MEETING OF THE MANCHESTER AIRPORT CONSULTATIVE COMMITTEE

FRIDAY 13 JULY 2020 AT 10AM

ZOOM MEETING

AGENDA

- 1 PROCEDURAL MATTERS
- 2 REPORT OF THE MANAGING DIRECTOR

 To consider the report of Brad Miller Chief Operating Officer, Manchester Airport
- 3 ANY OTHER MATTERS THAT THE CHAIRMAN CONSIDERS URGENT

Date of Next Meeting: Friday 16th October 2020 at 10.00 am Via Microsoft Teams

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MANCHESTER AIRPORT

Manchester Airport Consultative Committee

17 JULY 2020

REPORT OF THE CHIEF OPERATING OFFICER

1. INTRODUCTION

This paper has been produced ahead of a virtual meeting of the Manchester Airport Consultative Committee. It covers as many of the usual topics as possible, but with specific reference to the impact of the COVID-19 pandemic throughout. Where regular items are omitted, it is due to diminished resource or reduced relevance in light of the issues raised.

2. CORONAVIRUS - COVID-19

Impact on flying programme

Like all airports globally, Manchester Airport has seen a significant reduction in traffic as a result of the pandemic.

Between January and June, Manchester Airport handled around 4.6m passengers, compared with 13.6m in the same period in 2019. This equates to a 66% reduction. Volumes in the month of June were 99% down. During June, 52% of all passengers were arriving, compared with 50% the year before.

Air Traffic Movements between January and June stood at 37,339 vs 96,571 in 2019, a reduction of 61%. The number for June alone was 1,062 vs 19,382, which was 95% down.

In terms of cargo, 26,044 tonnes were handled between January and June, down 51% from 53,157 during the same period in 2019. In June, 1,860 tonnes were handled, down 80% from 9,442 a year earlier.

Operational update

Having reduced operations to a single terminal during the pandemic, Terminal 3 re-opened on Wednesday 1st July, as previously advised to Committee Members. Terminal 2 is due to re-open on Wednesday 15th July, in response to an increased number of services resuming and to ensure guests could travel through Manchester Airport while observing the safety measures that have been put in place. These measures were communicated to Members in the June update.

Some existing Terminal 2 carriers will resume operations prior to the 15th, meaning they will start in Terminal 1 and then move to Terminal 2. The new Terminal 2 forecourt, delivered as part of the Manchester Airport Transformation Programme (MAN-TP), will also open on 15th July and can be used for guests to be dropped off. A full MAN-TP update is provided in this Report. Operational readiness plans ahead of an intended new year opening of the Terminal 2 extension are being resumed as project teams gradually return from furlough. Full details of the operational arrangements across the Airport campus can be found here.

Retailers are starting to re-open their units in each of the terminals and the commercial teams are working closely with all such businesses to share information on passenger volumes and likely footfall. The latest update on the retailers operating from each terminal can be found by following the link.

Organisational restructure

In response to the impact of COVID-19, MAG has conducted a review of its current organisational design and announced a restructure. The new structure has been designed to ensure MAG's leadership team is focussed on the key activities that will drive its recovery from the economic downturn.

There will be a centralised 'Development' function, bringing together all commercial activity, including aviation, car parking, retail, hospitality, property, and MAG-O. It will be led by Ken O'Toole, currently Chief Executive Officer (CEO) of London Stansted Airport.

MAG also needs to adopt a consistent approach to its airport activity, and this will fall under a centralised 'Operations' function, led by current Manchester Airport CEO Andrew Cowan. It will also include group procurement and health and safety. Within this, there will be a Managing Director (MD) for each Airport. For Manchester, this will be Karen Smart, the current CEO of East Midlands Airport. She will join

subsequent Consultative Committee meetings. Brad Miller, current Chief Operating Officer of Manchester Airport, has been appointed MD of MAG-O and will report to Ken O'Toole.

A centralised 'Chief of Staff' function, led by current Chief Strategy Officer Tim Hawkins, will include all communications, public affairs, CSR, policy, and airspace modernisation work. It will pull all these functions together, but with activity delivered via locally based teams at each Airport. The 'People' function will also be centralised, and a separate MAG USA division will continue to operate.

It is not anticipated traffic volumes will return to pre-pandemic levels for three-four years. As a result, it is important to ensure the organisation is the right shape and size to reflect this position and to ensure the significant losses the business is likely to incur are mitigated as much as possible. Therefore, a consultation process has begun for the leadership population and is likely to lead to a 25% reduction in managerial positions.

3. FINANCIAL RESULTS

MAG published its financial results for the period ending 31st March 2020. In a statement to the London Stock Exchange, it said:

"While overall passenger numbers for the 12-month period were slightly lower than last year at 59.6 million (-3.6%), it is important to consider the Group's performance in different parts of the year to appreciate how it was performing before trading was impacted by the pandemic.

From April to December 2019, passenger numbers were 0.8% higher across the Group than the previous year, with 50.0 million passengers in this period compared with 49.6 million the year before. This represents a strong performance despite relatively slow economic growth and the collapse of Thomas Cook Airlines in September 2019.

From January to March 2020, passenger numbers were 21.3% lower than the previous year, with 9.6 million passengers in this period compared with 12.2 million the year before. This performance reflects the growing impact of COVID-19 on air travel during the final quarter, which ended with the grounding of the majority of airline fleets from around the middle of March 2020. Passenger volumes in March 2020 were 56.5% lower than the previous year.

The overall strong passenger performance across the year was reflected in a robust financial performance, with revenue from continuing operations up 2.5% and Adjusted EBITDA (Earnings Before Interest, Taxes, Depreciation, and Amortization) up 6% despite some of the headwinds described above.

MAG has put in place a strong financial response incorporating significant cash mitigation measures across capital expenditure and costs, together with equity support from its shareholders. Banks and bondholders have strongly endorsed the response agreeing to waive financial covenant tests at September 2020 and March 2021.

MAG faces into the COVID-19 crisis in a position of strength, financially and in terms of the fundamentals of its business, its well invested infrastructure, and its people. In line with our expectations, key airline partners have resumed flying during July with plans announced to steadily increase capacity over the coming months."

The full statement can be read <u>here</u>.

4. POLICY MATTERS

Following the introduction of its quarantine policy, the Government published a list of countries with which it had agreed "travel corridors," meaning those returning from them do not have to self isolate for 14 days. In addition, the Foreign and Commonwealth Office updated its overseas travel advice, outlining any restrictions Britons would face when travelling to different countries. Of those with which travel corridors have been agreed, 29 also involve no outbound restrictions. The news was welcomed by MAG and most of the travel and tourism industry, with pressure having built on the Government in the preceding weeks to consider the impact of the measures on jobs and the wider economy.

The Transport Secretary has established a Net Zero Transport Board, which MAG has been instrumental in establishing. Its role will be to ensure the industry does all it can to decarbonise and support the UK's progress towards the targets set by the Paris Agreement.

MANCHESTER TRANSFORMATION PROGRAMME

Despite the COVID-19 pandemic, works have progressed on the Manchester Airport Transformation Programme to ensure facilities are delivered into the business at the appropriate time, whilst aligning to the latest demand. Beyond the opening of the Terminal 2 extension, we have paused all further activity for the time being. This includes Pier 2 and Pier 3 developments, any further dual Taxiway works, and the second phase of baggage works.

Landside

The Terminal 2 forecourt is nearing completion and will open on Wednesday 15th July. This is a significant milestone and an impressive piece of infrastructure which will essentially become our 'front door' to Terminal 2.

The Customer Transport Airfield Centre (CTAC) has also been handed over and will be opening at the end of July. CTAC will be the new base for our airside coaching operation will help deliver a more efficient airside coaching service for our guests and improve vehicle circulation

Terminals

The Terminal 2 Extension (T2 West) has been handed over to MAG and an interim terminal management team are in place to manage the facility, remaining construction works and focus on preparation for Operational Readiness, Activation and Transition (ORAT).

The Pier 1 'Temporary Tube' has been removed. A hoarding is now in place to provide a walkway for passengers travelling from the original Terminal 2 to the Pier when it reopens on Wednesday 15th July.

The 81sqm 'Wonder Wall' has been installed, a showstopping and unique focal point in the international departure lounge. The bussing lounge is very near to completion. It will offer a superb bussing capability and the look and feel offers the same spacious and bright environment to that of Pier 1.

Baggage

The delivery of baggage infrastructure has been split into two clear phases. Phase 1 will deliver checkin 'teardrop' number 1 and out of gauge 3, within the new check-in hall. An additional make up carousel and three reclaim belts will also be delivered. All additional Phase 2 works have been paused. Phase 1 will be completed this year with Operational Readiness, Activation and Transition commencing in October, ready for opening of the Terminal 2 extension in January.

New 'Hold Baggage Screening standard 3 machines' have been brought into the existing facility. Currently these are under test and will be utilising the traffic (bags) generated by Terminal 2 remobilisation, from Wednesday 15th July, to conduct a reliability and confidence test of the entire system; prior to final acceptance and sign off.

Airfield

The 'Zulu' remote stand construction has continued, as has taxiway Zulu. Seven new aircraft parking stands will be handed over in early August with the remaining three stands and an additional three cargo remote stands coming online later in the year.

No new outer taxiway work has started but the works in the vicinity of Taxiway Echo and Delta 3 have continued and are due for imminent completion.

There has also been a pause on West Gate developments. These works have come to a halt with the existing facility being maintained. Our intention is to complete these works later in the year.

ORAT (Operational Readiness, Activation and Transition)

For each 'deliverable', the ORAT process will be rigorously applied. There has been a lot of work to review and refine what and how the testing will take place.

ORAT has already commenced with some small trials and 'ramping up' throughout the remainder of the year to enable the opening of the Terminal 2 extension in January 2021. ORAT will not end, with the January opening, the process will continue for three months post operational 'go live'.

6. SURFACE ACCESS

Throughout the lockdown period, all public transport operators have continued to serve Manchester Airport, but with reduced services and additional public health measures in place. In line with Government guidance, face coverings have become mandatory.

On the rail network, reduced services have operated, with roughly five trains per hour in each direction. Punctuality has been strong, but patronage has been significantly reduced. Additional services will be introduced during the course of July.

Bus patronage has also been low, but we are disappointed by news that Stagecoach is looking to remove its X30 service (Stockport-Ground Transport Interchange-World Freight Terminal) at the end of August. The link from the GTI to the cargo centre will be picked up by extending the 313 service. The change will lengthen journey times from Stockport but will serve more residential areas.

National Express services will resume to the Airport from mid-August. No update has yet been provided by MegaBus. Currently, Metrolink services pre-7am are replaced by a bus service. After 7am, services are running every 10 minutes, as opposed to every 12 minutes.

7. CUSTOMER SERVICE

Immigration Queue Measurement

An immigration queue measurement system is running in all three Terminals but Terminals 2 and 3 have not been used in April-June:

		Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20
		25 min SLA												
	T1	99.3%	99.4%	97.8%	99.0%	99.9%	99.8%	99.0%	99.9%	99.6%	100%	100%	100%	94.7%*
	T2	96.3%	99.5%	97.5%	98.0%	99.6%	99.8%	99.6%	98.9%	98.2%	100%	n/a	n/a	n/a
EU	Т3	99.9%	100.0%	99.8%	99.8%	99.9%	99.9%	100.0%	100.0%	100.0%	100%	n/a	n/a	n/a
	Total	98.6%	99.6%	98.2%	99.0%	99.8%	99.8%	99.5%	99.7%	99.2%	100%	100%	100%	94.7%
	T1	99.7%	100.0%	100.0%	100.0%	100.0%	100.0%	99.8%	100.0%	100.0%	100%	100%	100%	100%
tes	T2	100.0%	99.0%	100.0%	99.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100%	n/a	n/a	n/a
E-Gates	<i>T</i> 3	99.4%	99.8%	99.5%	99.8%	99.6%	99.3%	99.7%	99.7%	99.9%	99.7%	n/a	n/a	n/a
E		99.7%	99.9%	99.9%	99.9%	99.9%	99.8%	99.8%	99.8%	100.0%	99.9%	100.0%	100%	100%
		45 min SLA												
2	T1	96.2%	96.1%	95.8%	91.5%	99.4%	100.0%	98.3%	98.7%	98.9%	100%	100%	100%	98.3%*
Non-EU	T2	87.0%	93.0%	094.7%	84.4%	96.0%	98.1%	97.0%	94.4%	95.7%	97.3%	n/a	n/a	n/a
N	<i>T</i> 3	98.2%	99.2%	100.0%	98.3%	100.0%	100.0%	99.9%	99.9%	99.8%	99.8%	n/a	n/a	n/a
	Total	93.3%	95.6%	96.1%	90.3%	98.3%	99.4%	98.2%	98.0%	99.0%	99.4%	100%	100%	98.3%

^{*}Queue times have deteriorated with social distancing, as the longer lines create a physical delay in moving people through.

Security Performance

The following data illustrates the percentage of passengers queuing 15 mins or less in security; target 92% or better. We have hit our Service Level Agreement for the past 20 months:

	Jun-19	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	May-20
T1 A	98.3	90.7%	91.5%	96.1%	97.5%	95.7%	96.3%	99.6%	99.6%	96.3%	100%	97.5%*	98.6%*
T1 B	98.7%	95.2%	95.2%	96.4%	97.5%	99.1%	96.3%	99.1%	99.1%	96.7%	n/a	n/a	n/a
T1 Total	98.5%	92.8%	93.3%	96.3%	97.5%	96.6%	96.3%	99.4%	96.6%	96.4%	100%	97.5%*	98.6%*
T2	98.9%	91.6%	95.9%	93.8%	97.6%	99.3%	99.3%	99.4%	98.4%	95.5%	n/a	n/a	n/a
Т3	99.4%	96.6%	97.8%	99.3%	97.6%	99.1%	98.2%	99.6%	97.9%	98.5%	n/a	n/a	n/a
Total	98.9%	93.5%	95.2%	96.5%	97.6%	98.1%	97.6%	99.5%	96.7%	96.9%	100%	97.5%*	98.6%*

^{*}Queue times have deteriorated with social distancing, as the longer lines create a physical delay in moving people through.

8. STAFFING CHANGES

	Mar-20	Apr-20	May-20	Jun-20
Starters Permanent	35	3	2	1
Starters Temporary	12	1	0	0
Leavers Permanent	55	27	47	20
Leavers Temporary	15	4	1	4

Our colleagues as of June 2020 (corrected for leavers/starters listed left)										
Permanent	3,895									
Temporary	86									
Casual	4									
TOTAL	3,985									

9. COMMUNITY MATTERS

We have shared many of the challenges, brought by COVID-19, with those neighbouring our site. We have all had to adapt to our own uniquely different circumstances. Over the last three-months we have worked hard to share resources with those living nearby. The hours, expertise and love shared have been astounding. Below is just a summary of an immense and sustained effort delivered over the last three-months:

Inflight meals

Many thousands of inflight meals are prepared on our site each year and with the reduction in demand for inflight catering Alpha LSG were concerned to avoid waste and find non-airline homes for prepared meals. Working together we have delivered nearly 3,000 frozen aircraft meals to food banks, schools, Hospices and charitable organisations close to our site.

Spreading cheer

- → We have sent postcards to hundreds of over 65s in Wythenshawe and Heald Green, to let them know they are in our thoughts, offer a phone conversation or to direct them towards any support that they might need.
- → Over 100 'goody bags' have been filled and sent out to children's homes across Manchester, Stockport and Trafford.
- → In March we should have held cream teas, for over 65s, in Heald Green and in May for our friends in Knutsford. Volunteers have therefore delivered a goody bag, with a meal and/or cake, drink, and booklet/postcard to hundreds of homes in Heald Green/Knutsford.
- How then shawe a team of volunteer drivers have been helping Wythenshawe Good Neighbours to deliver activity packs on a weekly basis and pharmacy deliveries as required.

Many people have been left isolated and lonely by the COVID-19 emergency and so one of the most valued aspects of the visits, listed above, was the chance for a socially distanced chat with one of our volunteers.

Reach for the Sky

To help parents whilst the schools are closed we created a fun and educational workbook based on the theme of our 80th Birthday published book 'Reach for the Sky'. In April we should have hosted the children of colleagues, for an exciting day on our site as part of the international 'Bring your child to work day'. 'Captain Adam' wrote to each of the disappointed children to explain how sorry we were not to be able to host them for the day and provide them with a book and a personal invitation to get involved with the activities.

Community Trust Fund

A total of £27,717 was awarded to 12 local voluntary non-profit making organisations at the April meeting. Successful applicants included:

- → £3,000 to Radio Wishing Well (Trafford) –towards a radio equipment/mixer desks.
- → £3,000 to the Cranford Bowling Club (Cheshire East) –towards a mower.
- → £2,000 to 3rd Offerton Scout Group (Stockport) –towards windows for their Scout Hut.

In response to the COVID-19 pandemic, the Trustees convened a meeting dedicated to organisations helping communities through the crisis in May (in place of the July meeting). A total of £21,714 was

awarded to 15 local voluntary non-profit making organisations at the May meeting. Successful applicants included:

- → £2,000 to the Barnados Wythenshawe Centre (Manchester) -towards jigsaws, mind games etc for activity packs.
- → £3,000 to Willowood Hospice (Tameside) -for 10 iPads to allow residents to stay in contact with their families.
- → £1,500 to Trafford Veterans (Trafford) -towards jigsaws, mind games etc for activity packs.
- → £3,000 to Smart Works Greater Manchester (Stockport) –towards static rollers to allow athletes to train at home.

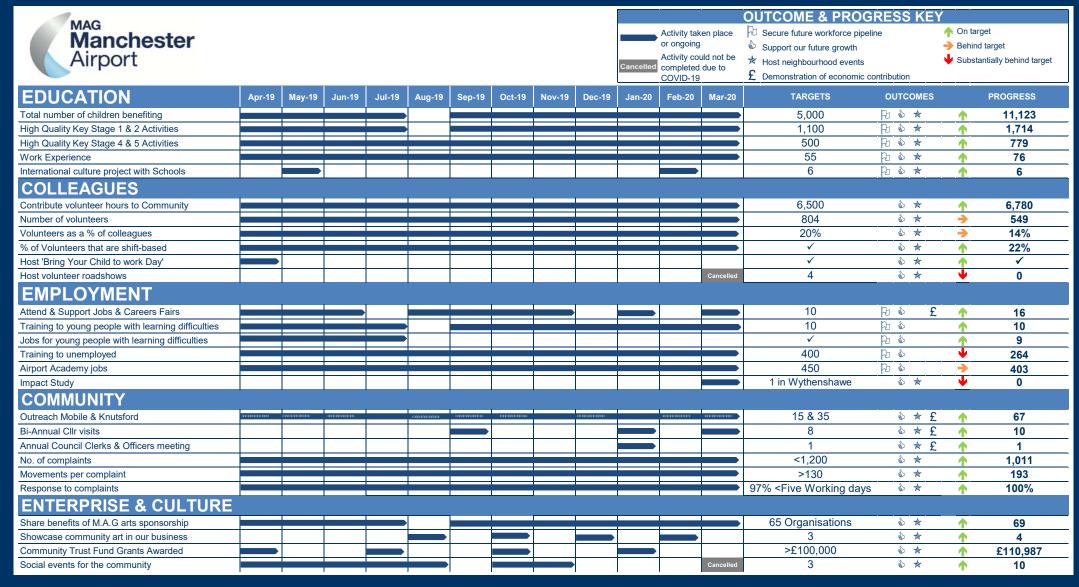
The total number of projects to benefit from the Fund now stands at 1,610 amassing £3,679,916.

Manchester Airport Monthly Traffic Statistics for 2019/20



MARCH 2020

		MONTH		FINAN	CIAL YEAR TO	DATE			
	LAST YEAR ACTUAL	THIS YEAR ACTUAL	% ACTUAL /LAST YEAR	LAST YEAR ACTUAL	THIS YEAR ACTUAL	% ACTUAL /LAST YEAR	MOVING ANNUAL TOTAL	% CHANGE	
			AIRCRAFT M	OVEMENTS					
DOMESTIC	2,918	1,030	-64.70	36,402	31,553	-13.32	31,553	-13.32	
SCHED INT	10,804	6,344	-41.28	143,631	143,105	-0.37	143,105	-0.37	
CHARTER	643	370	-42.46	12,247	11,448	-6.52	11,448	-6.52	
PRIVATE/MISC	766	697	-9.01	9,400	9,488	0.94	9,488	0.94	
TOTAL	15,131	8,441	-44.21	201,680	195,594	-3.02	195,594	-3.02	
			TERMINAL PA	ASSENGERS					
DOMESTIC	213,078	68,069	-68.05	2,584,224	2,288,670	-11.44	2,288,670	-11.44	
SCHED INT	1,718,387	805,725	-53.11	23,486,360	23,517,034	0.13	23,517,034	0.13	
CHARTER	130,367	68,720	-47.29	2,490,140	2,407,826	-3.31	2,407,826	-3.31	
PRIVATE/MISC	992	386	-61.09	16,195	16,412	1.34	16,412	1.34	
TOTAL	2,062,824	942,900	-54.29	28,576,919	28,229,942	-1.21	28,229,942	-1.21	
		TOTA	L PASSENGE	RS (INCL. TRAN	ISIT)				
TOTAL	2,067,821	945,171	-54.29	28,657,555	28,295,414	-1.26	28,295,414	-1.26	
		F	REIGHT (INCL.	MAIL) TONNES	3				
TOTAL	9,437	6,687	-29.14	117,246	107,386	-8.41	107,386	-8.41	



NOISE COMPLAINTS

Between 01 April and 30 April 2020

Overall				Com	plaints 1		Complainants			
	Noise	Odour	Off Track	Engine Testing	Other	Complaints	Complainants	Daytime	Night	
Broomedge	0	0	1	0	0	1	1	1	0	
Denton	2	0	0	0	0	2	1	2	0	
Hale	1	0	0	0	0	1	1	1	0	
Hale Barns	1	0	1	0	0	2	2	1	1	
Handforth	0	0	2	0	0	2	2	2	0	
Heald Green	0	0	1	0	0	1	1	1	0	
Knutsford	1	0	0	0	0	1	1	1	0	
Lower Withington	0	0	1	0	0	1	1	1	0	
Mobberley	1	0	0	0	0	1	1	1	0	
Styal	1	0	0	0	0	1	1	1	0	
Wilmslow	0	0	2	0	0	2	2	2	0	
Total	7	0	8	0	0	15	14	14	1	





NOISE COMPLAINTS

Between 01 May and 31 May 2020

Overall				Com	iplaints 13	Complainants			
	Noise	Odour	Off Track	Engine Testing	Other	Complaints	Complainants	Daytime	Night
Bowdon	1	0	0	0	0	1	1	1	0
Broomedge	0	0	1	0	0	1	1	1	0
Chelford	2	0	0	0	0	2	2	2	0
Knutsford	3	0	0	0	0	3	3	3	0
Lymm	0	0	1	0	0	1	1	1	0
Nether Alderley	2	0	0	0	0	2	1	2	0
Over Peover	0	0	2	0	0	2	2	2	0
Wilmslow	0	0	1	0	0	1	1	1	0
Total	8	0	5	0	0	13	12	13	0





NOISE COMPLAINTS

Between 01 June and 30 June 2020

Overall				Con	nplaints 1			Complainants			
	Noise	Odour	Off Track	Engine Testing	Other	Complaints	Complainants	Daytime	Night		
Bowdon	0	0	1	0	0	1	1	1	0		
Hale	5	0	2	0	0	7	2	7	0		
Hazel Grove	1	0	0	0	0	1	1	1	0		
Knutsford	1	0	2	0	0	3	2	3	0		
Northwich	1	0	0	0	0	1	1	1	0		
St Helens	1	0	0	0	0	1	1	1	0		
Wythenshawe	0	0	2	0	0	2	1	2	0		
Total	9	0	7	0	0	16	9	16	0		
Repeat complaina	nts										
Ashley	1	0	0	0	0	1	1	0	1		
Total	1	0	0	0	0	1	1	0	1		





CSR WORK STREAMS 2020/2021



CONTROLLA CONTRO																
MAG												en place	OUTCOME & PROGE Secure future workforce pipelin		♠ On tare	get
Manchester											or ongoing		Support our future growth		Behind	target
Airport											Activity co		Host neighbourhood events		1	ntially behind target
Miport										Cancelled	completed COVID-19	due to	£ Demonstration of economic co	ntribution	•	
											COVID-19		2 Demonstration of economic con	itribution		
EDUCATION	Apr-20	May-20	Jun-20	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	TARGETS	OUTCOMES		PROGRESS
Total number of children benefiting	Cancelled	Cancelled	Cancelled	Cancelled	Cancelled								5,000	D & ★		0
High Quality Key Stage 1 & 2 Activities	Cancelled	Cancelled	Cancelled	Cancelled	Cancelled								1,200	D & *		0
High Quality Key Stage 4 & 5 Activities	Cancelled	Cancelled	Cancelled	Cancelled	Cancelled								550	D & *		0
Work Experience	Cancelled	Cancelled	Cancelled	Cancelled	Cancelled								60	D & *		0
International culture project with Schools										Planned	Planned		6	D & *		0
COLLEAGUES																
Contribute volunteer hours to Community													6,750	∂ ★	1	2,941
Number of volunteers													884	& ★	→	43
Volunteers as a % of colleagues													22%	& ★	→	1%
% of Volunteers that are shift-based													✓	∂ ★	1	53%
Host 'Bring Your Child to work Day'	Cancelled												✓	∂ ★		0
Host volunteer roadshows										Planned	Planned		5	∂ ★	1	0
EMPLOYMENT																
Attend & Support Jobs & Careers Fairs	Cancelled	Cancelled	Cancelled	Cancelled	Cancelled								10	₽ & £		0
Training to young people with learning difficulties	Cancelled	Cancelled	Cancelled	Cancelled	Cancelled								10	H &		0
Jobs for young people with learning difficulties	Cancelled	Cancelled	Cancelled	Cancelled	Cancelled								✓	Pa &		0
Training to unemployed	Cancelled	Cancelled	Cancelled	Cancelled	Cancelled								400	Pa &		0
Airport Academy jobs	Cancelled	Cancelled	Cancelled	Cancelled	Cancelled								500	Po &		0
COMMUNITY																
Outreach Mobile & Knutsford	Cancelled	Cancelled	Cancelled	Cancelled	Cancelled		Planned	Planned				Planned	15 & 35	★ £		0
Bi-Annual Cllr visits						Planned						Planned	8		1	0
Annual Council Clerks & Officers meeting											Planned		1		1	0
No. of complaints													<1,200	∂ ★	1	44
Movements per complaint													>130	∂ ★	Ψ	54
Response to complaints													97% <five days<="" td="" working=""><td>∂ ★</td><td>Ψ</td><td>30%</td></five>	∂ ★	Ψ	30%
Impact Study								Planned	Planned				1 in Knutsford & Mobberley	∂ ★	1	0
ENTERPRISE & CULTURE			•					•		•	•		•			
Share benefits of M.A.G arts sponsorship	Cancelled	Cancelled	Cancelled	Cancelled	Cancelled								65 Organisations	& ★	1	0
Showcase community art in our business	Cancelled	Cancelled	Cancelled	Cancelled	Cancelled								3	♦ ★	1	0
Community Trust Fund Grants Awarded							Planned			Planned			>£100,000	♦ ★	1	£49,417
Social events for the community	Cancelled	Cancelled	Cancelled	Cancelled	Cancelled			Planned					3	å ★	↑	0