernsey Airport embarked on a project to refresh its security screening equipment. This refresh takes advantage of new developments in technology. The first piece of equipment installed was a body scanner. The scanner is the first equipment of its type to be installed at a Channel Island airport. The design chosen provides an 'open-ended' device rather than an enclosed 'capsule' type device encountered at some UK airports.



Picture: Rohde & Schwarz UK Ltd

The equipment reduces the need for hand searching of passengers as Guernsey Airport seeks to improve compliance with aviation security regulations set by the UK Department for Transport and audited by the CAA. Further investment is planned for the central search area and the hold baggage system scanning equipment in the future.

## 7.2. Tri-Service Exercise at Guernsey Airport



Picture: Guernsey Law Enforcement

During 2019, emergency service personnel from Guernsey Police, Guernsey Fire and Rescue Service, St John Ambulance, First Responders, Civil Protection Volunteers and Airport used a training exercise at the terminal building to test emergency responses and how all parties would respond to a terrorism related incident. The idea of the exercise was to place police officers and other emergency service personnel in as realistic a scenario as possible, which would assist in preparing them for what they may be, expected to respond. Exercises like this are valuable in establishing how well the principles of joint working play out and what lessons can be learnt for the future for all parties involved. The value of training scenarios like this is invaluable, but also collectively across the blue light services consider what we could improve and do differently next time.



### 7.3. Operation Raven at Guernsey Airport

In October 2019, Guernsey Airport staff from various departments took part, and hosted a training exercise in a multi-agency response towards a simulated incident involving an aircraft, and injured passengers. A multiple range of agencies took part. Guernsey Law Enforcement, Guernsey Fire and Rescue Service, charities, Blue Islands, Guernsey Water, Airport Fire and Rescue Service, St John Ambulance, Civil Protection Volunteers and many more. The Exercise was an opportunity to test Guernsey Airport's Emergency Plan that governs the response to an incident occurred on or near the aerodrome. The Exercise supplemented the Airport Fire and Rescue Services' routine training programme (pictured below).



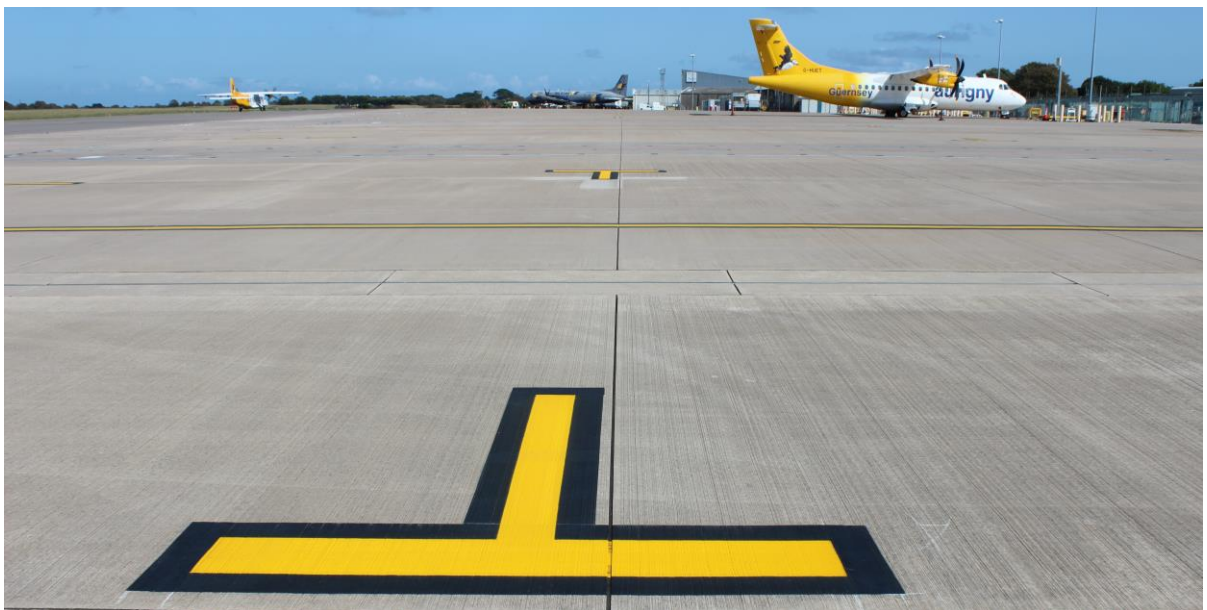


## 7.4. Apron Marking Refresh

During summer 2019, Guernsey Airport introduced refreshed and new markings on the apron where aircraft park at the Airport. Markings are used to ensure separated vehicle, aircraft and equipment areas near the terminal and which direction passengers should walk as they enter and exit the aircraft to and from the terminal.



Another innovation at Guernsey Airport is the introduction of 'into-wind' parking for ATR aircraft for operational reasons and requirements. The new markings (below) enable the parking for aircraft that are used by operators of ATR aircraft. This gives Air Traffic Control greater flexibility when nose in parking is not always available for this type of aircraft.



## Chapter 8 - 2019 Project Updates

### 8.1. Duty Free Shop Expansion



During 2019, Guernsey Airport's duty-free shopping outlet was expanded and provided customers significantly more choice, products and an enhanced range of local brands on offer as construction and fit out work for the outlet was completed. A range of internationally recognised brands in cosmetics, perfumes, and alcoholic beverages are now on sale for the first time as there is more space to sell more items.

Guernsey Airport welcomed this investment in duty free, as part of its policy to move away from its reliance on aeronautical revenue. Duty free shopping is an important income stream for the Airport and helps reduce reliance on aeronautical charges. We are confident this redevelopment has resulted in a major improvement in the Airport's retail offer. The Airport has already received positive feedback from customers about the new facility and revenue increased in 2019, as predicted.



## 8.2. Bailiwick Bar and Kitchen Opens



Further investment in passenger facilities in 2019 was realised in Guernsey Airport's food and beverage outlets. Following a competitive tendering exercise, new operators were selected to run the terminal café landside and the restaurant airside in departures. As part of the successful tender, Caterleisure (Guernsey) Limited committed to fully refurbishing the two outlets with new retail frontage, new cooking and kitchen equipment, and a new menu with vegan and vegetarian options now available to customers. The operator has developed a new food and drink range and choice with passengers and airport users in mind, with emphasis on quality and efficiency of service.

## 8.3. Guernsey Airports' 80<sup>th</sup> Birthday

4 May 2019 saw Guernsey Airport celebrated its 80<sup>th</sup> Birthday. On the cusp of the Second World War civil aviation arrived in 1939. Back in the late 1930's air travel was only available for the rich and wealthy and civil aviation was still a relatively new industry, and using very basic aircraft as illustrated overleaf.



The 80<sup>th</sup> anniversary gave us a chance to take stock of our achievements and to consider what else was required to continue to meet evolving and future challenges aviation presents. Guernsey Airport was lucky to invite Sylvia Branquet, who attended the original airport opening aged five. Also pictured below is her son, Wayne who is one our Airport Operations Officers.





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With the opening of Guernsey Airport in 1939, airmail services for letters and parcels could be provided, initially by the Royal Mail in the UK. The photo below captures the moment when the first letters and parcels arrived into the island in 1939.

In the last 50 years, the Guernsey Post Office and its successor Guernsey Post have been utilising Guernsey and Alderney Airports for letter and parcel post deliveries on and off island. Independent global courier companies (DHL, FedEx, UPS and others) also expanded into Guernsey using freighter aircraft. UK national newspapers also arrived by air ready for same day sale and delivery. This ended in 2016, when UK national newspapers were being printed in Jersey instead and were being sent by ship.



2019 saw the centenary of the first civilian flight, into Guernsey on October 4<sup>th</sup> 1919, when the first flight landed at St Peter Port harbour. The first passenger was a Lieutenant Fulford on board an Avro 536 seaplane from Jersey (pictured overleaf). It marked the arrival of civil aviation into Guernsey.



#### 8.4. Military Training



Guernsey Airport regularly accommodate training requests from the UK Royal Air Force and other NATO air forces to practice the challenging conditions of navigation and weather across the Channel Islands. In 2019, the Airport welcomed the RAF A400M transporter aircraft based at RAF Brize Norton. A Royal Netherlands Air Force C-130 Hercules transporter aircraft (pictured) based at Eindhoven also visited Guernsey in 2019.



Such training flights by NATO air forces are sequenced around routine passenger flight movements in locally managed air space and prove popular with aviation enthusiasts.

### 8.5. Outreach - Tour de Sez Runway Ride 2019

Following on from the 2018 event, Guernsey Airport working with Civil Protection Volunteers, St John Ambulance, and the Channel Islands Air Search, to host the Runway Ride Airport Sportive in aid of the Sarah Groves Foundation<sup>5</sup>. The Foundation's mission is 'Enhancing young lives' using Children, Art, Fitness and Adventure as themes. The Foundation organises and supports life-changing initiatives in which it encourages people of all ages from all lifestyles to take on challenges that they would not normally consider or that would not normally be available to them.



Guernsey cyclists of all ages and abilities had the opportunity to take part and undertake a two-mile circuit of the runway and taxiways in a three-hour session once flight operations were completed for the day.

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<sup>5</sup> <https://sarahgroves.org/>



## 8.6. Outreach - Piano Project

In 2019, the Guernsey Arts Commission organised an opportunity for local artists to put forward their ideas to design the artwork for a donated refurbished piano to be placed at the Guernsey Airport departures concourse. With a final public vote, artist Chris Simcox was chosen to recreate his concept on the Piano and has produced an extraordinary artwork, which depicts a walk-through Guernsey landscape from dawn to dusk.

The painting is of a bright nature colourful a full of life. According to the artist, the images on the piano create a movement from one place to another in a fluid and musical way. The Arts Foundation Guernsey funded the installation of the piano at Guernsey Airport. There have been moments captured on social media of amateur and professional piano players using instrument to great effect.





Guernsey Airport continued to support other outreach projects such as sunflower lanyard for hidden disabilities and Project Linus Guernsey, which enables departing passengers knit quilts for young babies and children. The Project a non-profit organisation and it provides homemade blankets to children in need.

## Chapter 9 - Consultation And Feedback

### 9.1. Airport Consultative Committee

The Airport Consultative Committee was formed in 2005 and meets quarterly under an independent Chair to discuss all aspects of the Guernsey and Alderney Airport operations, focussing primarily on strategic matters.

The Committee comprises senior representatives of all the Airports key customers and tenants; including airlines, handling agents, service-delivery organisations, general and business aviation representatives and law enforcement agencies. It met on four dates in 2019 and its agenda and discussions over the last year covered a wide range of topics, including:

- A review of potential changes to airport opening hours.
- Availability of aviation fuel at Alderney Airport.
- Changes to the security central search area at Guernsey Airport.
- Route performance monitoring and review.
- Promotion of general aviation at both airports.
- Transition of Air Navigation Services regulatory oversight to EASA.
- Debrief on snow clearance activities at Guernsey and Alderney Airport.
- Guernsey Airport Business Plan engagement and review.
- Technological updates on navigational aids.
- Facilities (catering) re-tendering.
- Approval of the Air Navigation Services Annual Plan.

The Committee provides a valuable check and balance on the activities of Guernsey and Alderney Airports. It holds Airport management and officers to account and provides all our key stakeholders with an opportunity to challenge and direct the work planned and subsequently undertaken. The benefit of an independent Chairman should not be underestimated as it further enhances direction and follow up work arising from the regular Committee meetings.

## Chapter 10 - Human Resources

Whilst 2019 only saw a small increase in our Full Time Equivalent (FTE) headcount overall across both airports (from 123 to 124), there were several significant changes over the year which may not be accurately represented by the relatively innocuous headline change in staffing numbers.

In late 2019, Guernsey Airport's Air Traffic Control saw the appointment of a new manager. Leah Jeffreys who had served as Air Traffic Control Officer succeeded Frank McMeiken, who retired after 29 years of service. One of the most pressing issues was the transition for Guernsey Air Traffic Control to meet the standards and achieve certification set by EASA. Staff from Air Traffic Control and the Ports' Safety and Compliance teams invested a considerable amount of time and effort to ensure Guernsey Airport achieved certification from EASA during 2019.

Our ATCO trainee programme continued to prove a great success in identifying candidates who hold the right skills and mind-set to undergo extensive Air Traffic Control Officer training in the UK before starting at Guernsey or Alderney Airports. The scheme was applied to Alderney Airport and a new student completed their formal training in 2019 at Alderney.

The amalgamation of the Ports Management Functions, commenced as a trial in 2017 was formally ratified in 2019 and several new joint ports roles were created, including the new roles of a Pan Ports Capital Works Manager and Head of Technical and Estate Services. These new roles have supported the maintenance and capital works functions at the Airport and the Harbour by providing more support to our line managers in advancing asset replacement and improvement functions. Further work to establish new roles within the Capital Works team is planned for 2019.

Wherever possible, our managers are encouraged to act proactively in identifying vacancies and planned departures and to pre-empt service disruption by making early appointments and affording enough cover to minimise services disruption and overtime with its associated fatigue-related challenges. These discussions are facilitated through regular 1:1 sessions between all heads of departments and the Ports' senior leadership team and the importance of these sessions has been re-enforced over the year.

## Chapter 11 - Key Performance Indicators

Key performance indicators are set and reviewed on an annual basis. The performance indicators are divided into the categories of capacity, environmental, safety, delays and cost efficiency.

### 11.1. Capacity

Performance Indicator	2019 Actual	Target	2018 Actual
Peak Runway Utilisation (Highest number of recorded movements on a calendar day)	175	>150	168
Average Runway Utilisation (movements per day) (36,600/364 days)	100	>90	100
Total Aircraft Movements as a % of minimum annual flow control capacity (36,600 as a % of 10 per hour x 14.5hrs x 364 days)	72%	>65%	72%

### 11.2. Environment

Performance Indicator	2019 Actual	Target	2018 Actual
Number of Noise Complaints	24	<20	7
Number of Triggered Noise Alerts that exceed 70 dB(A) in one hour <sup>6</sup>	None Recorded	<10	11
Total Annual Electricity Consumption (MWh)	2,740	<3,000	2,820

<sup>6</sup> Number of automated alerts to 27.11.18 when device developed a fault – remaining offline in 2019.

### 11.3. Safety

Performance Indicator	2019 Actual	Target	2018 Actual
Total Mandatory Occurrence Reports submitted	199	>50	83
Number Full Emergencies	4	<20	5
Number Local Standby's	16	<20	20
Number Ground Incidents	0	<10	6
Number Runway Incursions	2	<5	4
Number Unauthorised Obstructions	3	<5	3
Confirmed Bird Strikes	49	<10	20
Drones Reported in Restricted Airspace	2	<5	1
Laser Attacks	0	<5	0

### 11.4. Delays

Performance Indicator	2019 Actual	Target	2018 Actual
Percentage of qualifying departing flights operating within 15 minutes of scheduled time.	72%	>70%	72%

### 11.5. Cost Efficiency

Performance Indicator	2019 Actual	Target	2018 Actual
Operating Cost per passenger movement (Total income/Total No of Pax)	£15.36	<£15.00	£15.03
Navigational Services cost per passenger movement (Total cost of Nav Services/Total No of Pax)	£4.90	<£7.50	£5.02
Cost of Navigation Services as a % of total costs (Total cost of Nav Services/Total expenditure) x 100	31.1%	<50%	33.4%

## Appendix 1 – Contact Details

### Guernsey Airport

Postal Address: Guernsey Airport, Control Tower Building, Le Villiaze, Forest, Guernsey, GY8 0DS

Tel: +44 (0)1481 237766

E-Mail: [airport@gov.gg](mailto:airport@gov.gg)

Web: [www.airport.gg](http://www.airport.gg)

### Alderney Airport

Postal Address: Alderney Airport, Le Grand Val, Alderney, GY9 3AA

## Appendix 2 – Guernsey Airport Accounts

The 2019 published accounts for Guernsey Ports (including Harbours and Airports) can be viewed online at:

<https://www.gov.gg/article/177763/Ports-Accounts-2019>

## Appendix 3 – Passengers By Route And Month 2019 – Guernsey Airport

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total	2018	Change	%
<b>Birmingham</b>	2101	2278	2,494	2,378	2,427	2,477	2,624	2,744	2436	2,323	2,208	2174	<b>28664</b>	<b>35021</b>	<b>-6357</b>	-18.15
<b>Bournemouth</b>	3	0	4	4	83	71	34	88	25	-	-	0	<b>312</b>	<b>164</b>	<b>148</b>	90.24
<b>Bristol</b>	1107	1156	1,509	2,066	2,239	2,354	2,721	3,179	2161	1,708	1,460	1801	<b>23461</b>	<b>24691</b>	<b>-1230</b>	-4.98
<b>Cardiff</b>	0	0	0	3	-	0	0	1	0	-	-	1	<b>5</b>	<b>2036</b>	<b>-2031</b>	
<b>East Midlands</b>	712	892	1,106	1,617	2,002	2,110	2,372	2,447	2099	1,397	1,098	1464	<b>19316</b>	<b>19675</b>	<b>-359</b>	-1.82
<b>Exeter</b>	2000	1891	2,434	2,724	3,022	2,664	3,127	3,073	2755	2,598	1,897	2086	<b>30271</b>	<b>29492</b>	<b>779</b>	2.64
<b>London Gatwick</b>	21633	23009	26,553	27,011	28,133	26,648	27,707	27,398	27823	26,319	24,004	23802	<b>310040</b>	<b>331221</b>	<b>-21181</b>	-6.39
<b>London Heathrow</b>	0	0	63	2,837	3,155	3,180	3,577	3,711	3053	2,807	2,626	2635	<b>27644</b>	<b>0</b>	<b>27644</b>	
<b>London Southend</b>	0	0	89	0	857	1,874	2,262	2,914	2361	1,821	870	1147	<b>14195</b>	<b>0</b>	<b>14195</b>	
<b>Liverpool</b>	0	0	0	0	270	644	766	1,032	410	-	-	4	<b>3126</b>	<b>0</b>	<b>3126</b>	
<b>Leeds Bradford</b>	51	0	1	2	162	964	1,006	1,334	835	-	2	0	<b>4357</b>	<b>5962</b>	<b>-1605</b>	-26.92
<b>Manchester</b>	3833	4010	4,650	6,233	6032	5,949	6,204	6,814	5816	5,265	5,044	5489	<b>65339</b>	<b>66796</b>	<b>-1457</b>	-2.18
<b>Newquay</b>	0	0	0	0	0	106	175	192	0	-	-	5	<b>478</b>	<b>0</b>	<b>478</b>	
<b>Norwich</b>	2	0	0	0	153	269	272	267	316	-	-	0	<b>1279</b>	<b>1143</b>	<b>136</b>	11.9
<b>Southampton</b>	6688	6895	8,382	9,373	12390	14,335	15,697	17,503	16180	15,351	13,667	11741	<b>148202</b>	<b>119876</b>	<b>28326</b>	23.63
<b>London Stansted</b>	1309	1247	1,390	2,244	2373	2,125	2,813	3,228	2584	1,393	1,127	1537	<b>23370</b>	<b>27708</b>	<b>-4338</b>	-15.66
<b>Other UK</b>	75	83	94	123	419	500	857	944	345	156	94	209	<b>3899</b>	<b>2272</b>	<b>1627</b>	71.61



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<b>London City</b>	0	0	5	0	2	-	1	3	0	8	-	4	<b>23</b>	<b>46</b>	<b>-23</b>	-50
U.K. Total	39514	41461	48774	56615	63719	66270	72215	76,872	69199	61146	54097	54099	703981	666103	37878	5.69
<b>Guernsey</b>	16	0	13	0	0	36	0	-	0	26	-	17	<b>108</b>	<b>42</b>	<b>66</b>	
<b>Alderney</b>	2065	1848	2,360	2,514	2720	2,706	2624	3,087	2852	2,757	2,133	1971	<b>29637</b>	<b>30047</b>	<b>-410</b>	-1.36
<b>Jersey</b>	7851	7333	10,045	7,890	9451	10,316	11089	9,982	11375	11,372	10,634	8337	<b>115675</b>	<b>103430</b>	<b>12245</b>	11.84
C.I. Total	9932	9181	12418	10404	12171	13058	13713	13,069	14227	14155	12767	10325	145420	133519	11901	8.91
<b>Dinard</b>	27	0	0	0	0	0	0	0	0	-	-	0	<b>27</b>	<b>1656</b>	<b>-1629</b>	-98.37
<b>Geneva</b>	2	0	12	5	0	5	4	0	0	16	-	3	<b>47</b>	<b>36</b>	<b>11</b>	30.56
<b>Grenoble</b>	0	0	140	5	0	0	0	0	0	-	-	0	<b>145</b>	<b>0</b>	<b>145</b>	0
<b>Zurich</b>	0	8	6	0	71	297	214	188	37	-	8	0	<b>829</b>	<b>587</b>	<b>242</b>	0
<b>Dublin</b>	0	2	10	0	0	-	14	-	0	-	-	0	<b>26</b>	<b>29</b>	<b>-3</b>	0
<b>Dusseldorf</b>	0	0	0	179	416	800	570	653	236	-	-	0	<b>2854</b>	<b>2827</b>	<b>27</b>	0
<b>Rotterdam</b>	0	0	0	91	236	395	338	381	224	-	-	0	<b>1665</b>	<b>1684</b>	<b>-19</b>	0
<b>Other Int'l.</b>	197	735	13	276	616	515	482	45	59	166	61	71	<b>3236</b>	<b>2175</b>	<b>1061</b>	48.78
Int'l. Total	226	745	181	556	1339	2012	1622	1,267	556	182	69	74	8829	8994	-165	-1.83
<b>TOTAL</b>	<b>49672</b>	<b>51387</b>	<b>61373</b>	<b>67575</b>	<b>77229</b>	<b>81340</b>	<b>87550</b>	<b>91208</b>	<b>83982</b>	<b>75483</b>	<b>66933</b>	<b>64498</b>	<b>858230</b>	<b>808616</b>	<b>49614</b>	<b>6.14</b>

Source: Guernsey Airport

## Appendix 4 – Alderney Airport Passengers By Month 2017 - 2019

Month	2017	2018	Change	Change	2019	Change No	Change %
January	3015	2919	-96	-3%	3261	342	12%
February	2830	2860	30	1%	3021	161	6%
March	3727	3782	55	1%	3804	22	1%
April	4647	4135	-512	-11%	4612	477	12%
May	5051	4771	-280	-6%	4848	77	2%
June	5091	5036	-55	-1%	4805	-231	-5%
July	5959	6012	53	1%	5592	-420	-7%
August	7664	7347	-317	-4%	7239	-108	-1.5%
September	5850	5592	-258	-4%	5151	-441	-7.9%
October	4422	4494	72	2%	4487	-7	-0.15%
November	3650	3399	-251	-7%	3470	71	+2%
December	3385	3514	129	4%	3502	12	-0.34%
<b>Totals</b>	<b>55291</b>	<b>53861</b>	<b>-1430</b>	<b>-2.6%</b>	<b>53792</b>	<b>-69</b>	<b>-0.13</b>

Source: Alderney Airport