

AIRPORT SURFACE ACCESS STRATEGY 2022-2030

OCTOBER 2022



YOUR LONDON AIRPORT
Gatwick

CONTENTS

Welcome from our CEO

Introduction 1

Our approach 3

Sustainability 9

Looking back 13

Planning for Growth 19

Rail 21

Bus and Coach 27

Active Travel 31

Parking 35

Forecourts 37

Roads 40

Employees 42

Action Plan 47

WELCOME FROM OUR CEO

As we rebuild and grow Gatwick following the devastating impact of a world-wide pandemic, our commitment to being the best connected and most accessible UK airport remains stronger than ever. Our surface access links, by road and rail are essential for delivering great customer service for our air passengers and a safe and accessible workplace. They ensure people and goods have access to Gatwick as the gateway to the world and connect returning travellers and UK visitors to the whole of the UK.

In 2019 Gatwick welcomed over 46 million passengers. By contrast, in 2021, at the height of the pandemic, we saw just 6 million passengers. Through the early months of 2022 we saw the gradual unlocking of the UK and the easing of international travel restrictions, and this summer we have been delighted to see strong air traffic recovery driven by consumers' desire to see family and friends and visit new and exciting destinations. We are confident that in the next few years we will build back to 46 million passengers and beyond. We can only do this if we support our airport with accessible and reliable surface access connections and if we rebuild with sustainability at the forefront of our thinking.

In 2021 we launched our second Decade of Change and set out 10 ambitious targets across 10 key sustainability topics for the next 10 years. This Airport Surface Access Strategy (ASAS), sets out how we will increase our passenger public transport mode share, reduce staff single occupancy car journeys, and continue to reduce air passenger drop off and pick up car journeys to meet our Decade of Change targets for our emissions, our people, and our community.

Gatwick has unrivalled rail connections, with trains to London every three minutes and direct services to Brighton and other coastal towns and cities, as well as stations to Reading, Guildford, Cambridge and Bedford. In 2023 the Gatwick Station Project, which has continued construction throughout the pandemic, will be complete, transforming the customer experience for more than 21 million rail passengers who use the station each year, more than any other UK airport.

The completion of the M23 Smart Motorway in 2020, shortly after the first lockdown, has created capacity on the strategic road network and eased congestion at the motorway junction. We are working with our supplier partners to support hybrid, electric and hydrogen vehicles to reduce the environmental impacts of road journeys and we look forward to opening the first airport electric vehicle charging forecourt next year.

Although we will support increased use of electric and low emission private vehicles our aim is for more trips to be by shared transport, cycling and walking. We acknowledge that for some passengers and staff car journeys will be the only practical choice and so we are bringing forward strategies for our roads, forecourts, and car parks, but in a way that limits growth in car travel associated with the airport. We will invest more in local bus services, particularly early and late in the day when train services are limited.

One of the most important aspects of our surface access strategy is working together with a wide range of stakeholders and business partners; rail operators, bus and coach companies, local authorities, car rental and taxi companies, GATCOM's Passenger Advisory Group and many others. We are particularly grateful to the members of the Transport Forum that monitor our progress on surface transport initiatives and hold us to account.

We have consulted widely on our plans to bring our Northern Runway into routine use which include comprehensive plans for surface access. We remain confident that we have a sustainable, sensible, and affordable scheme to deliver significant economic benefit to our region and the UK and we look forward to progressing our planning submission next year.

STEWART WINGATE
CHIEF EXECUTIVE OFFICER



Aerial view of Gatwick Airport with the South Terminal and Gatwick Railway Station in the foreground



INTRODUCTION

INTRODUCTION

This is Gatwick's 2022 Airport Surface Access Strategy (ASAS), an eight-year plan that sets out targets and action plans for sustainable access to and from the world's most efficient single runway airport and the UK's second largest international gateway. This strategy describes the infrastructure, services, relationships and ways of working we will put in place to support airport operations, Gatwick's users and our neighbouring communities through to 2030.

We remain committed to promoting and supporting passengers and staff to use sustainable modes of access to and from Gatwick. Gatwick first set out objectives for sustainable travel within a longer term vision for the airport in 2012 in our "Access Gatwick" document and our 2018 ASAS built on and consolidated our success in growing the proportion of sustainable journeys to and from the airport from 40% to 47%. Sustainable access remains at the heart of our second Decade of Change sustainability strategy and is wholly consistent with Government's direction on decarbonisation of transport and sustainable aviation. Our ASAS Action Plan and targets are also reflected in our Section 106 Agreement with Crawley Borough Council and West Sussex County Council.

OUR SURFACE ACCESS VISION

For our 2018 ASAS we consulted our Transport Forum Steering Group to re-confirm our Vision for surface access.

Our surface access vision remains:

To provide safe and sustainable access for all airport users, without compromising quality or choice, and to provide for growth while supporting the needs of our local communities, economy and environment.

Whilst we recognise that we can only influence certain aspects of our surface transport links we are committed to ensuring the quality and efficiency of access does not compromise the safe operation of the airport or the transport and environmental impacts on our neighbours.

Since 2000 every major airport in the UK has been required to prepare an ASAS to support measures to increase the proportion of trips made to and from the airport by sustainable modes.

Government guidance states that the ASAS should:

- Show how we intend to increase passenger/staff access by public transport (offering clear and robust targets and a strategy for delivery)
- Include a staff travel plan for increasing travel to work by sustainable modes
- Provide an action plan with performance indicators and output measures to monitor and assess progress
- Confirm the approach to monitoring progress through an Airport Transport Forum

Good practice indicates that the ASAS should be evidence based, have regard for short and long-term measures, and set challenging but achievable targets. While targets within the ASAS are not statutory or binding, they should acknowledge any other statutory requirements that may rely on achieving them, such as improving air quality as a result of a reduction in road traffic.

Gatwick holds an annual Transport Forum to set out the work we have been doing and to review progress against our ASAS targets with a wide range of stakeholders. Every three months our Transport Forum Steering Group, a representative group of local authorities, service providers and partners meet to discuss and challenge how Gatwick is performing against our targets and scrutinise the delivery of our action plans.

GATWICK'S SURFACE ACCESS CONTEXT

Gatwick's proximity to London and surface access links to the wider South East (and beyond) provide a wide catchment area for the airport. In total, around 15 million people are estimated to live within an hour's travel time of Gatwick by various travel modes. Central and Greater London represent our largest passenger catchment at approximately 40% of journeys, with a similar proportion spread across the rest of the South East. Accessibility from other regions has become increasingly important as we have developed our route network to offer the widest variety of destinations for leisure and business travellers.

Prior to the recent Covid-19 pandemic almost 24,000 people worked at the airport, for over 250 companies at different sites around the campus. This number has reduced considerably in the last two years, particularly amongst staff working for airlines based at Gatwick though numbers have been building back rapidly through Summer 2022. A significant proportion of employees work to flight schedules or shift patterns to support the airport's 24/7 operation. This means our surface access needs, and attitudes to public transport and active travel, are more complex than normal commuting patterns and peak travel periods. We have a responsibility to keep all our staff and suppliers safe while they are working or conducting business at the airport and this influences our day to day operations and our staff travel planning. We provide support and incentives for staff to use sustainable modes of access for their journey to work where possible.

Whilst Gatwick is not a major aviation hub for cargo, handling in the region of 100,000 tonnes in 2019, mostly in the hold of passenger aircraft, our surface access strategy has regard to the movement of goods, including vehicles serving airport catering and retail businesses. Our logistics centre reduces the number of goods movements to and from the airport through consolidation and efficient working practices, keeping goods traffic as a very small proportion of total airport traffic.

Access to and from the airport is an essential part of Gatwick's ambition for sustainable growth. Our aim is to promote sustainable travel as the preferred method of travel for passengers and staff, and to discourage the most impactful journeys by car, which include single-occupancy staff journeys and passenger pick up/drop off journeys. We take a collaborative approach to working with service providers, business partners and other stakeholders to deliver safe and efficient access 24 hours a day, seven days a week. We monitor the use of our forecourts, railway station and roads around the airport to maintain a suitable level of service, choice and quality to ensure the smooth operation of the airport and a positive experience for our passengers.

It is not feasible for all journeys to and from the airport to be made by shared transport or active travel modes so Gatwick also considers its role in driving a transition to zero-emission vehicles for these journeys. We also support initiatives from service providers such as local bus companies, car rental companies and taxi providers to move towards zero emission vehicles such as electric or hydrogen cars and buses.

Whilst not the subject of this ASAS, Gatwick is preparing a DCO application for its Northern Runway Project, which if consented would supplement the targets and actions contained here and be reflected in its own ASAS from 2026. This process is described briefly in this document.

This document includes:

- A look back at progress since the last ASAS in 2018
- Our planned approach out to 2030 and the targets we have set ourselves
- Strategies for each mode of travel and our priorities in these areas
- A suggested monitoring and review process, including continued involvement of the Transport Forum Steering Group
- A look forward at our plans for growth and implications for surface access
- Our summary Action Plan for this ASAS

OUR APPROACH

This ASAS is an overarching document covering all access modes and all user groups, including passengers, staff, service providers, emergency services, goods and contractors. We regularly publish an ASAS to reflect progress on measures to provide efficient and safe access to the airport and to set targets and actions to ensure we promote sustainable travel.

Gatwick's ASAS is built around the inherent characteristics of the airport, including easy access to the strategic road network and an integrated main line railway station alongside local access routes. Our approach to surface access is to prioritise sustainable travel but to support journeys made by other modes where there is no reasonable alternative.

We already have one of the highest public transport mode shares of any UK airport including the highest rail mode share. We recognise that bus, coach and rail services will not be convenient for all airport users and therefore we also cater for car and taxi journeys. We work to ensure everyone has an equal opportunity to fly and provide services and choices suitable for those with impaired mobility or for people that find access to, from and through the airport challenging.

ACCESSING THE AIRPORT

Gatwick has grown on its Sussex site with effective access in mind. The airport sits adjacent to a main line railway, has direct access to the national motorway network and a national cycle route runs through it. All of these have been significantly improved over the last decade though there remains more work to be done, particularly on active travel. 2023 will see completion of the latest enhancement to the direct air-rail connectivity that has been intrinsic to Gatwick's accessibility for over 85 years. The major enhancement of Gatwick Airport Railway Station, jointly funded by the Department for Transport, Network Rail, Gatwick Airport Limited (GAL) and Coast to Capital LEP brings greater capacity, passenger convenience and connectivity.

The airport is directly connected to the M23 motorway, recently enhanced through National Highways' Smart Motorway Project, with a dedicated motorway spur to South Terminal. Airport Way connects to the North Terminal, which sits adjacent to the A23 running between Crawley and Horley. Proximity to the local and strategic road network allows access by both local buses and long-distance coach services. These operate to within a short walking distance of both our terminals rather than to a remote interchange point. The airport is served by a range of on-site car parks, offering different parking products, and terminal forecourts providing facilities for taxi, car rental providers, passenger drop off and pick up.

Segregated walking and cycling routes connect Gatwick with its adjacent communities in Horley and Crawley, providing sustainable access for staff living locally. The South Terminal and the railway station lie adjacent to National Cycle Network route 21, which in turn links to many recreational routes across the South East.

Of all the vehicle movements to and from the airport, taxi and passenger drop off/pick up journeys have the greatest impact. In 2021 Gatwick introduced forecourt charging for drop off as a mechanism to directly influence these journeys and drive down the least sustainable options, thereby supporting our Decade of Change objectives.

OBJECTIVES

We have consulted the Transport Forum Steering Group on what they expect from the ASAS. Our approach to this ASAS, coming as it does so soon after a global pandemic that had such a dramatic impact on the airport and our wider communities, is to continue with the same intentions as we seek to build back better:

- Provides a positive vision for Gatwick, referencing its strategic economic value
- Includes aims that are clear, concise and linked to objectives
- Identifies targets that are measurable and distinct

- Has a clear, “auditable” action plan for the TFSG to challenge GAL on progress
- Sets mode share targets for staff and passengers separately
- Includes targets by mode where relevant, and for public transport/sustainable travel overall
- Provides emphasis on relationships and joint working with stakeholders to promote sustainable travel
- Encourages use of data and evidence to support the action plan
- Is based on clear project delivery timescales to achieve targets
- Set proactive targets for staff travel, to make best use of the Sustainable Transport Fund budget and spending
- Include targets/actions for managing parking (on and off airport)
- Include actions to extend ASAS working groups and stakeholder engagement

Our ASAS is objective-led so that we can be transparent in measuring our performance and be held to account by our Transport Forum and stakeholders. We will continue to focus on the objectives set in our 2018 ASAS though the timing will reflect how quickly passenger demand returns. We have developed the following four objectives in consultation with our Transport Forum Steering Group:

- Objective 1:** Continue to innovate as the best connected and most accessible UK airport, delivering integrated surface transport and sustainable growth by meeting the needs of customers and airport colleagues.
- Objective 2:** Manage and monitor behaviour change as a result of major road and rail infrastructure projects, securing safe, efficient and reliable journeys for all users of the transport network, with effective communication.
- Objective 3:** Collaborate with key stakeholders and communities in the region to maximise the economic potential from efficient road and rail access to Gatwick.

Objective 4: Deliver a new standard in sustainable surface access in support of Gatwick’s Decade of Change, using technology, management, information and infrastructure measures to achieve greater choice and efficiency.

To help with measuring how we are achieving our objectives we need a series of targets and a corresponding action plan. We have set out to make our targets challenging but realistic and achievable and will strive to exceed our targets where possible. These will also contribute to meeting our statutory Section 106 obligations and Decade of Change targets.

TARGETS

Our main targets relate to mode share change, which we report quarterly and support the Government’s objective to promote sustainable travel. Gatwick’s public transport mode share has risen steadily over recent years, in contrast to some other UK airports, mostly through a steady decline in parking and drop off/pick up mode shares and an increase in rail from 32% to 41% in the decade to 2019. There are limited industry-led commitments for further rail service improvements in coming years so there is a risk that this trend may slow and mode shares stabilise.

Prior to the pandemic our public transport mode share for passengers was 47%, the majority of which was by rail. We believe that by Gatwick taking the lead on sustained promotion of rail travel, with the benefits achieved through completion of the Gatwick Station Project, would allow growth in public transport mode share to continue over the period of this ASAS and our targets reflect this.

Our Decade of Change target sets a goal of 60% of journeys by 2030 via public transport or ultra-low/zero emission journey modes. Based on Government’s trajectory for meeting its Transport Decarbonisation Plan targets Gatwick is likely to achieve its Decade of Change target with a combined public transport and active travel mode share over 50%, with the remainder from zero emission vehicles.

Gatwick will be able to monitor fuel type for some, but not all the journeys by car and taxi and has some opportunity to influence this percentage. However, our main focus is on public transport for passengers and for shared transport (including public transport) and active travel for staff.

We are proposing the following ASAS targets related to increasing use of sustainable modes and reducing car journeys that have the greatest environmental impact.

- Target 1:** Achieve 52% of passenger journeys to the airport by public transport by 2030 under the scrutiny of the Transport Forum Steering Group, as part of meeting our Decade of Change target of 60% by sustainable modes and ultra-low or zero emission vehicles. This compares to a public transport mode share of 47% in 2019
- Target 2:** Target 48% of staff journeys to work by public transport, shared travel and active travel by 2030, up from 39% in 2019 (as part of meeting the same Decade of Change target).
- Target 3:** Challenge the rail industry to help us achieve a 50% rail mode share for airport passengers by 2030, compared with 41% in 2019, which would help us exceed our public transport target.
- Target 4:** Continue to reduce air passenger drop off and pick up car journeys by 2030 to just 15% of all journeys, as part of our target to increase public transport mode share for passengers.
- Target 5:** Set a new Active Travel mode share target for staff living within 8km/5 miles of the airport of not less than 10%, to be confirmed by the end of 2023 based on results of the Staff Travel Survey. In 2019 the total mode share across all staff was 3-4%.

Some of the surface access improvements that we envisaged when we set our targets in 2018 have not yet been implemented but are still either under review or expected to be delivered in the next few years.

BACKGROUND

Normally our ASAS would set out our plans for 4-5 years, with annual reviews of targets and quarterly scrutiny of progress against our Action Plan by the Transport Forum Steering Group, made up of local authorities, service providers and other representatives. Given the unprecedented events of the last two years and the uncertainties we face as we rebuild, we have taken the view that a longer period for this ASAS would be appropriate. We are therefore setting out an eight-year plan in this ASAS, defining plans for sustainable access out to 2030. To support this longer ASAS period we will commit to Annual ASAS reviews each summer published in time for the Annual Transport Forum.

There are several reasons for our approach:

- Gatwick is still gradually recovering from the impacts of the pandemic, both in terms of building passenger demand and growing our workforce with new employees and staff returning to the airport having left during lockdown. Whilst Summer 2022 has seen encouraging passenger volumes, recovery is dependent on wider economic factors, which makes short term planning for us and our business partners more challenging.
- We do not expect to recover to pre-pandemic levels of passenger demand until 2025-2026, which would be around the time a standard ASAS period would end, limiting scope for us to set short term targets before triggering a performance review against measures implemented prior to the pandemic and confirming new actions.
- Both airport and non-airport travel behaviour is still being affected by the pandemic, which has to be factored into the timing of initiatives being taken forward with our service providers and business partners over the next 12 months.
- Our second Decade of Change has set a surface access target to be met by 2030, which presents an opportunity to align the ASAS Action Plan with this target.

As aviation demand and activity at the airport returns, we will take the opportunity to review and strengthen our action plan and targets, noting the longer term of this ASAS. Setting short term targets would be premature so our approach focuses on 2030 at the end of the strategy period. However, we propose a mid-point update of the ASAS as well as the customary annual reviews. An update in 2026 would also allow us to incorporate our Northern Runway Project surface access plans should the scheme be consented.

The pandemic has also affected our ability to collect meaningful data on staff travel over the last two years. Collecting regular information on employee journeys is an important part of the ASAS as it can be used to support changes in the measures put in place to manage certain types of travel and the incentives provided to encourage certain behaviours. We propose to undertake a Staff Travel Survey in Autumn 2022, which we will analyse and use as an input to the first annual review of the ASAS in Summer 2023. We will also look at ways to make the collection of quantitative and attitudinal employee data more frequent.

One key data source to measure progress with passenger travel is the quarterly CAA reports on mode share, which are based on surveys of departing passengers. While this is a relatively small data sample it allows comparison with other airports and is independent. Gatwick undertakes its own surveys and compares the data to understand any differences or trends. The four years of annual CAA data leading up to the pandemic are shown in the table below along with quarterly data for 2021, collected between lockdowns

The main elements of the ASAS relate to promoting public transport and active travel (walking and cycling modes), managing the impacts of road traffic accessing the airport and taking measures to reduce this where possible, whilst maintaining choice.

CAA Passenger Mode Share Data for Gatwick 2016-2022

Mode share (%)	2016	2017	2018	2019	2020	2021 (Q2/Q3)	2022 (Q1/Q2)
Non-transfer passengers (millions)	38.94	41.21	41.57	40.84		6.24	11.4
Public transport (rail, bus, coach)	43.5	43.7	43.8	47.4		42.4	46.7
Private car	38.5	37.9	36.8	33.7		40.2	36.8
Rail	37.5	38.0	38.0	41.3		39.9	43.6
Bus/coach	6.0	5.7	5.8	6.1		2.5	3.1
Hire car	1.3	1.1	1.8	1.7		1.1	0.8
Taxi/minicab/Uber	15.5	16.2	16.6	16.0		15.1	15.3
Other	0.3	0.2	0.3	0.4		1.1	0.4

Source: CAA data from Origin and Departure surveys. 2021 data covers June-December, 2022 data covers YTD. CAA surveys may not record mode for all survey participants so totals may not sum to 100%

Our Section 106 agreement with Crawley Borough Council and West Sussex County Council requires our ASAS and car parking strategy to demonstrate that Gatwick is acting consistently with local and national planning policy to reduce the impact of road traffic. Whilst Government has not published any revised policy specifically relating to surface access in recent years the Airports National Policy Statement, Transport Decarbonisation Plan and Jet Zero Strategy all provide relevant context. Consistently they point towards a greater emphasis on zero emission and sustainable travel, which is consistent with our objectives.

THE GATWICK AREA TRANSPORT FORUM

One of the most important aspects of our surface transport approach is to work together with a wide range of stakeholders and business partners. Only by doing this we can achieve a co-ordinated approach to meeting shared objectives. The Gatwick Area Transport Forum was set up in 1998. The Transport Forum consists of GAL, local authorities, transport providers and agencies, business representatives, airlines and other interested parties.

Our Transport Forum Steering Group meets quarterly to review progress on initiatives and projects and to monitor our achievements against our targets and action plans. The group also discusses any wider, relevant issues that could impact access to Gatwick. We expect the group to challenge us and hold Gatwick to account for surface access impacts that we can influence but to be constructive in seeking to address and find solutions to common issues around sustainable travel.

Members of the steering group are drawn from the following organisations:

- West Sussex County Council (WSSCC)
- East Sussex County Council (ESCC)
- Surrey County Council (SCC)
- Kent County Council (KCC)
- Crawley Borough Council (CBC)
- National Highways
- Network Rail
- Transport for London (TfL)
- Gatwick Diamond Initiative
- GATCOM's Passenger Advisory Group (PAG)
- Airline Operators Committee
- Govia Thameslink Railway (GTR)
- Metrobus

The membership of the Transport Forum Steering Group has fluctuated over the last two decades although some organisations have been consistently represented. Despite this, and the changes that have occurred since the steering group was first established, the Terms of Reference for the group have not been reviewed or updated. We consider now would be a good time to undertake a refresh of the Terms of Reference and the membership of the Steering Group. We will consult with the existing group members, airport representatives and other stakeholders to ratify any changes in the next few months.

One of the main responsibilities of the Steering Group is to monitor progress against the ASAS, in accordance with Government guidance. Their role is to oversee its development and implementation, specifically ensuring that the ASAS sets out:

- challenging short- and long-term targets for increasing the proportion of journeys made to the airport by public transport;
- a staff travel plan consistent with achieving these targets, taking into account prospective growth at the airport and background growth in traffic; and
- a monitoring system whereby the Transport Forum can oversee implementation of the strategy

As the airport grows, increasing numbers and different business partners and service providers will have an active role to play supporting our strategy and targets. We recognise the benefits of engaging with a wide variety of stakeholders and representative groups, and this is particularly the case as we rebuild after the pandemic.

MEASURING PERFORMANCE

Measuring performance is crucial for understanding how well we meet the needs of passengers and staff. We also need to monitor progress against our targets and objectives, to ensure we are on track to achieve agreed aims. Gatwick collects information on travel behaviour (who, how many, when, why and how) and attitudes to surface transport. We also monitor the condition of our roads and other assets to ensure we operate in a safe environment. The surveys and data help us to forecast when changes or improvements need to be made so we can plan and invest effectively.

How we measure performance is important. Our aim is to be transparent, open and evidence-based, working closely with service providers such as bus, coach and rail operators and local authority partners to share data. The data we use include regular, or continuous monitoring and repeated but less frequent surveys and counts.

We have invested heavily in surface access models in recent years to support our 2019 Airport Masterplan process and Northern Runway Project DCO application. These models will be used to gain a better understanding of the likely effects of some of our surface access proposals, and of changes in behaviour for airport and non-airport trips.

We set our surface transport performance monitoring against the wider context of operations at the airport and on the transport networks serving Gatwick. Overall air passenger numbers provide an important point of comparison; as we grow, we expect our surface transport networks to get busier. Utilising flight data we can identify the times of day which are likely to be busiest and plan accordingly. We will work with other parts of the business to optimise the benefits and insights that can be gained from combining or linking analysis or data.

This ASAS also reflects an increasing focus on sustainability and reducing carbon emissions. Measures to promote sustainable transport modes, and our monitoring of how successful we are at meeting our goals are reflected throughout our strategy and action plans.

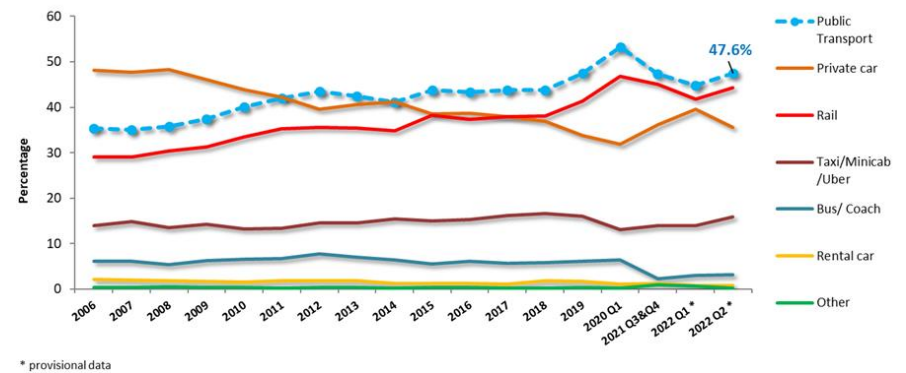
BENCHMARKING

Using our own and third-party data we can also benchmark Gatwick against other UK and international airports. We generally do this by comparing the annual CAA data for UK airports and any additional information supplied by the airports themselves.

We also track surface access changes occurring at other airports to understand if there are underlying trends in passenger behaviour that we should respond to and also to identify good practice.

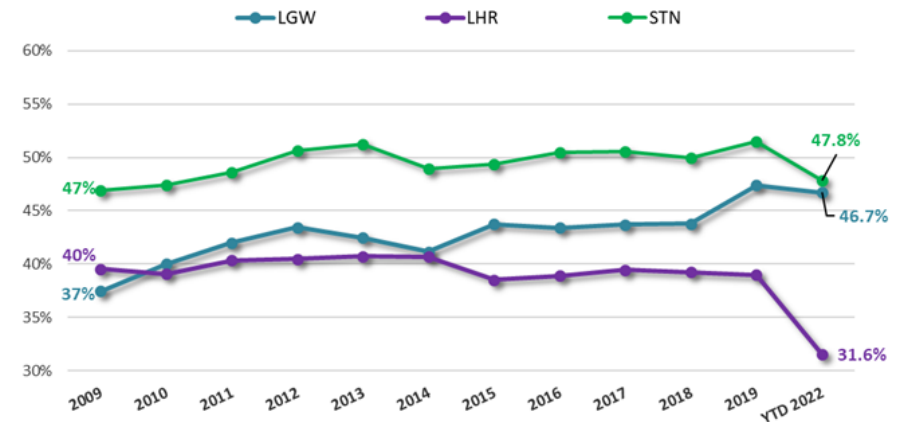
Looking back over the last 10 years Gatwick has outperformed the other main London airports in terms of increasing public transport mode share. Over that time our combined rail, bus and coach share has increased over 7% compared with just 4% at Stansted and zero at Heathrow. Mode shares at each airport were severely impacted during the pandemic as shown by the latest CAA data.

CAA Gatwick Mode Share Summary 2006-2022



* provisional data

CAA Public Transport Mode Share for London Airports



Source: CAA Annual Passenger Survey (note, partial data for 2022)

We will continue to report CAA data for Gatwick and other airports through our Transport Forum Steering Group.

SUSTAINABILITY

Sustainability lies at the heart of Gatwick's operations and growth and the airport has a clear, publicly stated aim of becoming the UK's most sustainable airport. In 2020 we launched our second Decade of Change initiative, Gatwick's sustainability strategy, which builds on our success in reducing emissions, energy use, waste and our overall carbon footprint in the previous decade. Our second Decade of Change again includes a surface access target, making a clear link between this ASAS and our sustainability objectives.

Gatwick believes that managing our facilities through developing the airport in a sustainable way, will reduce our environmental footprint and lead to a more efficient operation. This is consistent with Government's Jet Zero strategy and its Transport Decarbonisation Plan.

SUSTAINABLE SURFACE ACCESS

We are committed to increasing our public transport mode share for passengers and a shift away from single-occupancy car journeys by staff as the principal aims for delivering sustainable travel and reducing carbon emissions associated with surface access. Measures directed at achieving these aims will contribute to our Decade of Change targets and align with Gatwick's Carbon Action Plan, which is being drafted as part of our Northern Runway Project DCO application.

Gatwick is returning to full operations, and we anticipate a return to full service levels in the surrounding public transport network during 2023. Over the next 12 months we will develop a clear plan for working with our service providers and partners to seek low and zero carbon emission solutions and promote more sustainable travel behaviours. This will pick up on work already underway or complete. We will continue to support initiatives such as Metrobus trialling hydrogen buses, work with local authorities on active travel and bus service improvements and promote a shift to rail travel on completion of the Gatwick Station Project.

We will also be looking to reinstate or build on previous initiatives over the coming 12 months, Whilst not directly linked to specific targets for carbon reduction we expect the following initiatives to have a positive contribution to achieving our targets for more sustainable travel behaviour and to encourage more use of zero emission vehicles for accessing the airport:

- Use the completion of the Gatwick Station Project to relaunch our strategy for rail as the mode of choice for access to Gatwick
- Establish new, sustainable bus and coach services to expand the reach of our public transport network, making it more accessible
- Continue to invest in our active travel facilities and routes, supporting a strategy for local staff to shift to walking and cycling
- Work with public transport operators to fully integrate staff travel discounts, travel information and incentives, supporting 24/7 access enabling staff to be confident of using sustainable choices
- Implement a new benefits package for GAL staff to provide discounts on sustainable travel and encourage a wider roll out of some initiatives across all Gatwick employers
- Reinstate a car sharing platform for use by staff linked to priority parking spaces and other benefits
- Integrate surface access strategies with a campus-wide Electric Vehicle Charging Strategy for staff, passengers and operations
- Work with service providers such as car rental and taxi companies to plan a transition to zero emission vehicles ahead of the Government's Transport Decarbonisation Plan trajectory
- With our landside operations and car parking teams plan for all GAL on-airport vehicles to be zero emission by 2030
- Review the information platforms and materials for promoting sustainable travel options and ensure they are prominent on all Gatwick media for staff and passengers

These activities, along with other measures identified within the ASAS will deliver our Decade of Change target of 60% sustainable travel by 2030. However, our ASAS targets are more directly focused on public transport and active travel mode shares to minimise growth in car trips.

OUR SECOND DECADE OF CHANGE TO 2030

Our plan for 2030 builds on the success of our first Decade of Change with a renewed set of 10 goals which focus on the local economy, people and communities, noise, emissions and the local environment.

Delivery against our targets will be challenging while the unpredictable conditions following the pandemic and uncertainty around fuel costs continue to affect living costs and the economy. However, our commitment to a sustainable Gatwick will remain focused on our strategic goals. For Surface Access this means ***'Working with transport partners to increase airport passenger and staff usage of public transport and zero and ultra-low emission journey modes to 60% by 2030'***

The surface access objective is just one part of Gatwick's continued transition to net zero emissions. GAL has an overall goal of reaching Net Zero for Scope 1 and 2 emissions (those on-airport within our control) before 2040. This includes supporting the move to sustainable aviation fuels. Surface access is a major contributor to Scope 3 emissions, those that Gatwick can influence but not control. It is therefore essential that our surface transport partners share in working with us to achieve more sustainable and low carbon solutions.

Achieving our target will rely on more than half our passengers and staff travelling by shared transport or active travel. Increasingly over the decade a proportion of those that still travel by car or taxi will do so using a zero emission vehicle, thereby contributing to the overall goal. However, the rate of take up and use of fully zero emission vehicles remains uncertain and hybrid vehicles may still operate using petrol or diesel fuel for some journeys. Gatwick's ASAS is not expected to directly influence passenger's choice of vehicle. However, we will continue to make it easier for those airport journeys that cannot use shared transport or active travel options to be made using zero emission vehicles and encourage staff to transition to zero emission cars for journeys to work that cannot be made by public transport, cycling or walking.

Our partners are already taking significant steps to reduce emissions, notably Metrobus who have developed a strategy for the use of hydrogen fuelled buses on its Fastway routes and services in the Crawley and Gatwick area. As a result of their investment, supported by Gatwick, many of the local buses serving Gatwick will be zero emission by the end of 2023



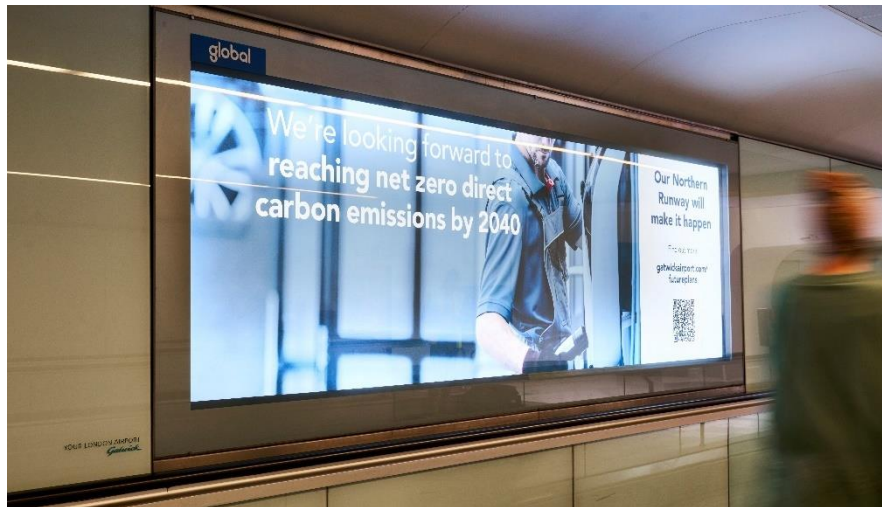
Beyond our second Decade of Change we will continue to drive sustainable travel behaviour for our passengers and staff, encouraging them to choose public transport or active travel where it is available. This will include investing more on local bus services and active travel routes for staff as part of future ASAS Action Plans.

Our approach will be consistent with the measures put forward as part of our Northern Runway Project DCO submission, which if consented would overlap with the second half of this ASAS period. Should consent not be granted we will review progress against our targets in order to develop our strategy for 2030-2040, setting new targets that are just as challenging and ambitious.

CARBON ACTION PLAN

Gatwick's Carbon Action Plan, being prepared as part of our Northern Runway DCO application, is closely aligned to the Decade of Change, and reflects the Government's Jet Zero Strategy and Transport Decarbonisation Plan. It relates to our operations, buildings, construction, energy and surface access plans. It is aimed at providing a framework for measurable carbon-reduction outcomes across all airport activities. For example, an Electric Vehicle Infrastructure policy will underpin decisions on new EV charging points for staff and passenger journeys but will also be linked to how and where operational vehicles are charged.

An important first step, already completed, is to set out the baseline, across all airport activities. This includes understanding passenger and staff behaviour. We have already begun to respond to this baseline, for example installing new EV charging infrastructure in one of the staff car parks close to the terminals. For some time we have been supporting Metrobus on their proposals to run hydrogen-fuelled buses on services to and from Gatwick. We continue to work in partnership with them looking for opportunities to bring fuelling infrastructure on-airport.



UK TRANSPORT DECARBONISATION AND JET ZERO

The Government's Transport Decarbonisation Plan envisages a sustained move towards less polluting vehicles and lower carbon development. The pandemic has brought some things forward or has accelerated change, for example hybrid working resulting in fewer commuter journeys. By the end of this decade no more new diesel or petrol cars will be sold, paving the way for similar targets relating to HGVs and other goods vehicles by 2040.

Gatwick's approach is to meet or exceed the Government's trajectory for all activities it can control, working alongside service providers and other partners to collaborate on joint initiatives. We will enable the use of zero emission vehicles for passengers and staff wherever they cannot be made using shared transport or active travel, which are our preferred modes.

Within its Jet Zero Strategy government is positive but not specific in its expectations in relation to surface access. Their policy commitment is that they "...will work with airports, other government departments, local authorities, and other interested bodies to help airports in England improve their surface access through developing Master Plans and Surface Access Strategies."

Gatwick believes this ASAS is consistent with and supportive of Government's Jet Zero plan and we will continue to engage with the DfT and others on the role Government has in terms of surface access to airports and how Gatwick can contribute to getting the best outcomes for sustainable surface access. For example, Government support for public transport services that mirror the airport operating day, with more early morning and late evening services, particularly for rail, would have a significant impact for both staff and passengers.

The new lift connecting the A23 southbound bus stops with Gatwick Airport Station and the Inter-Terminal Transit System was opened in 2019



LOOKING BACK

Our last ASAS covered the period from 2018 to 2022 but was updated in 2019 to align with the launch of our Airport Masterplan, which outlined our intent to pursue a Development Consent Order application (DCO) for the routine use of our Northern (or Standby) Runway. Despite the catastrophic impact of the global pandemic in 2020 and 2021, when we look back at our performance against our 2018 action plans and targets there have been some notable achievements.

We start this next ASAS period in a very different position than we had expected to be at the last update. In 2019 we carried 46.4m annual passengers to more than 240 worldwide destinations through our summer and winter schedules, including 63 long haul routes. We invested almost £250m in our capital programmes during 2018/19 and planned over £1.1bn further investment in the five years to 2024, including re-surfacing our main runway. In May of 2019 VINCI Airports completed the purchase of a 50.01% stake in Gatwick Airport and entered into a long-term partnership with the previous owners Global Infrastructure Partners, a partnership built on confidence in the airport's future. Our forecast of annual passengers published in 2019 estimated demand at over 54m passengers by 2023/24.

Three years later we are emerging from a global event that brought aviation to a standstill for approximately 18 months. Gatwick hopes to carry almost 33m passengers during 2022, less than 70% of our 2019 performance and we do not expect to return to pre-pandemic forecast demand until 2025 or 2026. We must consider this reality when setting our action plan and targets for the new ASAS and when assessing our performance against the objectives we set ourselves in 2018.

During the pandemic all of our service providers shared in the challenges created by a series of national lockdowns and widespread, stringent international travel restrictions. Many experienced dramatic changes in travel behaviour that are still affecting operations.

Some, including bus company Metrobus and rail operators GTR and GWR, continued to run services for essential workers on a reduced basis. Operators are in the process of rebuilding services to full capacity as regular demand returns but home-working practices adopted during the pandemic continue to present a challenge for public transport operators that were largely focused on familiar weekday and weekend patterns of behaviour. Weekday passenger numbers remain low but by contrast, train operators have experienced high leisure and off peak demand as more people travel outside of peak times on certain days of the week. It is clear that travel patterns will take some time to stabilise and it is too early to conclude how commuter and leisure travel will look in the coming years.

Other service providers more directly reliant on airport demand were unable to continue to operate through the pandemic. This included the BlueCity electric car share operation and the Gatwick Flyer regional coach service to Essex and Stansted. Gatwick is in discussions with alternative providers to re-establish similar offers as part of our continued support for sustainable travel to and from the airport.

Two of the most significant surface access projects progressed as planned, despite the pandemic. The M23 Smart Motorway Project was completed in Summer 2020, delivering additional capacity and improved traffic flow along the M23 between Junctions 8 and 10 and on the westbound M23 Gatwick Spur from Jn 9 to Jn 9a at South Terminal Roundabout. The Gatwick Station Project broke ground in early 2020 and progressed throughout the period of lockdowns and socially distanced working, reaching major milestones such as steelwork installation and concourse refurbishment on schedule to be completed in Summer 2023.

Whilst the airport was quiet during lockdown we brought forward plans to implement forecourt charging for drop off passengers, seeking to reduce the proportion of so called "kiss and fly" journeys. Our goal is to encourage more people to choose public transport alternatives where they are available by closing the gap between the out-of-pocket costs of private car journeys and equivalent rail, bus and coach journeys.

In the table below we summarise the other projects, initiatives and achievements made against our 2018 targets and action plan.

What we said we would do (2018 ASAS)	What did we achieve?
Rail	
<p>Action 5: Develop an Action Plan to increase awareness of staff travel initiatives and the take up of public transport...for the journey to work</p> <p>Action 16: Sustain an active role in the Brighton Mainline Alliance, Community Rail Partnerships and Transport for Southeast, contribute to consultations of regional and national significance</p> <p>Delivery of Rail Station improvements including additional concourse capacity, vertical circulation and platform availability</p> <p>Continue successful partnership with GTR to improve the passenger experience</p> <p>Doubling the frequency for the direct service between Gatwick and Reading</p> <p>More frequent trains between Gatwick and London (20 per hour) as a result of the 2018 timetable change and wider catchment area</p>	<p>Awareness increased as a result of using the airport community app</p> <p>The team have continued to work with all rail partnerships through the period. Gatwick is also represented at TFSE and continue to respond to consultations as required</p> <p>The project is currently under construction and due to be completed in Spring 2023</p> <p>GTR and Gatwick have continued to work in close partnership to ensure a seamless transition from train to plane and promote rail use.</p> <p>Funding contribution of £200k given to Great Western to support an additional hourly service to Reading (awaiting Rail Station project completion)</p> <p>An additional 4 trains per hour were introduced but during the pandemic services were reduced. Gatwick continues to work with GTR to reintroduce all these services as we build back better</p>
Bus and Coach	
<p>Action 4: Work with bus and rail operators to integrate the Gatwick Staff Travel Discount within the Key Go smartcard</p> <p>Action 5: Develop an Action Plan to increase awareness of staff travel initiatives and the take up of public transport and active travel modes for the journey to work</p> <p>Action 7: Trial or adopt zero/low emission vehicles for selected Surface Transport operations, local bus services and car park shuttles and develop targets and actions to align with Government policy, to be included in our Sustainability Strategy</p> <p>Action 8: Complete projects to improve bus/coach passenger facilities and capacity at North Terminal</p> <p>Action 12: Develop a sustained approach to funding local bus services through the STF that correspond to key staff and passenger catchment areas in Sussex, Surrey and Kent</p>	<p>Metrobus and National Express both offer discount cards for Gatwick employees</p> <p>Awareness increased through the use of the airport community app</p> <p>Part funded Metrobus introduction of hydrogen bus services which are expected to be operational from the end of 2022</p> <p>Due to pandemic impact improvements in these areas have not been progressed.</p> <p>Gatwick provided over £1m funding support to local bus services 2018-2020. Additional support for routes to be considered as funding becomes available.</p> <p>We completed the construction of a new lift connecting the A23 southbound bus stops to the South Terminal and Gatwick Railway Station, providing step free access.</p>

What we said we would do (2018 ASAS)	What did we achieve?
Cycling and Walking (Active Travel)	
<p>Action 5: Develop an Action Plan to increase awareness of staff travel initiatives and the take up of public transport and active travel modes for the journey to work</p> <p>Action 6: Develop plans for a new safe, connected Gatwick Cycle Hub in consultation with local stakeholders and partners</p> <p>Action 14: Complete a thorough review of wayfinding and signage at the airport to produce a prioritised action plan for improvement and to fill any gaps</p> <p>Our approach to active travel is to ensure there are safe and attractive routes across the airport and connecting to local communities, encouraging more of our staff to cycle or walk to work</p>	<p>Invested over £1.6m on cycle and pedestrian enhancements over a two-year period, encouraging modal shift away from car for those living locally:</p> <ul style="list-style-type: none"> • Added more Cycle Hoops and Two-Tier Stacked Storage • Secure cycle facility on Perimeter Road East • Lockers and shower rooms at both terminals • Reduced clutter and improved the appearance of routes in identified areas • New walking and cycling map for staff to supplement investment in the pedestrian walking route between terminals • Implemented crossing improvements to encourage safe walking routes • Installed signage along all routes directing and providing information
Roads	
<p>Action 2: Produce and implement Communication Plans for the delivery of the M23 Smart Motorway Project and Gatwick Station Project and manage the information flow to stakeholders, passengers and staff through to completion</p> <p>Action 3: Prepare a Surface Transport Plan for Construction to manage access for Gatwick development projects during potential motorway and railway disruption and measure outcomes in terms of delay</p>	<p>M23 Smart Motorway Project (M23 Jn 8 to 10 and M23 Spur Jn 9 to 9a westbound) was completed in September 2020. This provides 4-lane all lane running on the M23 and 3-lane all lane running on the M23 Spur. The project delivered smoother journeys for over 180,000 drivers daily, providing clear information about conditions on the road ahead and facilitating journey time improvements.</p> <p>Gatwick works closely with National Highways, WSCC and the Emergency Services to monitor performance of the road network, minimising any impact on Airport users.</p> <p>Due to the pandemic, there has not been a need to undertake this. We anticipate developing this over the coming period.</p>

What we said we would do (2018 ASAS)	What did we achieve?
Forecourt and Commercial operators	
<p>Action 11: Complete a thorough review of options to manage forecourt access, including consideration of measures to reduce the proportion of Kiss and Fly trips (those incurring both drop off and pick up Car rental facilities to be provided in both terminals for ease of use for passengers</p>	<p>Introduction of forecourt charges in April 2021 to discourage kiss and fly and encourage the use of public transport. Significant contribution to our Decade of Change target North Terminal facilities have been provided in the onward travel area with car parking located a short walk from the terminal entrance in Car Park J. South terminal facilities relocated to MSCP 1 to facilitate site access for the Railway Station project Taxi contract re-tendered to improve customer experience. Provision of ticket kiosks to book Taxi introduced in North and South Terminal baggage reclaim areas</p>
Car Parking Strategy	
<p>Action 1: Continue to meet our Section 106 obligations in respect of local planning policy, including Crawley Borough Council's policy on airport related car parking (Policy GAT 3)</p> <p>Action 13: Convene a regular stakeholder working group related to Local Community Access and off-airport parking to deliver specific actions and outcomes through partnership</p> <p>Action 15: Provide an annual update on progress against the ASAS targets and Car Parking Strategy</p>	<p>Gatwick's approach to parking is aligned with our Section 106 agreement with West Sussex County Council and Crawley Borough Council, to accommodate future demand growth on-airport. Gatwick increased long stay capacity in 2018 to cater for growth, and further projects will be delivered to meet demand.</p> <p>Community engagement has been undertaken and will need to be reinvigorated post pandemic typical topics/issues included facilities for Uber/taxi providers and managing parking in residential areas close to the airport</p> <p>This has been undertaken through TFSG and in partnership with CBC.</p>

In support of our Surface Access Strategy Gatwick holds a Sustainable Transport Fund (STF), which draws from a levy on our staff and passenger parking supply to create a funding stream for initiatives that support an increase in sustainable modes. The STF has contributed to significant improvements in local bus services and active travel facilities at the airport over several years. The position in 2019-2020 is shown in the table below.

Funds Available	What did we spend on (2018-2020)?
<p>Pre-pandemic: STF annual value (2019) - £1.49m Note that this is the period prior to the introduction of forecourt charges so is only a levy on car parks Because the levy is based on car park use, the fund value during the pandemic was very low</p>	<p>Support for local bus services including evening services (Route 100 & 200), service extensions (Route 4/5) and other frequency enhancements (Routes 200, 400, 420 and 460) – over £1m in support 2018-2020 Investment in improved cycling facilities including secure storage and more stacked storage - £1.6m over two years Consultancy fees for a Bus & Coach Strategy Community Rail Partnership support Updated staff travel information including active travel maps for the airport campus £200k funding to support improving the frequency of the North Downs Line train service to Reading From 2019 a proportion of the STF is being put towards the cost of the Gatwick Station Project STF also covers marketing and resource costs</p>

Airport advertising encouraging passengers to find out about our growth plans and respond to our Northern Runway Project consultation



PLANNING
FOR
GROWTH

PLANNING FOR GROWTH

Gatwick's growth is important for the region's economy. As one of the largest single site employers in the South East with a wide range of employment and skills opportunities Gatwick makes a significant contribution to inward investment to the local area and Gross Value Added (GVA) for the region. However, it is essential that the airport grows sustainably and in accordance with Government policy on aviation.

In 2019 we confirmed our intention to submit a Development Consent Order (DCO) application to the Planning Inspectorate for sustained use of our Northern Runway. This would provide capacity for growth within the existing airport boundary and increase resilience on the airfield. It is based on making efficient use of the existing operational infrastructure and does not require additional land except for environmental mitigation and to provide additional road capacity adjacent to the airport.

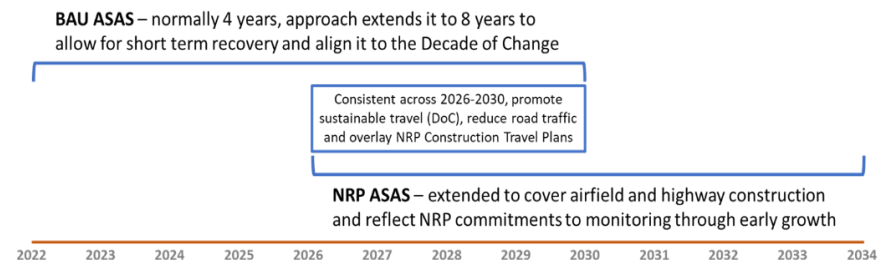
Our plans for the Northern Runway Project (NRP) have progressed over the last two years, in consultation with a range of statutory stakeholders, and have resulted in two public consultations, in Autumn 2021 and Summer 2022. We plan to submit our DCO application early in 2023.

The DCO process is now well established and has several defined stages before the Secretary of State for Transport makes a final determination. This means that, if our application is accepted, a decision would be expected in Autumn 2024. This is likely to mean that construction for the Northern Runway Project infrastructure would not start before 2026.

As part of the DCO application we are required to set out an Environmental Statement and Transport Assessment related to the impacts of the project, and to set out our plans for mitigation, which includes a draft Airport Surface Access Strategy to cover both the construction and operational phases of the project.

The draft ASAS for DCO will be discussed with stakeholders and would be reviewed and revised prior to the start of construction should the DCO be granted. The ASAS for the Northern Runway Project would build on this ASAS and supersede it in time for the start of construction. We would expect the NRP ASAS to become effective from 2026 and would differ from this ASAS in a number of important ways:

- It will set out how we would manage the surface access needs and impacts during construction, including the movement of materials to and from the site and workforce travel
- It would take account of changes to the surface access infrastructure that may be required to complete the construction, for example the loss of a number of car parks to construction work sites and new facilities
- It should reflect where the growth associated with the project may allow additional sustainable travel options to be considered, for example where passenger growth indicates additional public transport services may be sustainable or where active travel infrastructure is proposed to support more local journeys to work
- Additional monitoring is expected to ensure the impacts of the project are captured and to assess performance of the mitigation measures put in place, for example monitoring road traffic following the introduction of highway mitigation



2023 will see the opening of the new Gatwick Airport Station following the multi-million pound redevelopment, transforming the interchange and creating an exceptional passenger experience



RAIL

RAIL

Gatwick is proud of its rail access and promotes rail as being the mode of choice for journeys to and from the airport. This is not just because of the wealth of direct connections and excellent rail services but also because it is a highly sustainable choice. Rail is an attractive alternative to other modes of transport as long as journeys remain reliable, the price of travel is competitive and trains are available at the time people want to travel.

Gatwick is the UK's best-connected airport by rail with direct connections to Brighton and other coastal towns and cities as well as stations to Reading, Guildford and Bedford. Since May 2018 there are additional direct services as far as Peterborough and Cambridge for the first time.

Services from Gatwick run direct to several main London terminals and interchange stations, including London Victoria, London Bridge, Kings Cross St Pancras and Farringdon, for interchange with the new Elizabeth Line (Crossrail). Since 2018 the full peak timetable delivers a train between Gatwick and Central London every three minutes. The Gatwick Express service to London Victoria takes passengers to the heart of London within 30 minutes. Thameslink services reach London Bridge in 28 minutes and across London in under 50 minutes.

The opening of the Elizabeth Line in May 2022 delivers extra east-west capacity across the capital and better connectivity for airport passengers interchanging via Farringdon. The Elizabeth Line directly serves Heathrow Airport and stops close to London City Airport. When the Elizabeth Line services are linked up in November 2022 rail travel between Gatwick and Heathrow will reduce to around 70 minutes with just one change.

Govia Thameslink Railway (GTR) run the majority of services to and from Gatwick. Up to 20 trains per hour run in each direction between Gatwick and London in the peak and 16-18 trains per hour off peak. This frequency assumes a return to full service post-pandemic. Current service patterns are reduced but GTR plan to reintroduce services as demand recovers.

With a full service there is daily capacity for over 700,000 passenger per day on GTR trains serving Gatwick (this excludes the additional capacity on the North Downs Line). Most airport related trips are made outside of the peak hours on the railway or travel in the opposite direction to commuters into London. This provides important demand for GTR at times when trains are quieter and makes good use of available capacity.

Gatwick has a direct connection to Reading via Redhill, Reigate and Guildford along the North Downs Line. The service, operated by Great Western Railway (GWR) has seen high passenger growth in recent years and is expected to see strong recovery post-pandemic. The service between Reading and Gatwick will be increased from one to two direct trains per hour, with a third connecting at Redhill, following completion of the Gatwick Railway Station Project and associated trackwork.

This unparalleled level of service and coverage, with a mainline station connected directly to our South Terminal, delivers a higher rail mode share and more rail passengers than any other UK airport. The Office for Rail and Road reported over 21.2m annual passenger journeys using Gatwick Airport station in 2019. Outside London, only the main stations in Birmingham, Leeds, Manchester, Glasgow and Edinburgh were busier or had grown faster. In 2019 train capacity linking Gatwick and London was more than double that in 2014 as a result of new rolling stock and enhanced service frequency, with more destinations beyond the capital served directly. We anticipate this level of service returning from 2023 once the Gatwick Station Project is complete.

In 2019 Gatwick's annual rail mode share of airport passengers was 43% but seasonal variations saw this approaching 50% during winter months (based on CAA data). Our target for rail is to consistently deliver an annual mode share for rail of 50% or more by 2030, which will require the support of our rail industry partners and for public transport mode share to rebound after the effects of the pandemic. Gatwick managed to sustain its rail mode share at approximately 40% during the second half of 2021 as lockdown restrictions were lifted but we are eager for it to rise as aviation recovers.

We are very much reliant on Network Rail, GTR and GWR to maintain and enhance our rail offer. The UK government is now more directly responsible for specifying and overseeing rail travel in the UK transitioning to 'Great British Railways' which will be fully operational by 2024. Gatwick is seeking an ongoing dialogue with the rail industry to ensure that surface access needs for airports are given full consideration in network and service planning, in line with the DfT's Transport Decarbonisation Plan and Jet Zero sustainable aviation strategy.

One key area for improvement would be the strengthening of services that run from early morning and into late evening. These are times of day when there is considerable airport activity but passengers and staff don't have access to reliable or frequent services. Gatwick Airport is open for business 24/7 with many passengers arriving and departing in early morning (0500-0700) or late evening (2200-2430). Staff shift patterns are naturally built around this schedule and many journeys made within reach of railway stations are discouraged from travelling sustainably due to the lack of regular, reliable and frequent services at these times.

Whilst there are some restrictions on how services could operate around scheduled overnight maintenance we will explore with Network Rail all opportunities to introduce more services that start earlier and finish later, to connect with our core passenger markets and staff catchment areas, both on the Brighton Main Line and adjacent routes such as the Arun Valley Line via Horsham.

Whilst not required for Gatwick to grow or increase its rail mode share we are strong supporters and advocates of the Croydon Area Remodelling Scheme (CARS) that would generate significant regional benefits and unlock a key bottleneck on the South East's railway network.

We will continue to press for the funding for CARS to be confirmed so that the benefits can be realised as early as possible. As part of our rail strategy we will renew efforts with the rail industry and business representatives along the Brighton Main Line to lobby Government and secure the funding necessary to complete the design, consents and delivery of this important project.

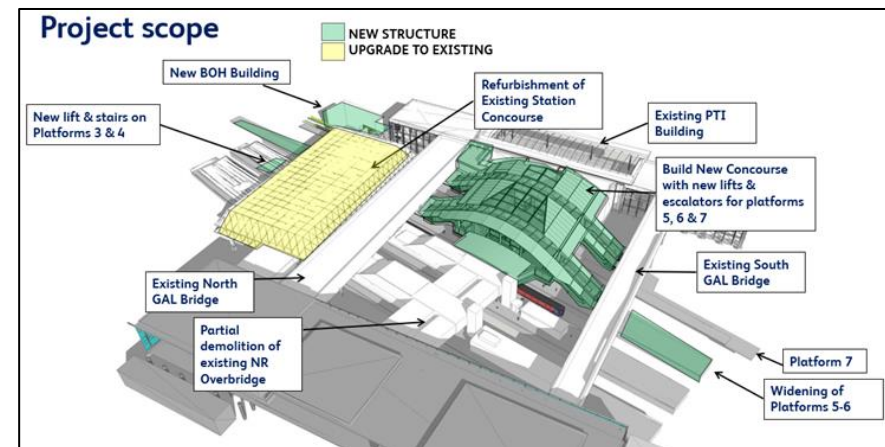
GATWICK STATION PROJECT

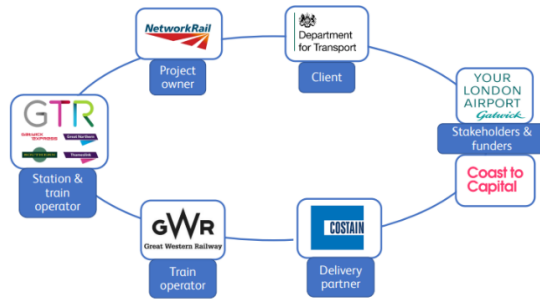
Gatwick has invested more on rail in recent years than any other surface access mode, to promote sustainable travel to and from the airport. The Gatwick Station Project is one of the UK's largest station improvements undertaken outside London in recent years and will transform the passenger experience at this international gateway.

At peak times in 2019 the current station could be crowded, with congestion around ticket machines, information screens and on some platforms. The existing concourse layout, which provides excellent access to and from the airport terminal, made transfer between some platforms difficult, for example when an arriving train had to be switched to another platform at late notice. Furthermore, stairs and escalators were not configured for the 12-car trains currently in use on the Brighton Main Line.

This exciting development includes:

- Refurbishment of the existing station concourse
- A brand-new concourse with new lifts and escalators for Platforms 5, 6 and 7
- A new lift and stair serving Platforms 3 and 4
- A new building to accommodate the operational staff facilities, such as control room, rest room, offices and lockers.





The project is being delivered through a collaborative approach involving key stakeholders and funders. The project delivery is focussed on achieving station outputs that will deliver the following passenger benefits:

- Improved passenger experience, visual amenity and safety
- Increased passenger capacity at concourse level
- Reduced journey times through the station
- Improved access from the station to the forecourt and the terminal
- Improved platform access, less prone to overcrowding
- Improved train service reliability

Gatwick Station Project construction commenced in Summer 2019 and is still on schedule to complete in 2023. The work programme was adapted to allow for new working practices through lockdown and took advantage of the significant reduction in passengers and train services to optimise the work sites and construction activities to maintain progress.

During the project works Network Rail took advantage of platform and track closures to complete other improvements to track and signalling as part of a wider programme of Brighton Main Line upgrades. Doing some of this work alongside the Gatwick Station Project minimised disruption to passengers and services, reduced overall costs and allows benefits to be delivered early, when the new station is fully operational in Spring 2023.

A link to the latest Network Rail timelapse video of construction progress is included below.

<https://vimeo.com/user29096206/review/736784794/980822cc9b>

In addition to station works Network Rail has completed some associated track improvements



The station is already starting to show the facilities that the new layout will provide, such as the additional escalators and lift cores, and the new operations building. The following images illustrate some of the milestones to be completed over the last nine months of the project.

The project will open in phases with delivery of the new operational building later in 2022.



Re-opening Platforms 5 and 6, with new lifts and escalators, in January 2023



Completion of the existing station concourse refurbishment and opening of the brand new station concourse in Spring 2023



Objectives

We have developed a set of key objectives to guide the development of our rail strategy over the coming years. These are targeted at recovery followed by growth, and greater engagement with rail industry partners to deliver improvements for rail users travelling via Gatwick:

- Deliver a return to higher rail use during the airport's recovery and support growth in rail mode share in partnership with operators
- Protect the service proposition for journeys to and from Gatwick, preserve Gatwick Express as a regular, branded, airport-focused service and promote the broader value of Thameslink services
- Maximise the benefits of investment in Gatwick Railway Station and promote rail when attracting new businesses to the airport
- Contribute to GAL's sustainability objectives and to support the UK's Transport Decarbonisation Plan and Jet Zero Strategy
- Increase access to rail travel through service improvements, particularly for locations and times of day with low rail mode share

In support of these objectives, GAL has identified a number of strategic themes in which to focus future initiatives.

TICKETING / PRICING – helping to deliver a simple, clear pricing structure and working with industry partners to encourage more seasonal discounts and offers, driving first time rail use. This will include making it easier to take up staff discounts in combination with other offers.

PROMOTION AND CUSTOMER EXPERIENCE – communicating the full rail offer encompassing all of the services available to and from Gatwick. Whilst Gatwick Express remains our marquee brand and carries significant customer loyalty Thameslink connectivity offers much wider travel opportunities.

Gatwick is committed to protect and retain the Gatwick Express service as a premium brand and promote rail services to new and potential airline partners and stakeholders, . We will help passengers choose rail before other modes and look to improve wayfinding and live information.

TICKET DISTRIBUTION – revisit ways to optimise ticket sales as part of or alongside flights, working with airlines to improve pre-purchase for rail tickets.

Thameslink service arriving at Gatwick
(Govia Thameslink Railway, all rights reserved)



NETWORK / CHOICE – greater promotion of Thameslink connectivity to grow rail mode share from the widest possible area, including opportunities available through interchange with the Elizabeth Line, and supporting feasibility work on improved connections, or even direct services to and from areas not currently served, notably Kent.

CAPACITY / FREQUENCY – ensuring there is sufficient capacity and choice available, at the time airport users need it, as a way of driving higher demand, including highlighting the benefits to the rail industry of aviation customers using off peak services thus making rail more sustainable.

By sharing data and establishing the contribution that Gatwick passengers make will help to drive the case for enhanced services or additional capacity on existing services through monitoring and analysis.

In the short term the critical first step is to return to a full, reliable service at pre-pandemic levels, notably returning the Gatwick Express to its prior frequency and service. However, it is just as important to articulate the benefits of the Thameslink interchange with the Elizabeth line at Farringdon (both Thameslink and the Elizabeth Line will operate at over 20 trains per hour). We will also renew calls for confirmed funding of the Croydon Area Remodelling Scheme to provide resilience to the BML.

Gatwick Express should return to full service in 2023
(Govia Thameslink Railway, all rights reserved)



Metrobus operate a variety of services to Gatwick's two terminals, including Fastway services, some of which operate 24 hours a day, 7 days a week



BUS AND COACH

To encourage people to travel to Gatwick by bus or coach, we aim to provide excellent facilities at the airport for those choosing these modes of transport. In recent years, competition from other modes and challenging operating conditions have limited growth in Gatwick's bus and coach mode shares, despite initiatives to grow the route network. We recognise that we currently have a lower mode share for bus and coach than many of our competitor airports. Despite this, we continue to provide facilities close to the entrances to both South Terminal and North Terminal.

An important priority, and a specific action within this ASAS, is to ensure services return to pre-pandemic levels and Gatwick routes that have been lost while the airport was severely affected are reviewed and re-provided where possible. We also intend to improve facilities as we grow to reflect our priority for supporting sustainable travel to and from the airport.



Our main action is to promote an increased mode share through an expanded network and more frequent services on popular routes. We are engaged in discussions with several operators, including National Express, to explore measures to promote bus and coach travel and widen the catchment to attract new users and create sustainable routes. We will review available data, as well as referring to our Bus and Coach Study undertaken in 2019, to identify the optimum areas to search. We will also work with local authorities and service providers to arrive at the best balance between accessible, connected services, with several stopping opportunities, and express routes that focus on end to end journey time, perhaps with some feeder services in support. These are the same challenges experienced by local authority provision for community travel.



We introduced new operators to the airport during 2017, aimed at both the passenger and staff market, including our first demand-responsive trial. Our future options include wider networks with established, large scale operators with a national presence and smaller operators, providing more targeted and bespoke services. We expect to consider all of these models to get the optimum blend of service provision and choice.

To some degree we will be able to provide financial support to kick-start these services through our Sustainable Transport Fund. We will further develop initiatives as part of our ASAS Action Plan in consultation with operators, our Transport Forum Steering Group and other stakeholders. This will create a plan to fund those enhancements with the greatest opportunity to become commercial over time, ensuring funding can then be cascaded to other improvements, following the approach we currently use for Sustainable Transport Fund support to Metrobus services.

To improve the customer experience at the airport, we completed a new waiting area at South Terminal for bus and coach passengers in 2019. Following a review of feedback, which has been very positive, we will look at options to improve waiting facilities at North Terminal.

We have already increased the stand capacity at Furlong Way, which has incorporated access for articulated buses serving long stay and staff car parks. We recognise that increasing bus and coach mode share may put additional demands on these areas and a comprehensive future capacity study is required. We will also study the potential for bus priority at key locations to ensure reliable journey times around the Gatwick area. This will be completed by 2024 and allow us to support future demand and increased services as well as tailor our facilities to meet the demands of different operators and passenger groups.



For passengers we have focussed in recent years on exploring the optimum way of serving Kent and East Sussex, as well as opportunities for connecting East London boroughs and South Essex. We continue to express support for a direct rail connection into Kent but recognise that this is not viable in the short term and will not be delivered within this ASAS period. Discussions with potential operators for a new bus service, which included options for it to be operated using zero-emission vehicles, were well advanced prior to the pandemic. A short term action for Gatwick is to re-start these discussions now that there is more confidence on demand-recovery. Similarly we will build on early discussions with East Sussex to work together on new routes and service enhancements.

A key part of providing sustainable travel choices for staff is the extensive, 24-hour local bus network around Gatwick, provided by Metrobus. Gatwick has invested heavily in Fastway services for nearly 20 years and will continue to financially support route development through our Sustainable Transport Fund. The range of 24-hour services increased during the last ASAS and we will explore with Metrobus how a wider network of services can be linked into these core, high frequency services most effectively during this ASAS. This will take account of changes to interchange facilities in Crawley and potential service changes associated with other developments in the Crawley, Horley and Horsham areas.

Attitudes to bus travel will be an important element of our Staff Travel Survey and we will specifically ask staff about the reasons why they already use bus or what would encourage them to do so.

We use survey data to target effective service improvements to maximise the opportunity for routes to become commercially sustainable. Before the pandemic three enhancements that were endorsed by our Transport Forum Steering Group for funding received support via the Sustainable Transport Fund. The performance of these routes as demand returns will be subject of a review with Metrobus but we suggest a similar approach is adopted for future route enhancements and funding recommendations.



An important part of our focus on supporting local services is ensuring as many staff as possible have access to public transport for whenever their shift starts and finishes. This has led us to review the opportunities for evening and overnight bus services to overlay some rail connections that are not available from late evening to early morning. Notwithstanding our intention to press for improvements to rail services at these times we recognise the importance of 24/7 bus access given the high proportion of shift workers at the airport.

This level of integration provides greater certainty to staff and is complemented by the Key Go smartcard, which allows contactless travel on local bus and train services in a similar way to Oyster in London. We will continue to consider new and innovative ways to make sustainable travel to the airport easier, including demand responsive services where they are viable and meet our objectives. We will also work with Metrobus to regularly measure the proportion of staff travelling by bus as part of our ongoing monitoring and data analysis, supported by Staff Travel Surveys.

ENGAGEMENT WITH LOCAL AUTHORITIES

Our experience developing solutions funded through our Sustainable Transport Fund highlights the benefits of working collaboratively with service providers and local authorities to support lasting improvements. Local highway authorities have recently bid for and been awarded Bus Service Improvement Plan (BSIP) grants, which will be used to support enhanced bus connectivity. There is an opportunity to complement these plans to include airport accessibility through a partnership approach. Gatwick will pursue discussions with local authorities to explore these opportunities over coming months, to establish priorities for investment in facilities and infrastructure over the next two to three years. This will be supported by our Sustainable Transport Fund.



Gatwick completed a project to improve walking routes between our terminals, including new signage, information, and safer crossing points



ACTIVE TRAVEL

Gatwick aims to make active travel an attractive and realistic choice for short journeys to and from the airport by developing and promoting accessible, safe, and well-planned active travel opportunities. More people in the community making more active travel journeys can lead to a range of positive individual and shared outcomes, including improved health, reduced traffic congestion and pollution, and financial savings. For this reason, we have linked active travel to public transport in setting our Decade of Change target of 60% of our passengers and staff to use sustainable modes and zero emission journey modes by 2030.

Walking and cycling is an attractive option for only a very small number of our passengers but a rather more significant proportion of our staff who live locally. In 2016 11% of airport staff reported living within 3 miles of the airport. However, our high proportion of shift workers at Gatwick means walking or cycling is not a safe or attractive option for staff at some hours.

Whilst representing only a small percentage of the passenger and staff journeys by mode share, active travel modes of cycling and walking are still very important in terms of accessibility. We take considerable care to manage all of our walking routes between landside facilities, bus stops, car parks and other access points into and between our terminals. These routes also provide important connectivity with local communities, as well as access routes to business areas in City Place and Manor Royal.

In addition to feeling vulnerable when travelling at certain times of day, reasons for not making short journeys using active travel include a perceived lack of suitable continuous routes between homes and workplaces and a lack of awareness of existing routes. Other issues include a lack of facilities such as lockers and secure bicycle parking as well as obstacles in cycle lanes and in footways. Whilst we can provide solutions on site and close to the airport it is important for local authorities to recognise the important part they play in providing continuity through local neighbourhoods in line with their own plans and policies.

Whilst having fewer health benefits, the use of e-cycles and e-scooters is becoming more common and popular. Gatwick is currently reviewing ways in which it can support these initiatives through staff incentives and subsidies for all airport employees and payroll benefits for our own staff.

We maintain pedestrian routes across the airport and ensure safe footways and pedestrian crossing facilities where these are required to access different areas and buildings. NCR21 is the only designated cycle route on the airport, but we aim to ensure safe access to secure cycle parking facilities close to both terminals and access to locker/changing rooms and showers under our Staff Travel Plan.

Active Travel is considered as part of any changes to airport roads links between terminals and/or workplaces. Both Crawley Borough Council and Surrey County Council have plans to enhance cycling routes that are relevant to accessing the airport. Gatwick is working with them to provide joined up, coherent solutions and, where appropriate, supporting infrastructure delivery through our Sustainable Transport Fund.

Many people use active travel for part-journeys that also use public transport, for example walking or cycling to the station or bus stop. Therefore, transport measures to shift private car journeys to public transport can also lead to increases in rates of active travel. Having attractive routes around the airport campus for staff to walk during breaks, or to get them from the railway station or bus stop to their workplace, and making information on these options available, remain part of our active travel strategy.

Gatwick is committed to improving facilities for all employees and encouraging modal shift away from car-based transport. Gatwick has demonstrated this commitment through several completed projects, investing over £1.6 million on cycle and pedestrian enhancements between 2018 and 2020.

Infrastructure improvements in recent years have been undertaken to encourage airport staff to cycle to and from work and around our campus.

Facilities include:

- 67 Cycle Pods,
- Over 450 Cycle Hoops and Two-Tier Stacked Storage
- Secure cycle facility on Perimeter Road East with spaces for 44 cycles
- 2 locker rooms and 2 shower rooms with facilities available at both terminals

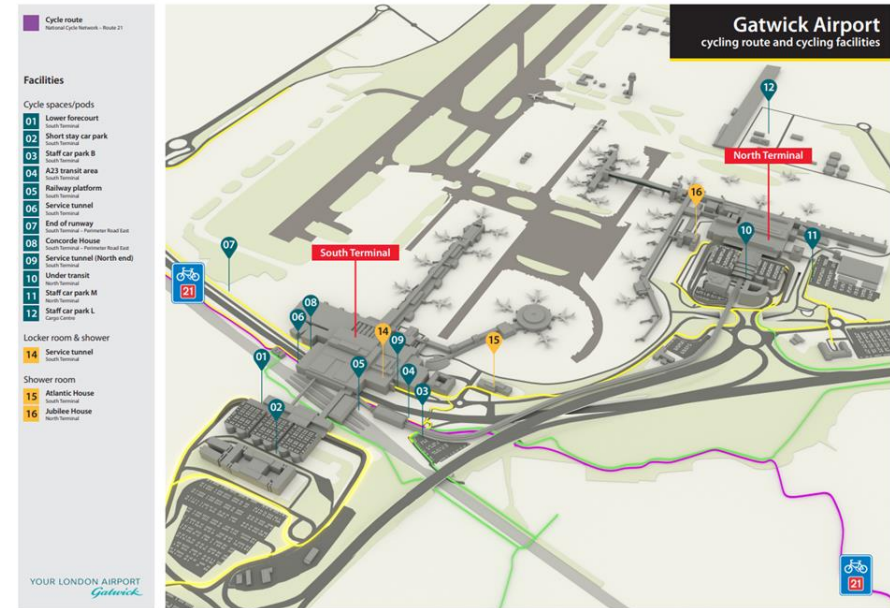
Our Active Travel Strategy is closely linked to our Employee Travel Strategy. More information on the travel incentives we offer staff are therefore including in a later section of this ASAS. In addition to the above we also offer our staff the Cycle2Work scheme saving them between 32% and 47% on new cycles and cycling equipment at Halfords or one of their independent bike shops.



Gatwick has also produced a staff travel guide available to airport staff across the campus, highlighting not only that by traveling by sustainable transport is supporting Gatwick's ambition to reduce its emission levels but that it can also save them money in getting to and from work. In the coming year we will be exploring additional ways we can encourage this change in behaviour for local journeys.

Gatwick has produced a walking and cycling map for staff following the recent investment in pedestrian walking routes. There is signage along all routes directing people to the best routes and providing information.

An example of Gatwick's cycling and walking maps



To encourage the use of our footpaths to and from the airport we need to work with local neighbouring councils to improve the condition of all footpaths approaching and across the campus, making sure they are well lit, clear of vegetation, review and address areas prone to flooding, keep up with regular maintenance and ensure prompt litter removal.

As part of this approach we will engage with our Transport Forum Steering Group partners to define a set of criteria to support potential joint investment opportunities in the vicinity of the airport. Whilst we indicate a draft target mode share for active travel we will keep this under review pending the results of our Staff Travel Survey and align our targets and action plan with work being undertaken in surrounding communities.



We will work in partnership with local councils to review future opportunities for new footpaths, in particular short and long term options to improve connectivity between North Terminal and Longbridge roundabout.



The team has identified several potential improvements and studies to support cycle use. These include:

- Connectivity improvements between the cycle routes and rail station – we will work with stakeholders on improved signage ready for the completion of the Gatwick Station Project.
- Review and update the travel information available to airport staff on all channels on a regular basis.
- Conduct regular audits of cycling facilities and review areas for improvements where need is identified, with funding through the available Sustainable Transport Fund.
- Work with the GAL IT Team to improve and update staff travel information on the Airport Community App.
- Review of drop kerbs and turning points across the campus
- Concept design work to consider rerouting of existing cycle routes to minimise cross over with vehicles.
- Review cycling signage across the campus working with our neighbouring councils on joint incentives, programmes to improve the cycling/walking experience for all.
- Undertake a new feasibility study for the creation of a Cycle Hub, revisiting the business case for this project using new data.
- Develop an implementation plan for improvements to NCR21 focusing on improving the area through South Terminal.
- With changes to airline partners and other on-site employers we will review options for new staff cycling wet/locker rooms jointly with airport employers.
- Review options to extend a safe and practical cycle path from the south terminal to the north terminal for staff and public.
- Seek support from local councils for funding to support cycle routes and facilities.

Gatwick will conduct surveys of users of the main cycling and walking routes in the vicinity of the airport before the end of 2022. We will use these data to help shape our strategy for this ASAS as well as providing evidence for our DCO assessments and design.

Improvements to the M23 were completed early in 2020. The M23 Smart Motorway Project provides additional capacity on the main strategic highway route to and from the airport via Junction 9



ROADS

Gatwick's main point of road access is direct from the M23 at Junction 9, just over a mile from South Terminal. Whilst we have local access via the A23 south to Crawley and north to Horley our motorway access is particularly important, bringing passengers, staff and goods to the airport via the strategic road network rather than local roads. Approximately three quarters of all airport traffic arrives via this route alone.

On an average summer day we can expect approximately 100,000 car movements to or from the airport, with around one fifth being staff journeys. Along the Gatwick Spur leading from the M23 Junction 9 around 70% of all traffic is destined for the terminal areas or airport car parks, the remainder being local non-airport traffic. The junction is an important access point for local areas and meeting the needs of local communities whilst maintaining safe, accessible and efficient operations at the airport is a key priority for our roads strategy.

Completed in 2020, the M23 Smart Motorway Project delivered additional capacity on the north-south M23 motorway and an extra lane on the westbound Gatwick Spur to South Terminal. This "all lane running" improvement has eased traffic flow through the motorway junction and provided additional capacity to ease peak period congestion. National Highways chose not to proceed with widening the eastbound Gatwick Spur in the same way as the westbound carriageway as part of the project.

As the airport returns to similar levels of passenger demand over the next 2-3 years we will work closely with National Highways and local highway authorities (West Sussex and Surrey) to monitor traffic flows and peak period congestion on roads around the airport. GAL has responsibility for approximately 27 miles of landside roads as well as all of the restricted access airside roads. We will monitor activity on our roads around the forecourts and access to car parks to ensure we quickly address any issues, such as traffic or security incidents that could affect the wider network.

Despite the rate of growth in airport rail and public transport trips being considerably higher than the increase in road trips over recent years as the airport grows we can expect an increase in car journeys to and from the airport. There is also an expected rise in non-airport traffic using the same roads. As we approach busy summer periods associated with a 50 mppa airport in the middle of this decade, coupled with background traffic growth continuing over the next few years, we estimate that congestion around our two main roundabouts will increase.

Based on these assessments, we have discussed with National Highways the potential for minor improvements at North Terminal Roundabout and South Terminal Roundabout to provide more capacity. This is designed to deal with peak period delays when the conflict between general traffic heading to and from the motorway and vehicles leaving the two terminal areas is greatest. The principles of the improvements are as follows:

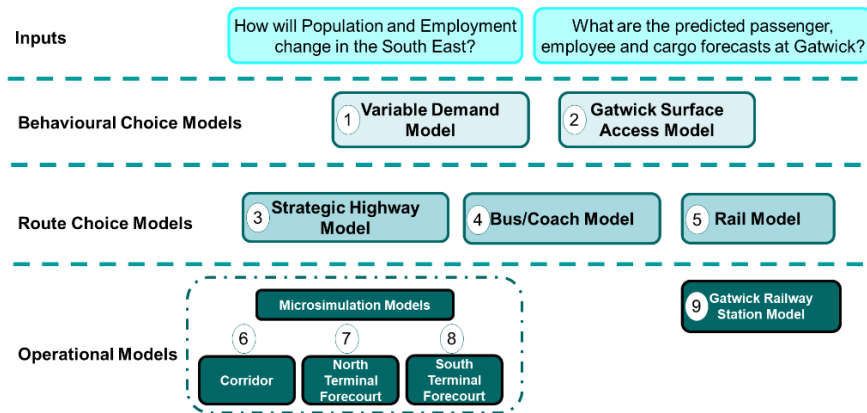
- Signalisation of North Terminal and South Terminal roundabouts with queue detection to optimise capacity and manage delay
- Increase in circulating capacity at North Terminal Roundabout, improving conditions for general traffic
- Widening on approaches and exit lanes to increase capacity
- Revisions to lane marking and signs to maintain safety

Our proposal is for the project to be joint funded between GAL and National Highways. Funding availability means this will not be implemented until 2025-2026 at the earliest, to coincide with the start of National Highways' next Roads Investment Strategy period. Once the concept designs and modelling are approved we can move on to preliminary design and delivery.

As part of our strategy for regular monitoring and reporting on our ASAS action plan and targets we will provide updated information on average daily car trips to and from the airport, combining data from continuous monitoring sites and additional surveys incorporating car park and forecourt data.

ROAD TRAFFIC MODELLING

Gatwick has invested in developing local transport models in order to analyse future traffic flows, some of which were updated and calibrated prior to the pandemic. These models are used to test the design requirements of proposed improvements as well as the performance of the current network under different traffic scenarios. As part of the Northern Runway Project further modelling capability has been developed such that we now have a comprehensive strategic highway model covering the whole of the South East.



We have 24-hour models for each terminal and the local road network built using the VISSIM microsimulation software, which allows detailed analysis of traffic flows by type of vehicle, journey purpose (airport staff, passengers and non-airport traffic) and by traffic lane. The network model includes the following junctions and the links between them:

- Longbridge Roundabout (A23/A217/Povey Cross Road)
- M23 Junction 9
- South Terminal Roundabout (M23 Junction 9A)
- North Terminal Roundabout
- Beehive Roundabout (A23/Gatwick Road)
- Lowfield Heath Roundabout (A23/Old Brighton Road)

The models are calibrated to existing conditions and can be used to show the impacts of changes in road layouts and levels of traffic, ensuring the design can be optimised and assessed to ensure it meets future demand.

The models also allow us to reflect conditions specific to airport-related travel. Gatwick is a 24-hour airport, so traffic is spread over the full day, rather than in traditional morning and evening peaks. Some of the busiest times for airport trips are different to the usual commuting peak periods, though there is also some overlap. For example, due to shift patterns associated with a high number of early morning flights, approximately half of the staff employed on the airport regularly start work before 0700 in the morning, at least an hour earlier than most other businesses in the area.

In isolated areas on the airport, such as our drop off forecourts, the busiest time of day is up to 0600 in the morning, generally when the rest of the road network is quieter. This means that the effects of airport growth on the busiest times of day on the highway network may be diluted, though some busy periods may last longer, for example the morning and evening peaks starting earlier. Gatwick exchanges operational information with key stakeholders, gathering data that we can use in our traffic modelling.

At a wider network level Gatwick's new strategic highway assignment model looks at where our traffic is coming from and going to at a regional level. This is an important tool for the Northern Runway Project DCO application showing the impacts of growth and identifying where potential mitigation may be required. It is also linked to a mode choice model, allowing the relevant costs of travel by each mode (journey times, parking charges, fares, waiting and access times).

Over the course of the 2023, alongside submission of our DCO application, we will be analysing the results of the modelling completed so far and undertaking sensitivity testing around different traffic growth scenarios. This will allow further discussions with stakeholders around the impacts of different traffic levels on the network at peak and off peak periods, alternative assumptions around mode share and the operation of junctions close to the airport and in the wider area.

FORECOURTS

Our forecourts are often busy, sometimes congested and always crucial to the operation of the airport. It is where almost all journeys made by road vie for space adjacent to the terminals. Gatwick's forecourts have adapted over time to comply with changes to security standards and in response to operational demands. North Terminal remains constrained despite the drop off zone improvements made to Northway in 2018. The works successfully delivered extra capacity and reduced delays at peak times.

Demand for forecourt space comes from bus and coach providers, car rental, taxi and courtesy bus services from on and off airport car parks and hotels. In addition, the forecourts host short stay car parks and both pick up and drop off activity. Gatwick looks to provide a balanced view and ensure accessibility from all catchment areas, by suitable modes, is delivered through this strategy. Some journeys to the airport are too long for active travel and are not within reach of public transport services so this allows for some car trips. As the driver remains with the vehicle and makes two return trips for airport passengers' taxi and pick up/drop off journeys are the most impactful.

Managing the space requirements of different users presents challenges at both terminals but in general terms South Terminal is less constrained due to the length of forecourt and the availability of both an upper and lower forecourt. However, at South Terminal most passengers arriving or departing from the airport by road must leave the terminal and cross the railway on foot to reach the car parks and forecourts.

Before the pandemic we were experiencing considerable peak period congestion in parts of the forecourt and as demand returns we expect this to recur despite some of the improvements made in recent years. Gatwick will be undertaking a complete review of forecourt capacity, use, efficiency and safety during 2023 to inform a long term forecourt strategy.

DROP OFF FORECOURT

Further changes to the drop off forecourt at both terminals were implemented in 2021 through the introduction of forecourt charges. We chose to implement a barrier-free solution using ANPR cameras, similar to the Dartford Crossing toll. This enabled the scheme to be implemented with minimum disruption and reduces potential delays to vehicles at busy times. Whilst these were introduced at a quiet time for the airport during the pandemic, the charge was intended to support our sustainability strategy and a shift to public transport.



Our experience to date indicates most users understand and comply with the charging regime. We have introduced advance signing and road-marking to support the charging area and have implemented red route stopping restrictions on other roads surrounding the terminals. It appears that some people accessing the airport are still not aware of the charge before they travel and we will review how this message can be reinforced. We are monitoring the rate of compliance, the degree to which requests for missing payments and enforcement notices are required and identifying any locations where there is a change in drop off and pick up behaviour.

As demand increases, we will keep our charges and approach to barrier-free operation under review, to ensure we remain on track to meet our mode share targets and drop off demand remains within capacity.

CAR RENTAL

We maintain a car rental offer for passengers through on-site facilities with five leading suppliers (Avis, Enterprise, Europcar, Hertz and Sixt), which account for around 2% mode share of onward passenger journeys. The start of works on the Gatwick Railway Station Project meant changes to the car rental facilities to make way for the work site. Car rental drop off facilities are now available within a short walk from both terminals.

Car rental is the only entire product that could potentially be relocated in response to future capacity constraints. We have previously considered alternative solutions for car rental, including more remote facilities fed by a shuttle bus service or moving car rental into new car park facilities. Whilst relocation is not currently planned or required it is part of a wider capacity study for long-term planning of forecourts that will take place over the next 18 months, to optimise efficiency, customer experience and safety.

TAXIS

Taxis in the context of surface access usually refer to a range of different services, from licensed taxis, private hire cars and ride-hailing companies. GAL has recently negotiated a new contract agreement for our on-airport taxi provider, Gatwick Cars, which has a dedicated pick up zone. Private hire and ride-hailing vehicles use the public drop off and pick up in car parks. The overall taxi mode share across all these service providers has increased over recent years, triggered in part by the launch of ride-hailing services such as Uber.

Gatwick has provided an on-site waiting area for private hire and ride-hailing vehicles for some time, located opposite the Hilton Hotel at South Terminal. We have recently relocated this facility to an area within South Terminal Long Stay parking to allow for changes in staff parking.

Within the new area we are able to provide welfare facilities for drivers including a prayer room. Recent experience during rail strike days highlights the importance of having a flexible, responsive taxi offer at the airport and we will continue active engagement to manage operations most effectively, both with Gatwick Cars and with other operators.

We are currently reviewing a target for having a fully electric or hybrid fleet for Gatwick Cars operation. We will work with the provider to agree an implementation date, and for a mechanism by which zero emission capable vehicles can observe a “low emission zone” around the airport.

BUS AND COACH FACILITIES

Bus and coach stopping and waiting facilities are provided in different locations across each terminal forecourt. Due to the different layouts and available kerb space for bus stands at each terminal we do not have a common approach to locating and managing bus and coach access. For example, local buses do not access the forecourt at South Terminal with all services stopping on the A23 adjacent to the terminal and railway station. At North Terminal local bus services stop adjacent to Jubilee House, which is convenient for most staff, and coach services stop adjacent to the terminal entrance for ease of passenger access.

We last implemented improvements to capacity in 2018, with some reconfiguration of the stops at Furlong Way in North Terminal. In addition we completed the installation of a high capacity lift between the A23 southbound bus stops and the connecting route between the railway station and the inter-terminal transit shuttle, to improve interchange. The situation is more complicated at North Terminal, where bus services interact directly with other forecourt users, including pedestrians accessing the terminal. In order to facilitate potential growth we will use observed data and the views of operators to establish a comprehensive baseline of operational performance and constraints. We will undertake a review of capacity and access for buses and coaches during 2023 after services return, in order to identify future opportunities to improve facilities in the next decade.

ELECTRIC VEHICLES AND NEW TECHNOLOGIES

We recognise that some trips to and from the airport will still be made by car where there is no effective alternative. For these journeys we are exploring ways for as many of them as possible to be ultra-low or zero emission by 2030 as well as seeking to reduce single occupancy trips. We will work with service providers and other partners at improvements, including new providers if appropriate, look at best practice from elsewhere and monitor emerging solutions to determine if they could work at Gatwick.

In relation to forecourt use in this ASAS initiatives include the following:

- Gatwick is working with Gridserve to provide an electric charging forecourt close to the South Terminal Long Stay car parks, which we expect to be fully operational by Summer 2023
- BlueCity, the fully electric car share provider that operated from South Terminal up to 2020 is no longer in business but we are looking at options for a replacement passenger offer that would also promote zero emission journeys.
- Under the new contract with Gatwick Airport Cars we are working to agree a timeframe by which all of their taxi fleet will be electric and hybrid (hybrid vehicles will be required to operate in electric mode within the vicinity of the airport)
- We are developing a programme for introducing more electric charging points in short-stay passenger car parks and staff car parks, including trials of rapid charging points for airport staff.
- We will continue work with Metrobus regarding zero emission vehicles operating on Gatwick routes using hydrogen fuel cell technology
- We will start engagement with off-airport providers that operate approved shuttle bus services to Gatwick to agree a trajectory for these to move to ultra-low or zero emission vehicles.
- All of Gatwick's operational vehicles, including staff and passenger car park shuttles will transition to zero emission vehicles by 2030



We consider options for electric vehicle charging as part of an airport-wide strategy that includes airside operational vehicles, staff and passengers, either within existing car parks or through new, dedicated facilities and travel options. The strategy acknowledges the importance of providing charging equipment flexibly and to respond to identified needs or benefits while also taking opportunities to innovate and look forward to the future. These measures will help to drive down the emissions from road traffic and contribute to our carbon and air quality emission reduction targets.

In relation to surface access we remain committed to a reduction in car travel, including zero emission vehicles, as they will still contribute to congestion and may increase levels of delay that may itself increase emissions. Using public transport, active travel and shared travel remains our priority for this ASAS but we will facilitate a move to zero emission vehicles for those journeys that are difficult to achieve by other modes.

PARKING

Gatwick's approach to parking is linked to our Section 106 agreement with West Sussex County Council and Crawley Borough Council, specifically in regard to accommodating future demand growth on-airport in accordance with the Crawley Local plan policy GAT 3. Gatwick has increased capacity in recent years, sufficient only to cater for growth, and will continue to do so where justified and allowing for mode shift to sustainable travel modes.

Public car parking spaces located on-airport include long-stay (self-park) products, long-stay (block-park) products, valet parking, and short-stay parking. Our focus is to provide a parking strategy taking into account the relationship over time between passenger numbers, mode share, and parking capacity (provided on and off-airport) to ensure adequate capacity and choice is provided, while working to achieve our mode share targets. We will also regularly review the choice of parking products available to our passengers, ensuring we take advantage of technology to improve efficiency and customer service.

The last interim Gatwick Car Parking Strategy was published in April 2017. At that time, there were 39,224 public spaces available on airport. By summer 2019, approximately 1,600 spaces had been added with a new decking structure on part of our South Terminal long stay car park in 2018, capacity growth of 4% compared with passenger growth of 5.2%.

In addition to this increase in on-airport capacity, there has also been an increase in authorised off-airport capacity, rising from 20,465 in 2017 to 22,831 in 2021, primarily due to the opening of a new 3,000 space site at Wakeham's Green. This has resulted in overall market capacity rising from 59,465 in 2017 to 63,631 in 2021. Taking account of passenger numbers and mode share for parking between 2017 and 2019 (recognising that demand in 2020 and 2021 was unrepresentative due to the effects of the pandemic), we see that there has been a small decline in the level of demand for parking between 2017 and 2019, despite an increase in market capacity of over 4,000 spaces.

By the mid 2020s, as annual passenger numbers are forecast to grow beyond 2019 levels, we expect proportionally more growth in off-peak months and less in peak months, which is taken into account in our capacity planning. We have assumed that the percentage of non-transfer passengers remains broadly constant, and no additional off-airport capacity is provided beyond currently approved sites. We expect the recent marginal decline in parking mode share to continue for several years and to reduce by around 1.5% points compared with 2019.

There are several specifically identified projects that Gatwick is intending to bring forward to deliver an incremental increase in on-airport parking capacity over the next five years. These are:

- 3,250 spaces from a new MSCP in North Terminal ("MSCP 7") – construction started on this project in 2019, however the project was paused in 2020 due to the pandemic and is scheduled to re-start in 2024 with the capacity coming into service in 2025.
- 2,500 incremental spaces from robotic parking – the trial phase of this project is anticipated to re-start in 2023, with full incremental capacity coming on stream in phases over subsequent years subject to an Environmental Screening Assessment and planning approval.
- An additional 821 spaces from the construction of a new MSCP on the Hilton site at South Terminal (whilst this is not a GAL project, it is considered "on-airport" from a planning perspective).

In combination, these projects deliver opportunities to provide 6,571 extra spaces, or an increase of 10% in market capacity vs current levels. These investments will be brought forward as demand increases to ensure that enough parking is provided at the airport to meet anticipated demand.

Each of these projects meet a specific objective for capacity relating to a particular parking product. We will deliver these projects only in accordance with a business case aligned to demand and market pricing, making sure to avoid temporary oversupply that may make parking more attractive.

STAFF PARKING

Staff parking capacity has declined by almost 10% since 2017, falling from 6,200 spaces in 2017 to its current level of 5,644 spaces. This decline has been possible due to the increased use of public transport by staff working at the airport, as well as continued improvements in the efficient utilisation of staff parking locations across the airport.

Some of these spaces are provided within walking distance of the terminals and main workplaces, others are linked via shuttle buses. We continue to review the optimum allocation of spaces and location for these staff spaces, taking into account changes in staff numbers and work patterns, alongside promoting the use of more sustainable travel to work, including car sharing. We also acknowledge that, in the short term at least, that we are adapting to some hybrid working for those staff that are able to work from home some of the time. Whilst this does not apply to operational staff and most shift workers it is important to factor this into our planning for staff parking, particularly if this working pattern is sustained.

Whilst we anticipate staff numbers growing back to 2019 levels and beyond, we have no plans to increase staff parking capacity and we will look at ways to further reduce it, bringing down the number of spaces provided per 1,000 employees across the airport. We believe this can be achieved through re-doubling our efforts to promote the use of public transport, the continued promotion of car sharing and ensuring the efficient use of existing facilities, including the shared use of public car parks.

During the pandemic some staff car parks located furthest from the terminals were taken out of service to save the costs of the associated shuttle bus services. As a result, some returning staff that would normally park in these car parks have been relocated to other areas. We will continue to monitor the impacts of this approach over the short term.

We are conscious that the provision of workplace parking, with costs to employers not necessarily passed on to staff will require a structured approach for changes to take place over time, transitioning behaviour towards more sustainable modes. Many staff will have made lifestyle choices around their current travel choices and change will not be immediate. We will use the upcoming staff travel survey to explore attitudes towards a transition to other modes and less single occupancy car travel.

TRANSITION TO ZERO EMISSION JOURNEYS

As part of the commitments outlined in our second Decade of Change sustainability policy, GAL will implement several initiatives across public and staff parking that will support our transition to net zero and further improve local air quality. These include:

- The consolidation of staff parking into public car parking sites outside peak season, reducing the need for bus transfers and therefore reducing emissions
- The provision of improved EV charging facilities across our parking facilities, including:
 - MSCPs
 - Valet parking facilities – offering a top-up charge for EV's on their return to the Valet parking area
 - Staff car parks - with the first set of charging points being introduced in our staff car park B in September 2021
 - The Gridserve development, which will offer a fast top-up charge for customers before driving home on their return to the airport
- The transition of our bus fleet to a zero-emission technology – anticipated in mid-decade as zero emission articulated buses become available in the UK market.

EMPLOYEES

Gatwick is home to many individual businesses and is one of the largest employment sites in the region. Although drawing heavily on the local population for staff, employees at Gatwick travel from all over the South East, and beyond using a variety of modes of transport. As these are regular journeys the travelling behaviour, attitudes and preferences may be different to the occasional journeys generally made by passengers. However, preferred modes of travel are still largely chosen based on cost, convenience, journey time and reliability. Gatwick aims to make these as sustainable as possible and encourage long-lasting behaviours that prioritise shared transport or active travel.

STAFF TRAVEL

Our approach to staff journeys is similar to that for passengers, ensuring employees have access to a range of travel choices and encouraging the use of sustainable modes. In 2016 we undertook a comprehensive Staff Travel Survey which provided valuable information on the travel patterns of our 23,800 strong workforce, including how far and how long they travel to work. This provided insights on how to target improvements where and when staff need them most. A new staff travel survey is due and Gatwick intends to complete the survey by the end of 2022.

It is important to note that, for a 24-hour airport, promoting sustainable modes for journeys to work at Gatwick is different from other workplaces. Around 80% of employees are shift workers, sometimes travelling when public transport is unavailable and staff feel vulnerable choosing active travel modes at night. To offset the reduced rail connectivity available to cover the early morning and late evening shifts we have secured the support of local operator Metrobus to make more bus services available 24 hours a day, serving Crawley and Horley where a significant proportion of our staff live. Our staff receive discounts on both bus and rail journeys with local operators and the increased ridership helps sustain enhanced services accessible for the whole community.

We know that place of residence, shift-working and lifestyle factors may make it impossible for some staff to rely on public transport for their journeys to work at Gatwick. We will continue to explore ways to support sustainable alternatives to travel by car. This includes investment through the Sustainable Transport Fund for more and better facilities for cyclists, including lockers, showers, secure storage and “Ride to Work” support. Investment in new cycling facilities delivered in 2017 and 2018 created immediate, additional demand, to which we will continue to respond.

The percentage of single-occupancy staff car trips had reduced over the last decade, but rose again when public transport services were severely disrupted by strikes and timetable change. However, we need to go further in reducing the proportion of trips to work made by car. Even allowing for more of these being made using electric cars, driver only journeys still made up around half of all staff journeys before the pandemic. We will miss our target of 60% of staff travel by sustainable modes in 2030 without a sustained shift away from cars this decade. This should have wider benefits for local roads by reducing congestion, particularly in peak hours.

We recognise that it is important to offer attractive alternatives to support the move away from car use, and that is why our focus for staff travel is on promoting active travel for those living close to the airport and making public transport as convenient and affordable as possible for those living further away. The new staff travel survey will focus specifically on the perceived barriers to using sustainable modes and understanding the measures that would be most effective at influencing behaviour.

Throughout 2023 we will be working on a new package of incentives and support for staff to choose sustainable modes with confidence that they will be available for the majority of their journeys to work, even for shift workers. This will enable steps to be put in place to gradually restrict free access to staff parking, particularly spaces close to terminals, with attractive, sustainable alternatives in place for those that switch modes. We are especially keen to ensure shift workers use sustainable modes for at least some journeys rather than relying on car travel for all journeys.

Gatwick is constantly working with our transport providers to promote sustainably modes of transport and discounts for staff as we recognise that using public transport also has benefits associated with active travel.

We have listed the discounts currently available to staff to use public transport. As part of our review of staff travel we will work with service providers to explore ways of simplifying the process of purchasing discounted travel and making information more readily available.

STAFF DISCOUNTS – LOCAL BUS

Airport staff are entitled to a Gatwick Travelcard, saving up to 38% on travel. These are accepted 24/7 on all Metrobus routes serving Crawley or Gatwick and are available for periods of 1 week, 4 weeks or annually.

We are particularly pleased to have the continued support of Metrobus working closely with Gatwick and introducing new incentives to attract people to using the bus regularly.



To support people returning to work at the airport following the pandemic Metrobus offered an introductory special weekly capped rate of just £19 when paying for journeys through the Gatwick Travelcard system. Staff can expect to travel as often as they like from Monday to Sunday and the maximum they would pay is £19 per week with tap on tap off contactless payment. The discount increases the more days that the staff member uses the bus, incentivising regular use. After the first daily cap an extra 5% discount is applied to journeys for each extra day in that week they travel, reaching 15% if they travel on four different days. Once a staff member reaches the price of a weekly ticket (£19) the rest of the week is free.

Metrobus also offer new employees at the airport free travel within the local Metrobus area to their new job for their first 4 weeks at work. The '4workSAVER' consists of 4 weeks free travel on all Metrobus services. Metrobus are also pleased to extend this fantastic offer to any employee that has recently changed workplace location within the airport as well as those completely new to working at Gatwick.



When applied, staff will receive a key smartcard in their name, loaded with a pre-paid 4 week 'Metrovoyager' ticket – This provides unlimited travel on all Metrobus services and even Brighton & Hove Bus services too (excludes City Sightseeing services).

STAFF DISCOUNTS – COACH

Staff can apply for a 'Airport Coach Card' which are available to all airport staff for £5 a year, saving the holder one-third on standard fares to hundreds of UK towns. Other tickets, such as 'Multiride' and 'Season Tickets' offer substantial savings on coach travel to London Victoria, Brighton and Heathrow. The card is easy to collect by visiting any National Express airport sales outlet (in the onward travel areas in both terminals and on the South Terminal Lower Forecourt) with an airport ID or other proof of employment.

STAFF DISCOUNTS – RAIL

We have and continue to work hard in partnership with Govia Thameslink Railway and the DfT to offer all airport staff a rail discount which is available to staff based at the airport. Staff can save up to 25% discount on train travel. The discount card is valid on Southern, Gatwick Express, Thameslink, Great Western Railway, Southwestern Railway, South-eastern, and London Overground networks. The discount card is available for purchase for either 3 months at £32 or annually and £115.

STAFF EV CAR CHARGING POINTS

We have recently installed 12 EV charging points in one of our staff car parks to encourage more staff to buy EV or Hybrid cars, if take up is good we plan to roll out further EV charging points in other staff car parks, noting our strategy for providing priority parking close to the terminals. This will reflect trends in ownership of EVs, as evidenced by recent national figures on car purchase. We are also exploring ways of introducing support to staff considering buying or leasing EVs via payroll, including salary sacrifice schemes.



Whilst more flexible, hybrid working patterns indicate there are opportunities for fewer daily journeys we continue to consider measures that address the relative convenience of car travel compared to other modes. This may mean us thinking differently about staff parking across the campus, for example directly charging for spaces, offering reduced rates for EVs, allocating spaces monthly rather than annually to encourage flexible peak/off peak use.

We are encouraged by the work that local authorities are doing to provide additional community-based charging infrastructure, which should support an increase in the take up of electric vehicles, which can be used to access the airport (when alternative sustainable modes aren't available).

CYCLING AND WALKING

The number of employees that regularly cycle or walk to work, either for the whole or a significant part of their journey, has increased over the last decade. In some of the local areas closest to the airport it is the main mode of travel, for others within a 5km (approx. 3 mile) catchment active travel competes with bus.

Map of cycling and walking network within 5km of the airport.



Several of the main active travel routes, including NCR21 running north-south past South Terminal are well used but there are several areas where improvements in connectivity could be made and these are being studied.

The intention is to identify where investment has the potential to significantly improve active travel mode share for Gatwick staff as it will be important that routes and facilities are well used. Gatwick is conducting surveys of routes in the vicinity of the airport to assist this exercise and will continue to engage with local authorities to agree an implementation plan.

In our previous ASAS we introduced a series of new cycling and walking maps alongside improved signage along routes between terminals. We will keep these materials under review, ensuring that they remain up to date. We will also use internal messaging to keep staff informed of any changes and encourage them to consider active travel options.

We have already undertaken a condition survey of NCR21 with assistance from Crawley BC and this has identified improvements to signage, marking and vegetation clearance through the section of route adjacent to the railway station. This area also requires airport operational access making it impossible to provide facilities completely in line with latest guidance but some improvements will enhance the legibility of the route.

As an employer Gatwick Airport Limited is looking at a new approach to providing employee benefits and incentives relating to workplace travel. This is intended to increase the options available to support active travel, making it easier and cheaper to take advantage of discounts on cycling equipment for example. As we return to a full cohort of staff we will be able to assess the benefits of extending this approach more widely, for example to include e-cycles or to offering shared, rental solutions for staff.

We have invested in additional on-site infrastructure for cyclists in recent years, which are set out in the Active Travel section of this ASAS. We anticipate continuing with this investment, supported by the Sustainable Transport Fund, as demand for cycling increases over time.

We will use the new Staff Travel Survey to gather information on the attitudes towards Active Travel within the airport workforce, including the extent that seasonal mode shift to cycling and walking may offer a short term goal and also be part of potential long-term solutions for sustained mode shift.



EMPLOYER AND TRAVEL TO WORK SURVEY

Every four to five years we carry out an Employee Travel to Work Survey, across all businesses based at Gatwick and the staff they employ. The survey gathers information on the working patterns/hours, method of transport used to travel to Gatwick and where employees live. We also use the survey to collect data on attitudes to travel. This information is used to inform staff travel and other surface access strategies, including our work with operators, staff travel planning and parking provision.

It has not been feasible to collect data on the reduced workforce that has been active at the airport during the pandemic. Even at the end of summer 2022, with more passengers returning to Gatwick, the number of staff working at the airport is considerably lower than the approximately 24,000 employed in 2019. We propose to undertake a new employee travel survey in Autumn 2022 and report its findings in Summer 2023.

It will be important for us to regularly gather data and review these surveys to monitor and report mode shares for staff in a similar way to passengers, making it clear how the proportions of employees using bus, train and active travel are changing over time, and which modes, employee groups or areas offer scope for improvement.

Undertaking a survey now will present very interesting results, undoubtedly very different to those from previous surveys:

- Firstly, a higher percentage of staff responding to the survey will be relatively new to Gatwick, a significant number of whom will only have joined this summer. This will bring fresh views and experiences of travelling to and from the airport.
- Secondly, the current challenges on the cost of living and fuel prices mean that driving to work on a regular basis may appear more costly than before the pandemic when weighed against public transport options.
- Thirdly, Gatwick has a greater opportunity to influence positive behaviour patterns supported by discounts and subsidies as a smaller proportion of staff will have entrenched behaviour based on long term car use.
- Additionally, changes to general travel behaviour may have a lasting influence on attitudes, with more people cycling and walking during the pandemic, and a sharper uptake of electric vehicles in response to Government policies.

With these changes emerging, but by no means representing stable behaviour patterns, it is even more important that Gatwick collects and uses evidence to underpin its plans and targets. Following the completion of a new staff travel survey we will commit to repeating the full survey at least every two years and undertaking a review of other data sources each year as part of an annual ASAS and staff travel update.

We will make more use of data sharing with our service providers and other partners with the aim of providing more transparency and granularity on our staff mode share performance, in line with our challenging targets.

ACTION PLAN

This section presents our initial Action Plan for achieving the targets set out in this ASAS and also in our Decade of Change. The Action Plan will be developed and refined each year of the strategy to reflect any changes and to take account of new, relevant data. Notably, next year's ASAS review will include the insights from our Employee Travel Survey. As the airport recovers we will also be able to adapt our Action Plan to any changes that we see in the passenger characteristics and behaviours.

The Action Plan reflects the actions described in the different ASAS sections above, where appropriate reflecting those activities that are common to two or more sections. Some of the actions will have specific timeframes and measurable outcomes, others will be set only against achieving our 2030 goals. The actions have our surface access vision in common:

to provide safe and sustainable access for all airport users, without compromising quality or choice, and to provide for growth while supporting the needs of our local communities, economy and environment.

ACTION PLAN

Our targets are challenging but achievable, in many cases requiring continued close working, and the support, of our surface transport service providers and partners. The actions may be added to over the course of the ASAS, in consultation and agreement with the Transport Forum Steering Group and this may lead us to add or revise targets. We will also continue to work with local communities and other key stakeholders to identify new initiatives and update our action plan and interventions as part of our annual review process. Each action is designed to contribute to the successful delivery of one or more of our ASAS Targets.

- Action 1:** Continue to meet our Section 106 obligations in respect of local planning policy, including Crawley Borough Council's policy on airport related car parking (Policy GAT 3)
- Action 2:** Undertake a new Staff Travel Survey by early 2023 to gather data on journey to work behaviour, including attitudes to public transport use, active travel and zero emission vehicles.
- Action 3:** Commit to an annual update on progress against the ASAS action plan and targets, including our Car Parking Strategy.
- Action 4:** Define and fund a data collection and monitoring programme with stakeholders and service providers, and agree data sharing protocols through Partnership Agreements
- Action 5:** Improve and refresh the Terms of Reference and membership of our Transport Forum Steering Group to reflect current GAL and stakeholder priorities and promote positive, collaborative engagement and challenge
- Action 6:** Complete a strategy for staff travel by public transport in consultation with operators, to cover discounts, ticketing, information provision, marketing and offers
- Action 7:** Engage with DfT and rail partners on ways to simplify ticket pricing for airport trips and reduce rail fares relative to car, including the use of seasonal offers and other discounts
- Action 8:** Support a return to the full rail schedule with retention of Gatwick Express as a premium airport service along with opportunities for new service connections
- Action 9:** Develop a proposition for early morning/late evening train services to cater for airport journeys, and for wider connectivity via interchange to improve access to rail

- Action 10:** Review the condition, network extent and use of Active Travel routes around Gatwick to develop an evidence base for investment with regular audits of facilities and demand surveys
- Action 11:** Undertake feasibility studies for a Cycle Hub alongside NCR21 and for other facilities on-airport to support cycling
- Action 12:** Identify joint investment opportunities with stakeholders and partners via the Sustainable Transport Fund to enhance Gatwick's active travel network
- Action 13:** Use evidence from transport modelling and the Staff Travel Survey to set an Active Travel mode share target for staff living within 8km/5 miles of the terminals
- Action 14:** Trial new and enhanced bus and coach services, funded through the Sustainable Transport Fund
- Action 15:** Reinstate a staff Car Share Scheme with priority parking spaces and benefits package for regular users
- Action 16:** Study options for personalised travel planning to support new staff and promote sustainable options
- Action 17:** Keep forecourt and parking charges under review to ensure the gap between public and private travel costs reduce in accordance with the Transport Decarbonisation Plan
- Action 18:** Complete the concept and business case for delivery of road improvements at North Terminal and South Terminal roundabouts for implementation by 2026
- Action 19:** Subject to the completion of a campus-wide EV Strategy identify a set of priority facilities to support the use of zero emission vehicles by staff and passengers

Action 20: Agree programmes for car rental and Airport Cars taxi providers to transition to ZEV fleets ahead of Govt policy

Action 21: Transition all Gatwick vehicles (operational and car park shuttles) to ZEV by 2030

Action 22: Review feasible options for providing differential pricing structures for forecourt and parking charges to indicate priority for ULEV/ZEVs

Action 23: Review feasible options for a shared e-cycle and/or EV scheme for staff as a precursor to EV purchase

Action 24: Review, update and maintain information for staff on all media channels including the Airport Community App

Achieving our targets and building on recent success becomes more challenging as we seek to attract passengers and staff to public transport in increasing numbers and across a wider catchment. We will use the new Staff Travel Survey, additional data collection and further studies to refine and firm up our commitments based on this action plan. We will also supplement the action plan with further measures subject to agreement and review by the Transport Forum Steering Group, and report these at the Annual Transport Forum.