

Liverpool John Lennon Airport



Faster. Easier. Friendlier.



Surface Access Strategy

POST COVID-19 PANDEMIC

This Strategy was written just prior to the COVID-19 pandemic, which has had a considerable impact both on aviation and all forms of public transport.

The Airport and all the stakeholders who have participated in agreeing this strategy will continue to work together over the coming weeks and months to explore ways to grow and develop public transport usage for airport passengers and employees, as each of our businesses and industries look to recover from the pandemic and return to levels of business seen at the time this strategy was previously agreed.

In due course, it remains the aim of all members of the Airport Transport Forum to work with the Airport in line with this strategy. Whilst this strategy will need to be reviewed again and no doubt some of the timescales will need to be extended, it has been published to set out how the Airport and various stakeholders will still aim to facilitate the long term and sustainable growth of the Airport, whilst increasing the proportion of journeys made using sustainable transport modes.

Foreword

How people get to and from an Airport is a key factor in its success; it is a key component of the Airport experience and is important in terms of maintaining and improving passenger satisfaction levels and in increasing an airport's catchment area.

Straightforward, easy access helps to give the City Region the competitive edge over many rival cities; it helps businesses connect to overseas markets, brings more tourists boosting the visitor economy and makes the City Region a more attractive option for inward investment.

Since the last issue of the Airport Surface Access Strategy (ASAS), Liverpool John Lennon Airport now handles over 5 million passengers per year with flights to over 70 destinations in the UK and across Europe, with 1 million more passengers now choosing to use Liverpool compared to five years ago.

It is the award winning Faster, Easier, Friendlier Airport of choice for passengers from across the region and is recognised for its relaxed, hassle free environment and best in class operational performance, with positive passenger feedback now at an all-time high.

However, the focus on offering passengers the best airport experience doesn't start at the Airport, it is the moment they leave home or head off from here to their onward final destination and it is for this reason that enhancing public transport access is just as important.

This updated version of the ASAS led by Liverpool John Lennon Airport and Merseytravel continues to have the primary aim of facilitating the long term and sustainable growth of the Airport, increasing the proportion of journeys made using sustainable transport modes. In particular, improving access between the Airport and its nearest rail station at Liverpool South Parkway is seen as essential in order for the Airport to realise its full potential as a gateway to the Liverpool City Region, the North West and North Wales.

The ASAS sets out how we will work with our various partners and stakeholders to further develop and improve surface access between the Airport, the City Region and beyond, enhancing public transport provision and encouraging more of our customers and employees to use sustainable modes of transport.

Recent infrastructure developments including the opening of the Mersey Gateway bridge and the Halton Curve rail line, now means that transport access between the Airport and North West Cheshire and North Wales is much improved and this strategy hopes to capitalise on these and other improvements going forward.

The input of members of the Airport Transport Forum has brought an added dimension to the strategy which will support the Airport in reaching its full potential to both benefit the people it serves and the economy – that of the Liverpool City Region and the wider north, helping ensure that our City Region is as the heart of the 'Northern Powerhouse'.



John Irving, CEO
Liverpool John Lennon Airport



Frank Rogers, Chief Executive
Liverpool City Region Combined Authority and
Director General, Merseytravel

1	Introduction and Context.....	1
1.1	Introduction	1
1.2	A New Era of Growth and Opportunities.....	1
1.3	LJLA Growth Forecasts	3
1.4	Economic Importance of LJLA	5
1.5	Importance of this ASAS	5
2	Aims and Objectives.....	7
2.1	Objectives.....	8
2.2	Targets	9
2.3	How we will achieve this.....	9
2.4	Potential Issues	11
3	Interventions.....	13
3.1	Customer Experience	13
3.2	Passenger Transport Offer	15
3.3	Integrated Ticketing.....	17
3.4	Marketing and Communications.....	18
3.5	Research.....	20
4	Delivery & Monitoring	22
4.1	Monitoring and KPIS	23
Annex A.	Policy Context and Direction.....	25
Annex B.	Previous ASAS	34
Annex C.	Connectivity	38
Annex D.	Airport use and User Research	44
Annex E.	Staff	51
Annex F.	ATF Membership.....	56

1 Introduction and Context

1.1 Introduction

This document is Issue 6 of Liverpool John Lennon Airport's (LJLA) surface access strategy (ASAS) superseding Issue 5 published in July 2016.

LJLA expects passenger numbers to grow by a further 1 million passengers over the next 5 years with a continued focus on delivering more routes and increasing the choice of airlines. At the same time, the Airport aims to deliver a faster, easier and friendlier passenger experience, every time to everyone, making Liverpool the first choice for passengers across the North West and North Wales.

This issue of the ASAS therefore aims to ensure that transport connections act as an enabler and not a constraint to Airport growth.

1.2 A New Era of Growth and Opportunities

This ASAS will be delivered against a backdrop of concentrated activity aimed at improving transport connectivity in the North of England to create a Northern Powerhouse of economic growth and opportunity.

Transport for the North and the Northern Powerhouse

The UK Government aims to revitalise the northern cities of Liverpool, Manchester, Leeds, Sheffield, Hull and Newcastle to help to rebalance the UK economy and complement the economic powerhouse in London and the Greater South East. To do this they launched the Northern Powerhouse initiative and set up Transport for the North (TfN).

TfN's vision is of a thriving North of England, where world class transport supports sustainable economic growth, excellent quality of life and improved opportunities for all. They are making the case for pan-Northern strategic transport improvements (including Northern Powerhouse Rail and High Speed 2), which are needed to support transformational economic growth. This will allow the North to increase its productivity, create more job opportunities and make a greater contribution to the UK economy.

An independent review undertaken in 2016 demonstrates that a transformed North could see a 4% increase in productivity, equating to an increase in Gross Value Added (GVA) of almost 100 billion, and the creation of up to 850,000 new jobs.

TfN Strategic Transport Plan

TfN published a Strategic Transport Plan in 2019 which aims to rebalance decades of underinvestment and transform the lives of people in the North. It outlines how up to 70 billion of investment to 2050 could contribute towards an additional 100 billion in economic growth.

Northern Powerhouse Rail

Northern Powerhouse Rail will improve the connectivity and agglomeration of Northern England. Northern Powerhouse Rail is a transformational programme of rail investment that will radically improve journey times and service frequencies between some of the major cities and economic areas in the North, unlocking capacity and capability to deliver a much more effective rail network overall. Featuring new and significantly upgraded railway lines, it will be the region's single biggest transport investment since the Industrial Revolution. Northern Powerhouse Rail has the potential to boost economic growth and close the north-south gap in productivity.

International Connectivity

TfN also has a major focus on improved international connectivity including through airports such as Liverpool John Lennon Airport. TfN wants to increase the North's international connectivity so that it can perform on the global stage, making it easier and more attractive for businesses and entrepreneurs to work together and reach customers and suppliers across the North, the UK and the rest of the world. If the range of destinations and frequency of services that have direct connections from the North's ports and airports can be increased, we will see more people and goods entering the North directly from across the world – increasing visitor numbers and boosting the economy.

Devolution

In November 2015, the LCRCA secured a Devolution Agreement with Government, securing £900m of funding over a 30 year period. The Agreement also brought with it the devolution of powers and responsibilities from Government. The devolution deal and Bus Services Act (2017) resulted in a transfer of powers to the Metro Mayor, giving him the ability to franchise bus services in the city region. Recommendations in respect of this are expected to be made in 2020/21. The LCR Bus Alliance allows for Arriva, Stagecoach, Cumfybus, Merseytravel and the Combined Authority to work together to improve bus services and coordinate investment.

In addition, the devolution deal gives Merseytravel the ability to bring rail stations into local ownership, enabling easier delivery improvements and consistency of service provision which could benefit passengers travelling to the Airport via Liverpool Lime Street or South Parkway stations.

Combined Authority Transport Plan: Facilitating Inclusive Economy

The Combined Authority Transport Plan (Liverpool City Region, June 2019) focuses on delivery over the short term. It identifies LILA as vital to supporting both the city region, and Transport for the North's strategic priorities and highlights surface access as being a crucial issue in maximising the airport's success and attractiveness. The Plan notes that the airport needs better local, regional and cross-border bus and rail linkages to support inclusive growth and increase the proportion of surface access trips made by non-car modes. The Plan commits the Combined Authority to continuing to work proactively and positively with the airport to maximise convenient access to the airport, and on joint initiatives to exploit opportunities created by the reopening of the Halton Rail Curve.

1.3 LJA Growth Forecasts

As a major international gateway, LJA is key to supporting the Northern Powerhouse and the Liverpool City Region. LJA has increased throughput by an additional 1 million passengers since 2014. By the end of 2019, 5.1 million passengers used the airport, making it the 13th largest airport in the UK. By 2024, it is anticipated that 6 million passengers per annum will use LJA.

LJA is targeting passenger growth in three key areas:

1. A Dedicated hub service connecting LPL to global markets

Liverpool is the largest city in the UK without a dedicated hub service, linking the airport and the city region to global markets. Whilst previous hub services have not proven to be sustainable for a number of reasons, the airport and city region believe the time is right to allow passengers to travel to and from the city region and the wider North West region from LJA. Market analysis shows that 1.2 million potential passengers per annum are travelling to and from the city region from other UK Airports. Partners from across the Liverpool City Region are keen to establish this link and provide the support such a service will require.

2. Growth of Eastern Mediterranean products and Inclusive Tour Options

Liverpool John Lennon Airport has for a long period of time been underserved to these key holiday markets. Just 6% of all traffic from the North West of England to important holidays markets such as Turkey and Greece departs from Liverpool. The airport has had a number of new routes in the last two years, with new services added to Corfu, Paphos, Antalya and Dalaman. However it is clear that there remains significant scope to successfully grow these markets. With a shifting airline market, easyJet Holidays has the opportunity to establish a strong footprint at Liverpool Airport, whilst Liverpool Airport Holidays will also offer increased opportunities for customers to travel from LJA. The airport has a key focus to grow the route portfolio to these important markets as well as provide the available product to allow customers to use Liverpool John Lennon Airport.

3. Deliver Increased Numbers of Based Aircraft

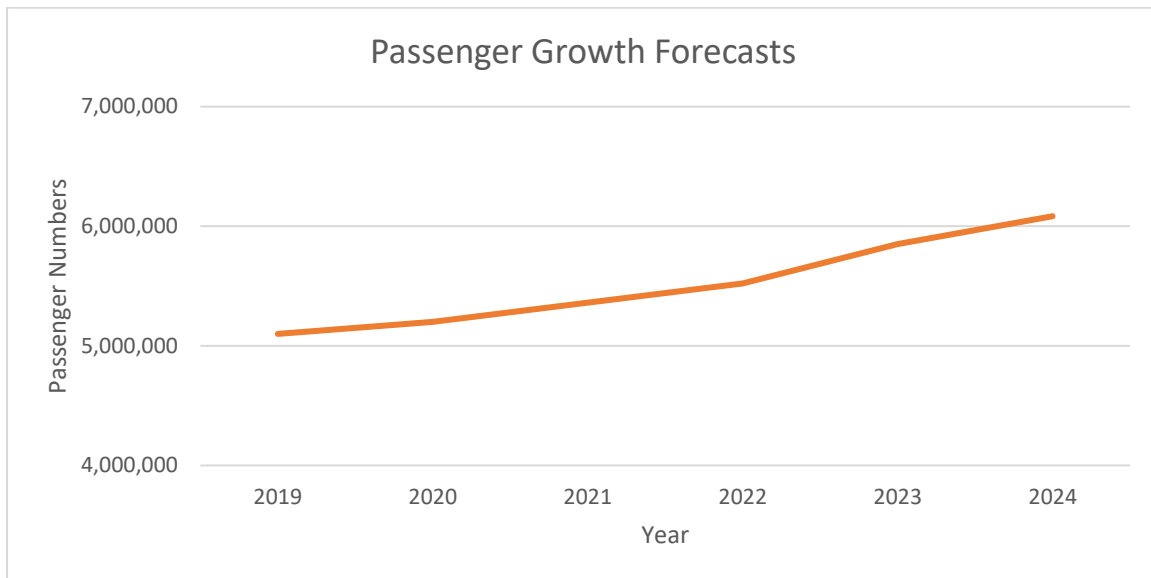
A core focus to the development of passenger numbers is to deliver an increased number of based aircraft. Based aircraft offer significantly greater potential to grow passenger numbers than non-based traffic. Such growth will allow LJA to further link to key European cities that are currently not served, and thus providing the economic benefits that ensue. During the last five years LJA has established links to Budapest, Prague, Vienna, Copenhagen, Bergen, Milan and Rome. The focus remains to ensure increased connectivity to markets in Germany, France and Scandinavia, as well as increasing domestic connectivity.

In Summer 2020, seven scheduled operators, easyJet, Ryanair, Wizz Air, Flybe, Blue Air, Wideroe and Lauda will operate from LJA. In a market where over 20 airlines have gone into liquidation in three years, LJA is proving a resilient market for its airline operators.

In recent years a number of new routes have been launched, meaning that 70 destinations are served on a non-stop basis from LJA and with increased competitiveness from other UK Airports, LJA continues to work tirelessly to deliver its unique selling point of Faster Easier Friendlier in order to continue to grow its business.

However with over 90% of routes served from LILA available from other easily accessible airports, the continued economic success and viability of these flights relies on strong support from passengers across the Liverpool City Region and the North West opting to use LILA as their gateway and continued improvements in surface access are critical to the airport's success. Passenger growth forecasts to 2024 are illustrated in Figure 1 below.

Figure 1: Passenger Growth Forecasts



The short term passenger growth forecasts are built from the bottom up through additional aircraft, new destinations from existing airlines and the introduction of services from new airlines.

One million more passengers are expected to use the airport by 2024

LILA is working to a five year business plan that is expected to see annual passenger numbers increase from five million today to six million passengers by the end of 2024, with a continued focus on new routes, more airlines and delivering a faster, easier and friendlier passenger experience every time to everyone.

Since the last revision of the ASAS, the Airport has also revised its longer term aspirations having updated its Airport Master Plan in 2018. The Master Plan informs and shapes the Airport's potential growth and development out to 2050 and sets out the potential future infrastructure developments required to deliver the forecast expansion of the business and follows a public consultation of the draft Airport Master Plan. It provides a framework for setting out the Airport's longer term aspirations and to be the Airport of choice for business and leisure travellers from across the North West and North Wales and feeds in to emerging local and regional land use and transport plans.

Building upon its recent success, the Airport has ambitious plans to serve more destinations including long haul, with passenger forecasts indicating the potential to grow passenger numbers to 7.8 million by 2030 and to 11 million by 2050.

These increases will require a planned investment over the next 10 years, in a proposed expansion of the terminal building, passenger facilities including hotels, retail, food and drink services, a potential extension of the runway and improving surface access through strategic transport projects such as the

Eastern Access Transport Corridor and Northern Powerhouse Rail and improvements to internal airport roads, layouts and car parking provision.

There is also significant potential to grow cargo operations at LILA, to attract specialist aviation businesses and to develop a cluster of related high quality employment opportunities.

The increase in passenger throughput and investments in the Airport's physical infrastructure has a potential to increase total annual GVA impact to £625 million and will enable it to support over 12,000 jobs across the City Region by 2030, benefitting the wider Northern Powerhouse too.

1.4 Economic Importance of LILA

LILA is an international gateway, handling over 5 million passengers in 2019. It provides connectivity to European markets for the LCR, the North West and North Wales, with regular services to over 70 destinations across the UK and Europe. This connectivity is vital for the visitor economy and the success of many businesses within the LCR and adds to the quality of life of residents.

LILA is a significant economic asset in its own right. The Airport is a major employer with approximately 2,500 jobs currently supported on site, generating around £150 million direct GVA every year. In addition, in 2019, the Airport supported approximately £340 million in GVA and 5,200 jobs across the LCR.

1.5 Importance of this ASAS

Whilst passenger growth will primarily be driven by the expansion of the number and range of flights and destinations served, surface access remains a key component of the Airport experience and is important in terms of maintaining and improving passenger satisfaction levels and increasing the catchment area. Improving connectivity to the Airport will help to sustainably achieve the forecast growth and deliver the maximum economic benefit to the region, whilst helping to reduce carbon emissions. The recent declaration of a climate emergency by Liverpool City Region Combined Authority in May 2019 further highlights the importance of increasing the mode share of sustainable transport to the Airport.

- **82% of passengers surveyed in 2014 agreed that ease of reaching the Airport was a prime consideration in choosing which Airport to use¹.**

LILA has a number of direct bus services to destinations including the City Centre, other City Region areas and Liverpool South Parkway for onward rail connections. While these physical connections exist, they are not joined up and there is a lack of consistency in marketing, signage and vehicle branding; through-tickets are available to some locations and not to others, at some times of the day but not all; there are gaps in real time information provision; and passengers state that some services do not "feel" like Airport services. This is particularly relevant given that the re-introduced 500 Airport

¹ LILA Surface Access Research, Merseytravel, 2015

service will not call at LSP. While services from LSP to the airport offer high frequencies and extensive operating hours, they are not direct express services and can be very busy during peak times.

An improved link with LSP is vitally important for the Airport if it is to realise its full passenger potential and the ASAS will seek to bring about this key improvement, with stakeholders working closely to lobby for and explore the best solution going forward.

Arriva Click on demand services can fill this gap to some extent, however they require a degree of pre-trip planning that a high frequency timetabled bus service does not. In short, the Airport lacks an integrated surface access package. This ASAS aims to refocus delivery to a number of cross-cutting themes which encompass all modes and aim to deliver an integrated package, rather than concentrating on individual modes as component parts.

To achieve the passenger forecasts and mode share targets, surface access must offer effective and efficient end-to-end connectivity capable of meeting user needs. To be effective and sustainable, this process cannot happen in isolation and decision making (investment, strategic planning frameworks etc.) must be founded on the short, medium and long term growth aspirations of both LJLA and other stakeholders including the LCRCA, Merseytravel and the Local Enterprise Partnership.

To deliver this ASAS LJLA will require on-going support from all of our transport partners, both in terms of delivering short and medium term interventions and also in ensuring that the Airport's potential to contribute to the Northern Powerhouse is fully considered in all major investment decision making processes. The Airport Transport Forum (ATF) has been established as the vehicle through which this will be achieved.

2 Aims and Objectives

Passenger throughput at LLA has increased significantly over the last few years and is forecast to continue to increase. The convenience and positive experience of using LLA is key to the success of the airport and its ability to make a positive contribution to the LCR. This ASAS focuses on the journey between passengers' homes and the airport and is designed to drive the delivery of real, integrated improvements to surface access in the short term, to ensure that transport connections can support the forthcoming growth in patronage, and to identify and begin the delivery process of improvements which will enable further growth in the medium and long term.

Liverpool is the award winning Faster, Easier, Friendlier Airport of choice for passengers from across the region and is recognised for its relaxed, hassle free environment and best in class operational performance including the UK's only 5-star airport rating for flight punctuality, complimented by recent investments to improve passenger facilities and deliver an enhanced customer experience, with positive passenger feedback now at an all-time high.

The Airport has also continued to focus on the needs of those passengers who are often deterred from travelling by air due to a range of disabilities. Whilst well established procedures are in place at all airports to assist passengers with reduced mobility, the Airport Company has looked at what more can be done to give those passengers with hidden disabilities greater opportunities to travel by air too. Its vision is to be the North of England's most accessible airport.

LLA's faster, easier, friendlier approach towards the passenger experience, combined with a growing choice of destinations, has helped to set Liverpool apart from the competition and this customer experience focus is also reflected in this latest ASAS.

This ASAS aims to provide integrated solutions that will cater for all Airport users, alongside specific measures aimed to cater for the needs of individual users. Delivery of the key priorities within this strategy will improve the journey experience for all, improve connectivity and provide passengers and staff with information allowing them to make informed travel choices.

The aims of this ASAS are to:

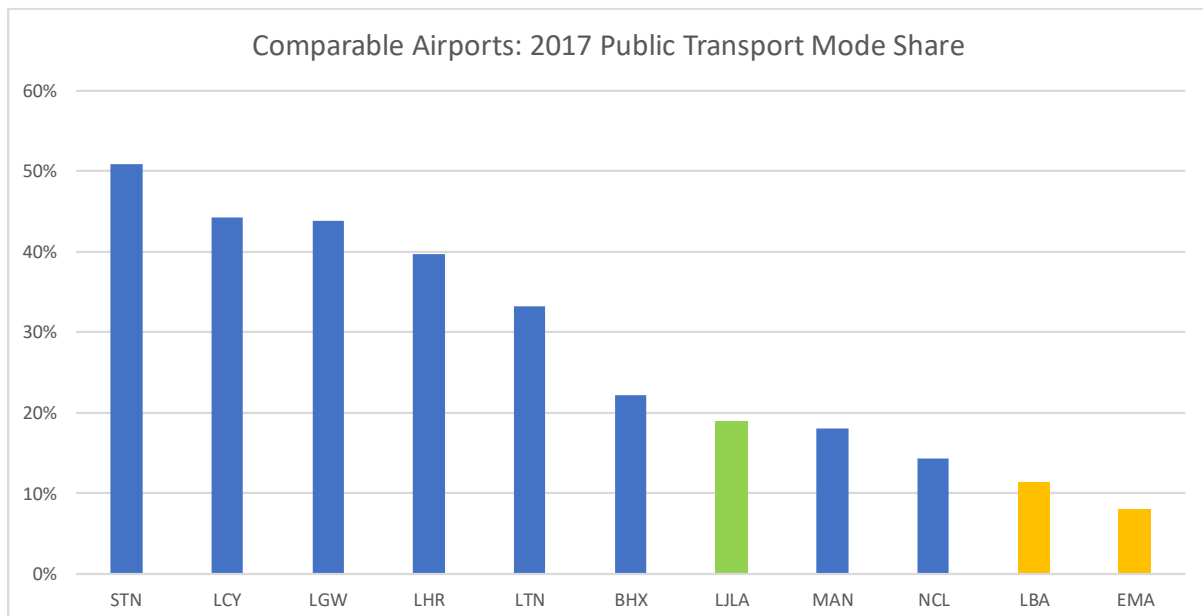
- Facilitate long term sustainable growth of the Airport, increasing the proportion of journeys made using sustainable transport modes;
- Build on joint working with the LCRCA and wider regional bodies to fully integrate surface access activities with the regional transport offer and ensure alignment with local, regional and national policies.
- Improve the overall journey experience by examining all facets and delivering timely, cost-effective interventions where required; and
- Measure and monitor the progress against key targets to identify priorities and deliver continuous improvement.

2.1 Objectives

The primary objectives of this ASAS are to:

- Increase the proportion of passengers travelling to / from the Airport by public transport.
- Decrease the proportion of Airport staff travelling to work in single occupancy cars.
- Help to grow the catchment area for the Airport by enabling those who rely upon or prefer to use public transport to take advantage of flights to/from Liverpool.
- Reduce levels of road transport CO2 emissions in line with the Government and the Airport environmental commitments.

CAA Data provides a comparison of mode share for arrivals at 11 Airports in England, including Gatwick, Heathrow, London Luton, Stansted, Birmingham, Manchester, London City, East Midlands, Leeds Bradford and Newcastle. The latter four are similar in size in terms of passenger throughput and of these, LJLA has the second highest public transport mode share. **LJLA has the highest public transport mode share of similar sized Airports in England which do not have a direct fixed rail link.** This is a significant achievement which LJLA and our partners can be proud of.



Blue = Airports with fixed rail links

Orange = Airports without fixed rail links

Green = LJLA

As passenger numbers at LJLA have increased, so have the catchment areas for the Airport resulting in longer journeys and journeys from areas which are less well connected by public transport. This will make maintaining the current public transport mode share a significant challenge.

2.2 Targets

The ASAS is required to set challenging targets to increase public transport mode share. Taking into account the negative and positive factors, it is estimated that to maintain the current trajectory of increasing public transport mode share (following the opening of LSP) will be a challenging, but achievable target.

- **The 2022 target public transport mode share for passengers is 22.5%²**
- **This will result in an additional 450,000 passengers travelling to LJA by public transport by 2024**

Employee single occupancy car mode share has decreased slightly to 71% since the 2016 survey was undertaken. The interim 2017 survey recorded single occupancy car mode of 65% and this ASAS aims to reduce single occupancy car use back to 2017 levels by 2022.

- **The 2022 target for staff single occupancy vehicle mode share is 65%.**
- **This will result in 200 less staff driving to work on their own.**

In addition to the core measure of staff single occupancy vehicle mode share, a target of **25% mode share for employee public transport and active travel** is included. This recognises that there is a need to understand the wider success of the travel plan. In 2019, 21% of employees travelled to work by public transport and active travel.

Green travel plan measures for Airport staff are integrated into the interventions included in this strategy.

2.3 How we will achieve this

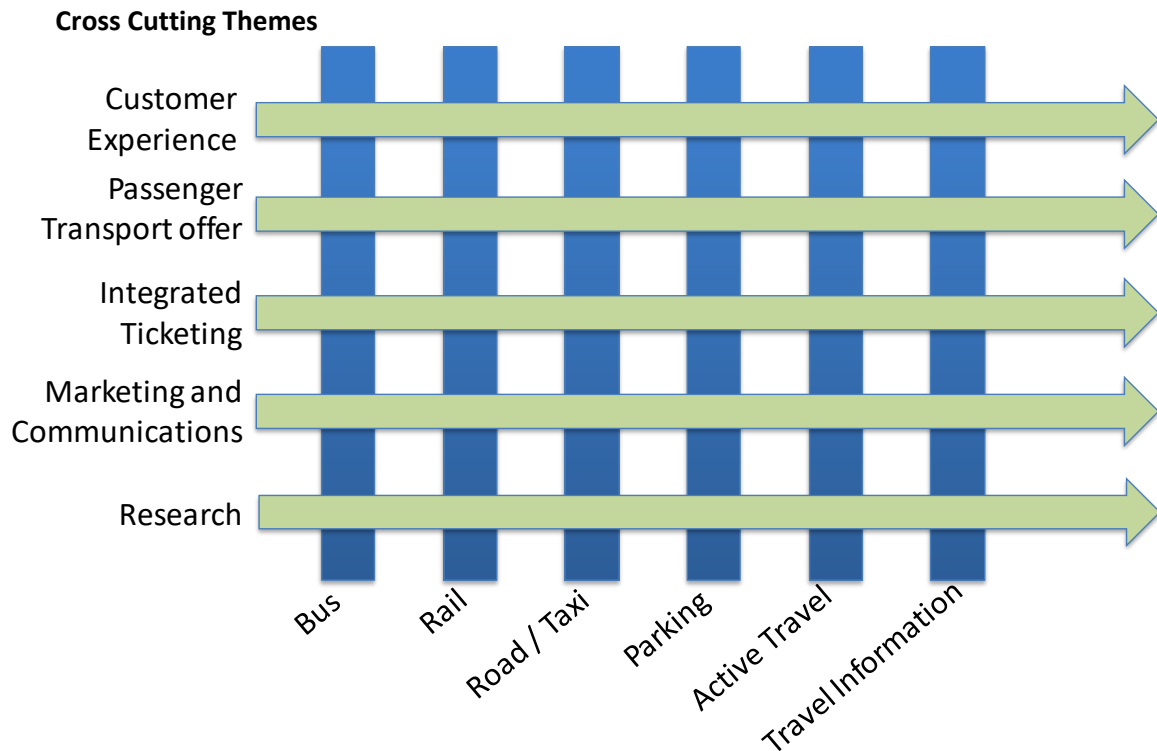
The surface access strategy includes a number of measures aimed at achieving the mode share targets. The strategy aims to avoid siloed focus on individual access modes and instead has adopted policies based on five cross-cutting themes. These themes encompass all modes of transport at the Airport and focus on delivering integrated solutions to improve surface access. A consistent thread across these themes is for LJA to retain Best in Class status for passenger experience (as awarded in 2019). This means focussing on the passenger experience for the whole journey from their front door to the airport, including pre-trip planning /ticket purchase.

The delivery themes of this strategy are:

- Further improve the **Customer Experience**;
Retain best in class status through improvements to aid convenience and access to information, including signage, way finding, journey continuation and accessibility.
 - Provide information to enable passengers and staff to make informed travel choices;
 - Ensuring sufficient signage within and outside the Airport, across all modes;
 - Provision of assurance information;

² This target will be reviewed in 2020. It will only be achievable if high quality connections between Lime Street Station, LSP and the Airport are maintained.

- Accessibility - engaging with the Airport's new Accessibility Consultative Committee to better understand the access needs of all passengers with physical and hidden disabilities
- **Improve the Passenger Transport Offer;**
Improving connectivity to the Airport, including service infrastructure, modal access and regional connectivity.
 - Enhancing connectivity and improving integration on key links;
 - Working towards long term strategic enhancements to Airport connectivity;
- **Improve Integrated Ticketing;**
Multi modal, multi operator ticketing provision, including travel passes, add on fares, retail channel development and point of sale.
 - Improving access to (and awareness of) integrated ticketing products, including sales facilities within the airport terminal; and
 - Working towards a fully integrated smart ticketing offer for the North of England in conjunction with Transport for the North.
- **Deliver enhanced Marketing and Communications;**
Focussing on integrated marketing and communications across the transport community, including joint initiatives and incentives in product / ticket development, brand strategy, channels of delivery and consistency of messaging and information through the customer journey (inbound and outbound).
 - Developing messaging to promote sustainable access to the Airport;
 - Ensuring consistency of messaging and information across all transport partners;
 - Monitoring success to enable continuous improvement;
- **Continue to undertake Research;**
Detailed research to identify barriers to sustainable surface access and track progress towards achieving mode share targets. This includes market and customer profiling, trend analysis, modal preferences, barriers to access, competition and gap analysis.



2.4 Potential Issues

The lack of a dedicated, express shuttle service between the Airport and Liverpool South Parkway makes the use of rail journeys to and from the Airport less attractive. Whilst there is much room for improvement in relation to multi-modal through ticketing, marketing and information provision, these enhancements may have limited impact without an improved link.

There are also currently issues with Airport users and employees parking on Dunlop Road and Hale Road (near to the Airport entrance) which is adversely impacting upon local residents. LJLA are mindful of being a good neighbour and continues to encourage airport staff to use the staff parking areas provided within the airport. However, with only 10% of employees at LJLA working directly for the airport company, it is difficult to ensure that measures to prevent parking on residential streets are fully communicated to all employees. LJLA has liaised with a local councillor regarding this issue in the past and Liverpool City Council have installed double yellow lines along a number of roads in the area, however LJLA are unable to enforce parking limitations outside the airport and it would appear that a residents only parking permit scheme is the only solution to this problem. Unfortunately, this is cost prohibitive for the local authority to consider at present.

- Some employees working at the Airport are using these areas as staff parking. There is ample staff parking provision within the Airport grounds and LJLA will continue to work with all Airport based employers to actively discourage staff parking on residential streets. Parking spaces for non-airport company employees are charged for, however some employers cover this cost so that employees can park for free. It appears to be the employees of those companies who don't provide free parking who park in residential areas.
- Following the introduction of the drop off charges, passengers and taxis are using the residential streets to wait for up to half an hour before driving into the Airport once passengers have exited the terminal building or to wait and pick up /drop off from these areas

too, throughout the day and night. This is despite the airport providing a free parking area a short walk to the terminal (and closer than these residential areas) with up to 40 minutes for free. LJA will work with Liverpool City Council to explore possible solutions to tackle this problem.

Part of the revenue raised from the car parking at LJA is used to enhance Airport facilities and this includes services aimed at non-car users, helping to reduce reliance on car use and contribute to increasing public transport mode share. However, sustainable transport initiatives at the Airport do not benefit from parking outside the Airport boundary. If the objectives of the ASAS are to be met, off-Airport parking provision must continue to be controlled by the relevant Local Authorities.

While both Liverpool and Halton Local Authorities have been instrumental in denying planning permission to such developments and enforcing closure upon those that operate illegally, some persistent offenders remain. **Off street private parking has increased since the last ASAS and now accounts for 11% (circa 260,000) of all private car journeys to the Airport.** The Airport recognises the enforcement efforts that have been made to date by Liverpool and Halton Councils and will continue to work with them to prevent future sites.

3 Interventions

Customer Journey

The customer journey experience is fundamental to the success and future growth of LJLA and its ability to retain best in class status for passenger's experience in future years. The intent of this ASAS is to improve the entirety of the customer journey from the origin / destination to the departures / arrivals hall within the Airport terminal. This will require the combination of number of measures, from the provision of pre-trip information to signage, physical transport connections, integrated ticketing, cycling and luggage facilities. While LJLA and our regional partners may have limited influence over the physical aspects of some long distance journeys to / from the Airport, interventions such as information provision and through ticketing can help to improve the journey experience for individuals travelling from outside the City Region and the North of England. Transport for the North aim to improve connectivity across the North of England and it is important that LJLA is well represented at this level to ensure that we can influence activities to promote improved long distance public transport connections to the Airport.

Detailed Research and Audits

In June and July 2014, in conjunction with LJLA, Merseytravel conducted interviews with passengers at LJLA, passengers at LSP travelling to the Airport and interviews with people living within the Airport's catchment who do regularly fly but had not recently used LJLA. The research focused on identifying issues regarding surface access and understanding the potential for any short term "quick wins" to improve public transport access to the Airport and enable increased passenger volumes. In addition to the research, Merseytravel undertook a number of audits of existing facilities and information. The research and audit findings underpin the short-term actions identified within this ASAS.

3.1 Customer Experience

The customer experience and being the faster, easier, friendlier airport of choice for passengers from across the North West and North Wales is fundamental to the success and future growth of LJLA. Recent improvements have been recognised through LJLA winning the Best Medium-sized UK Airport award at the 2019 British Travel Awards and also the Best Airport (3-10 million passengers) at the 2019 Airport Operators Association Annual Awards. LJLA intend to build upon this, further enhancing the customer experience, with a focus on the impressions made when arriving, continuing or ending a journey.

The Airport's vision is to be the North of England's most accessible airport and it will also continue to focus on the needs of those passengers who are often deterred from travelling by air due to a range of disabilities, continuing to look at what more can be done to give those passengers with hidden disabilities greater opportunities to travel by air.

Research and Audit Findings

Using models of best practice, the end to end provision of information (ranging from consistency of message, transport information, branding and signage etc) is not meeting customer expectations and therefore is not helping to provide a good journey experience on a number of levels. Customer insight

suggests that there is room for improvement in terms of the information regarding onward public transport connections provided within the airport terminal, including a lack of real-time information.

Continuity, signposting and consistency are key themes within Merseytravel's emerging customer information strategy, with the design and production of visual assets, schedules and signage considered for every mode at any given point of a journey. These will be of immediate bearing in short term action planning and "quick win improvements" to enhance customer perceptions, ease of interpretation and quality of guidance resources be they print or digitally formatted.

Specific weaknesses have emerged related to signage within the airport terminal and signage at LSP (directing passengers to the bus link).

Short Term Interventions – to End of 2020

- **Improve signage at key public transport interchanges;**
- **Improve signage to public transport connections within the Airport terminal;**
- **Work with Train Operating Companies to ensure onboard announcements "LSP for LJLA" are made across all services; and**
- **Ensure both Airport and public transport staff are aware of public transport connections to the Airport.**
- **Review the customer travel information offer in the airport terminal in conjunction with the introduction of a public transport ticketing machine**
- **Conduct an annual review of interventions to ensure that they are combining to make positive impacts on the customer experience;**

Medium Term Interventions – 2021 to End of 2022

- **Monitor signage provision to ensure it is well maintained and visible;**
- **Review signage provision (all modes) to ensure it is adequate and accurate;**
- **Continue to update and train new staff to increase awareness of public transport connections to the Airport; and**
- **Improve Real Time Information (RTI) Provision for public transport connections at LSP and LJLA;**
 - Provision of RTI screens for Airport bus stances at LJLA and LSP;
 - Provision of Real Time passenger information of the LJLA website; and

Long Term Interventions – 2022 +

- **Continue to interrogate passenger research to inform necessary improvements.**
 - Undertake regular (bi-annual) passenger surveys

3.2 Passenger Transport Offer

The primary public transport connections to LJA are currently bus services to the City Centre and LSP. LSP station provides onwards direct rail connections to Manchester, Birmingham, Yorkshire, Norwich and London in addition to the local Merseyrail network.

2015 Research and Audit Findings

Passenger transport provision does not maximise the use of key interchanges, particularly LSP and Liverpool One. Research revealed that passengers did not view the bus service (500) from LSP as an “Airport bus service” and there was confusion regarding the city centre calling points for the service linking the Airport with Liverpool One. Since this research was conducted, the 500 Airport Express service has been merged with the 82A which is likely to have exacerbated the situation. The 500 airport service will be re-introduced in March 2020, however it will not serve LSP. Key short-term areas for development therefore include frequency, route, journey times / stopping patterns and facilities of services between LSP and LJA.

Due to the accessibility LSP offers to mainline rail services and to key areas of the Liverpool City Region via the Merseyrail electric network, improved marketing and ticketing may drive patronage growth, resulting in requirements to increase the capacity and frequency of direct services to meet demand. As such, performance should be reviewed and monitored on an on-going basis and interventions developed with operators to capitalise on these opportunities as they arise.

Planning and development requires integration with key infrastructure projects to support opportunities for long term growth and LJLA's ability to reach into or build other markets in North Wales and wider North West. Projects that have significant potential to improve access to potential catchment areas include options for eastern access improvements, HS2 and Northern Hub.

Short Term Interventions – to End of 2020

- **Provide high quality, high frequency, express connections between the Airport and the City Centre and LSP;**
 - Ensure services operate at high frequencies during peaks and provide fast connections with limited stops;
 - Ensure services are integrated with flight times, rail service times (at LSP) and staff rotas;
 - Ensure vehicles are heavily branded as Airport buses and have sufficient luggage space;
 - Ensure services link to the City Centre, including Liverpool Lime Street station;
- **Work with Merseytravel and Train operating companies to increase the frequency and range of rail services calling at LSP;**
- **Review the taxi offer at the Airport**
 - Work with taxi operators to identify potential interventions, including signage and information provision;
 - Work with taxi operators and Liverpool City Council to reduce the use of Dunlop Road and Hale road as temporary parking;
- **Continue to promote the Airport car sharing scheme to staff and incentivise car sharing by:**

- Allocating car share parking bays in prime locations close to employees' buildings; the number of allocated car share spaces should be increased if required.
- Rewarding car sharers with periodic prize draws, monthly draws can be held to win a bar of chocolate or similar and less frequent draws will offer larger prizes;
- Running "meet and greet" sessions where potential car sharers can get together and find a suitable car sharing companion.
- **Improve cycle facilities;**
 - Provide cycle maintenance stations for passengers and staff.
- **Work with Liverpool City Council to reduce the use of Dunlop Road and Hale Road for parking;**
 - Work with Airport based employers to discourage the use of Dunlop Road and Hale Road for staff parking. Increase the number of designated staff parking bays to reduce this issue if required;
- **Continue to work with the local Authorities to oppose the establishment of off-site car parks which undermine the efforts of this strategy to increase public transport mode share;**
- **Continue to ensure that Airport transport facilities include the necessary provisions for passengers with special needs in conjunction with the Accessibility Consultative Committee.**

Medium Term Interventions – 2021 to End of 2022

- **Continue to work with Merseytravel and rail franchise bidders to increase the frequency and range of rail services calling at LSP;**
- **Monitor the ability of Merseytravel's Bus Alliance to grow patronage on bus services to the Airport from key local markets such as St Helens, Halton and Knowsley;**
- **Work with bus operators to capture demand for events such as football matches and offer integrated travel packages;**
 - Investigate local connectivity opportunities with business parks & major employers to make use of the new Arriva Click on demand services.
- **Lobby for additional rail routes and services to / from LSP;**
- **Engage coach providers to encourage the provision of new connections to LJLA;**
- **Work with partners to encourage the maintenance and upgrading of existing and development of new cycle routes to the Airport;**
- **Monitor the use of cycling facilities and expand provision if required.**
- **Monitor the use of existing electric vehicle charging points for passengers and staff and increase provision if required;**
- **Continue to review car parking pricing to ensure that it supports the targets set within this ASAS;**
 - Drop off charges are fundamental to this and should be increased if necessary;
- **Maximise the potential for increased connectivity resulting from the Halton Curve by:**
 - Ensuring that new services on this link are integrated into the overall proposition through signage, marketing and ticketing etc; and
 - Supporting future extension of rail services through to North Wales.

Long Term Interventions – 2022 +

- **To investigate options for the provision of a fixed rail link to the Airport;**
- **Continue to support and promote connections to Cheshire and North Wales;**
- **Continue to support Merseytravel’s Long Term Rail Strategy including improved connections between the Merseyrail and City Lines resulting in more trains serving LSP;**
- **Continue to work with Merseytravel and rail franchise bidders to increase the frequency and range of rail services calling at LSP;**
- **Explore the feasibility of using low emission vehicles for Airport services, including car park shuttles and external connections such as the Airlink services**
- **Support improved inter-regional connectivity, including high speed rail connections (HS2/HS3) to Liverpool and Smart Motorway Schemes across the region; and**
- **Continue to interrogate passenger research to inform necessary improvements.**

3.3 Integrated Ticketing

As part of the preparation of this ASAS, integrated ticketing was introduced in early 2016 in the form of through ticketing for coach and bus services and rail and bus services. This is a major boost for the Airport, however it is only one component of an integrated offer and some issues with access to the products remain³. Retail channels are currently restricted in terms of points of sale for travel products at LLA, however this will be addressed in the near future with the installation of a public transport ticketing machine in the airport terminal.

The public transport ticketing offer is of particular importance to the inbound market who tend to make greater use of public transport services. Improvements to existing provision must be considered in conjunction with better ticketing and marketing

Research and Audit Findings

Customer insight cites a lack of ticket vending machines (which will soon be provided) and real time information at the Airport being areas for development. The process of signposting travellers arriving at the Airport and informing them how to purchase tickets or reach LSP via bus is a key area for improvement.

The historic lack of ability to purchase multi modal/multi day tickets at the airport has prevented airport users (particularly inbound) from using passenger transport. Anecdotal evidence (Trip Advisor, customer feedback etc) demonstrates this is particularly for those planning their onward journey from LLA to destinations in the Liverpool City Region and to connect to mainline rail services via LSP. The forthcoming installation of a ticketing machine in the airport terminal will go a long way to address this and will need to be accompanied by appropriate marketing and information. Additionally, there is a need to enable through booking for tickets via online retail outlets, e.g. TOC websites.

³ On the 16th February 2020, an integrated bus / rail ticket could be purchased through the national rail enquiries website, Avanti West Coast website, East Midlands Trains website and West Midlands Trains website but could not be accessed using the Merseyrail, Northern Rail or Transport for Wales websites. It is uncertain how access to the through ticketing products differ across all TOC.

Short Term Interventions – to End of 2020

- **Ensure through ticketing is available to support the provision of improved services from LSP;**
 - Ensure the ticketing offer is simple and accessible;
 - Ensure through tickets can be purchased at LJLA;
 - Ensure appropriate marketing is in place to raise awareness;
- **Work with Merseytravel to improve the range of products available via smartcard ticketing and ensure that the products are sold and promoted at the Airport; and**
- **Work with Arriva and Merseytravel to provide new employees with bus tickets and promotional offers.**
- **Work with Arriva and Merseyrail to offer discounts to staff purchasing period products for access to the Airport.**

Medium Term Interventions – 2021 to End of 2022

- **Work with Merseytravel to develop smartcard and contactless ticketing products that enhance access to Airport connections.**

Long Term Interventions – 2022 +

- **Continue to work with new and incoming service providers (airline, taxi, rail and bus operators) to ensure that integrated ticketing is available and promoted across all routes and modes; and**
- **Continue to interrogate passenger research to inform necessary improvements.**
- **Support TfN proposals to develop an integrated, smart ticketing product for the North of England.**

3.4 Marketing and Communications

Research and Audit Findings (2015)

There is little consistency in the presentation of transport information, both in print and digital formats. This also applies to signage and way finding materials at the Airport's entrance ways and exits, concourses and bus stops. "Visibility" of the bus services from Liverpool One (city centre) bus station and from LSP to the Airport is lower than could be expected. There is a lack of awareness of the range of rail services to / from LSP.

Guiding Principles for Marketing efforts

Marketing must be tactical and structured to reflect the fact that inbound / outbound audiences are in different geographic locations and countries. As a result, the routes / channels to market will be different and messages / calls to action will need to reflect the differing needs of these users.

Outbound users will require information on travel options to and from many locations across the Liverpool City Region. This should include information on services and interchanges that will get them to / from LJLA in the most effective manner and can be dictated by where they live – Liverpool, Sefton, Wirral etc.

Inbound leisure markets will be looking to travel to key tourism destinations in the LCR (Liverpool / Southport / Wirral, Cheshire and further afield); major events such as The Open, Grand National or European Football tournaments will also be part of this market. Inbound audiences need marketing / information that promotes the benefit of passenger transport services and infrastructure available to support their journey to / from LILA, to access other modes (such as mainline rail services) and also services that will be important to them for the duration of their visit. These services will be key considerations for the decision making of passengers/visitors when planning their journey.

The promotion of improved surface access to inbound audiences, will need to be packaged so that it is consistent with the wider positioning of the City Region and services are seen to be integrated and joined up.

Short Term Interventions – to End of 2020

- **Lobby for the re-introduction of a branded, express airport bus service from LSP.**
- **Promotion to raise awareness of the new Arriva 500 bus service link between the City Centre, Liverpool One and the airport, and associated through ticketing provision;**
 - Promotion of the new operating hours to staff;
 - Promotion of discounted travel available on Arriva bus services;
- **Improve marketing of connections to the Airport, facilities and ticketing;**
 - Stronger branding of LSP as the Gateway to the Airport;
 - Clarify information regarding drop off charges and highlight the good value offered by long stay car parking;
 - Promote the through-ticketing arrangement with Arriva and National Express;
- **Continue to promote public transport access to the Airport to passengers and staff via the LILA website and other media;**
 - Consider marketing the investment in new rolling stock serving LSP and new rail routes i.e. North Wales and London;
- **Continue to promote Active Travel to work for staff;**
 - Promote availability of cycling facilities;
 - Promote initiatives such as world car free day and walk to work week;
 - Encourage drop in sessions and roadshows run by third parties such as Dr Bike; and
 - Continue to promote the cycle loan scheme.
- **Increase promotion of discounted bus tickets to staff**
- **Ensure that staff churn is taken into account when developing promotional activities – induction packs and repeater messages are needed**
- **Coordination of marketing efforts across all channels and partners to deliver consistent messages;**
 - Link up all channels to improve marketing of public transport access to the Airport
 - Develop a programme of integrated marketing to raise awareness;
 - Improved content and visibility of transport information on LILA website;
 - Work with any new airlines / routes / public transport operators to ensure consistency remains;

- **Ensure Airport access information is available in a variety of formats, including on DDA compliant websites and Braille publications etc;**

Medium Term Interventions – 2021 to End of 2022

- **Continue to work with key Air traffic generators such as the Arena to provide an integrated offer;**
 - Work with bus operators to promote travel packages to events such as football matches;
 - Work with charter airlines to link services and routes to key events;
- **Ensure that local and regional rail information relating to access to Airports highlights access to LJA;**
- **Develop a framework for on-going monitoring of the marketing efforts;**
 - Measure the effectiveness of the marketing in changing perceptions; and
 - Determine the value for money and inform improvements and areas of focus.

Long Term Interventions – 2022 +

- **Continue to interrogate passenger research to inform necessary improvements.**
- **Coordinate marketing efforts and messages with other campaigns and activities in the wider region such as TfN outputs.**

3.5 Research

Passenger and non-user research is vital to the development of the ASAS and identification of measures to help to meet mode share targets. The findings of the research undertaken to date have informed short and medium term interventions and further research will be used to add to and refine these.

Research and Audit Findings

At present there is a lack of understanding into wider market opportunities outside the local geography. Similarly, there is a gap in understanding of the profile and behaviours of outbound business markets in terms of how they travel and the facilities/services they are likely to demand.

There is also a disconnection between research work undertaken on an individual basis which fails to capitalise on or develop opportunities to gain collective insight amongst key partners such as the Local Enterprise Partnership, Merseytravel and LCR.

There is little insight into the strategic approach to surface access being undertaken by competitors and analysis of best practice.

Short Term Interventions – to End of 2020

- **Undertake research to help to inform and assess medium term Interventions and align infrastructure investments to support passenger growth at the Airport;**
 - Detailed profiling of inbound and outbound LJA users from the wider City Region and beyond;

- Review potential LJA user markets from wider City Region and beyond;
- Identification of steps to overcome perceptual barriers;
- Economic impact analysis;
- **Geographically analysis of existing data to highlight gaps in public transport connectivity;**
- **Review existing provisions for people with special needs to identify future interventions;**
 - Work with representative groups to help to inform and review proposed interventions;
- **Monitor the use of staff car sharing and availability of car share parking bays; and**
- **Monitor the use and condition of cycle storage facilities and changing facilities.**

Medium Term Interventions – 2021 to End of 2022

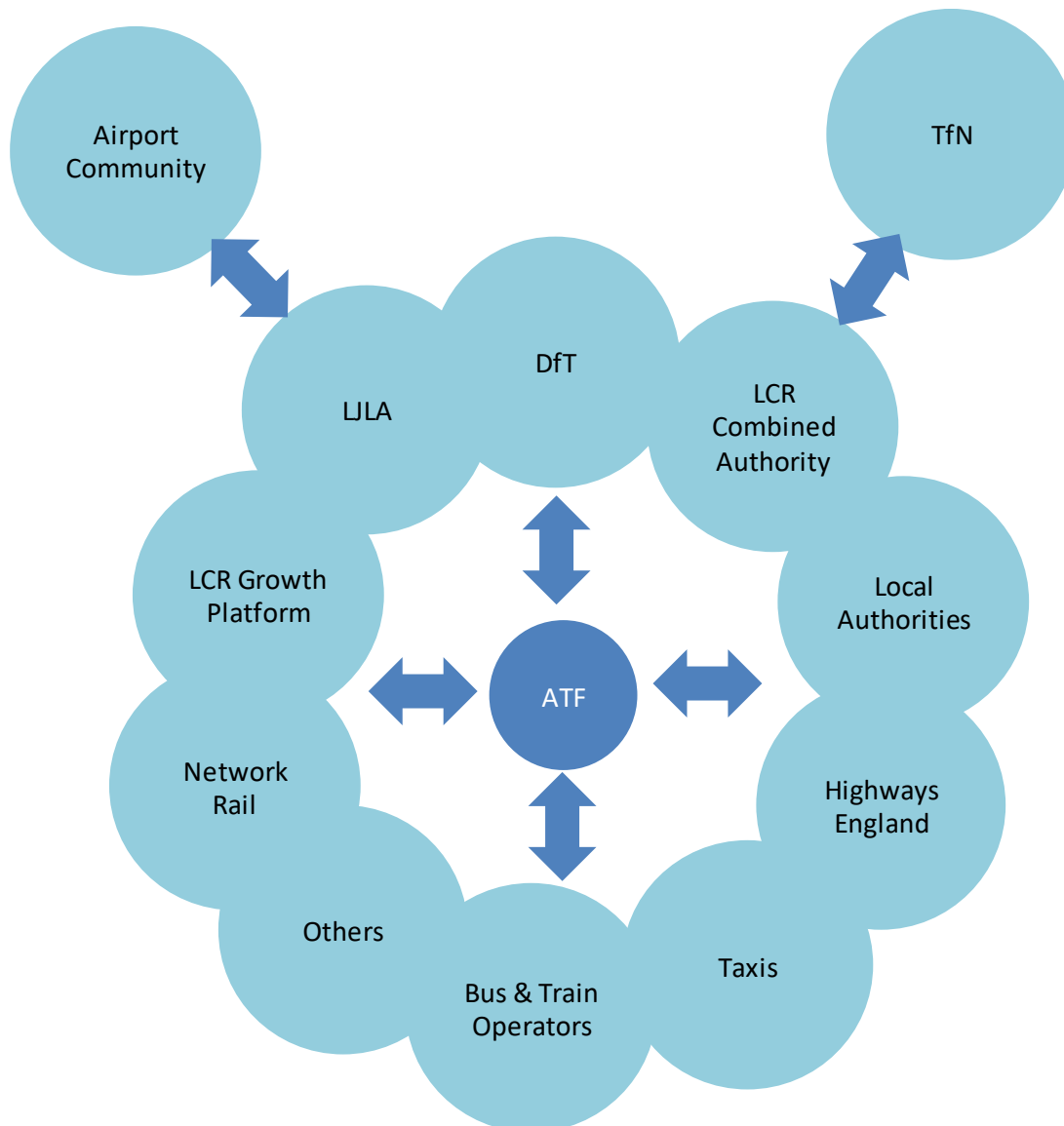
- **Continue to work with Merseytravel and Partners such as LEPs to strengthen and share available data;**
- **Undertake research to identify potential new catchment areas and inform options to better link these to the Airport;**
- **Ongoing monitoring of customer satisfaction and perceptions to inform and improve the ASAS Interventions;**
 - Development and refinement of KPIs to monitor the success of the ASAS;
- **Undertake benchmarking against other Airports; and**
- **Obtain more data from business users to better understand their priorities.**

Long Term Interventions – 2022 +

- **Review and update mode share targets as appropriate; and**
- **Explore the use of technology to capture data and inform future interventions.**

4 Delivery & Monitoring

Delivery of this ASAS will require extensive partnership working with key partners across the region and beyond. As such, the primary delivery mechanism for the ASAS will be the Airport Transport Forum (ATF).



The ATF objectives include:

- Facilitating a long term approach to transport planning at the Airport, in line with the aims and objectives of the Transport for the North and Liverpool City Region's Transport for Growth plan;
- Owning and driving forward the Airport's Surface Access Strategy (ASAS) ensuring it is compliant with government guidance and is in line with Liverpool City Region's strategic transport intent;

- Contributing to a programme of activity that enhances the transportation synergies between the Airport, the Liverpool City Region Combined Authority and key regional drivers for growth;
- Fostering a fully integrated approach to transport planning, with the customer offer at its heart;
- Assisting in monitoring the progress of the ASAS and associated passenger and staff action plans; and
- Promoting the environmental benefits that increased use of sustainable surface access modes delivers.

To support the ATF, an Action Plan has been developed to keep track of on-going activity, push forward key actions and ensure that activities are integrated. The ATF will meet on a quarterly basis, with the Action Plan as a permanent agenda item.

4.1 Monitoring and KPIS

Monitoring of the ASAS implementation is required to enable continuous improvement of measures and realignment of focus to achieve the ASAS targets. Monitoring will include:

- Undertaking passenger and employee surveys every 2 years to determine mode shares and understand roadblocks to increasing public / sustainable transport use.
- Monitoring car park usage and trends, in particular use of the drop off area by private cars;
- Working closely with bus and rail operators to monitor the use of Airport services and connections and identify and address any issues arising;
- Working with Local Authorities, statutory bodies and Merseytravel to monitor road traffic usage to the Airport;
- Establishing separate monitoring specific to users with special needs to aid rapid implementation of any improvements; and
- Liaising with Airport employees to establish their needs and requirements to encourage a modal shift away from the private car.

KPIs are detailed in Table 1 and targets for 2022 are detailed in Table 2. Targets for 2024 should be reviewed once the results of interim (2022) monitoring are available⁴.

Table 1: KPIs

KPI	Purpose	Measurement Vehicle	Frequency of review
Core Target: Passenger public transport mode share	to track interim progress against the strategy targets	Passenger Surveys	Every 2 years
Additional Measure: Passenger ease of access	to track the success of the integrated ASAS measures to improve surface access	Passenger surveys	Every 2 years
Core Target: Employee single occupancy car use	to track interim progress against the strategy targets	Staff survey	Every 2 years
Additional Measure: Employee public transport and active travel mode share	to provide a wider view of the success of the travel plan	Staff survey	Every 2 years

Table 2: KPI Targets

KPI	2022 Target
Core Target: Passenger public transport mode share	22.5%
Additional Measure: Passenger ease of access	=> 95% Good or Very good (LJLA users) => 88% Good or Very good (LSP users) >50% Very good (LSP users)
Core Target: Employee single occupancy car use	65%
Additional Measure: Employee public transport and active travel mode share	25%

⁴ It is currently anticipated that the 2024 public transport target mode share for passengers will be 22.5%

Annex A. Policy Context and Direction

Aviation 2050 — the future of UK aviation

In December 2018 the Department for Transport issued a green paper 'Aviation 2050 — the future of UK aviation' for public consultation, which outlined proposals for a new aviation strategy. The strategy will set out the challenges and opportunities for aviation to 2050 and beyond and will emphasise the significance of aviation to the UK economy and regional growth.

The strategy will focus on:

- developing a partnership for sustainable growth which meets rising passenger demand, balanced with action to reduce environmental and community impacts
- improving the passenger experience, including through technology and innovation, a new passenger charter and action to reduce delays at the border
- building on the UK's success to establish new connections across the world and create greater choice for consumers

Chapter 3 of this document specifically highlights that the government's expectation is that airports, through their surface access strategies, set targets for sustainable passenger and staff travel to the airport which meet, where possible, the ambitions set by the government and for these to be monitored by their respective Airport Transport Forums.

It also highlights that existing government policy states that airports are recommended to produce and keep updated master plans and airport surface access strategies. Airports with more than 1,000 passenger air transport movements a year are also advised to hold airport transport forums (ATFs) which develop and oversee implementation of plans for future surface transport provision.

The consultation closed in June 2019 and the Airport submitted a detailed response, with the Aviation Strategy expected in 2020.

LJLA Business Plan 2019-2024

LJLA is working to a five year business plan that is expected to see annual passenger numbers increase from five million today to six million passengers by the end of 2024, with a continued focus on new routes, more airlines and delivering a faster, easier and friendlier passenger experience every time to everyone.

Target markets include the North West and North Wales and the airport will aim to improve awareness and loyalty towards the Airport by passengers, continuing to demonstrate the highest levels of customer service as well as being an employer of choice and creating a positive impact on wider communities.

The progress that LJLA have made to date has been recognised through the receipt of best in class awards for passenger experience (2019) including winning Best Medium-sized UK Airport award at the 2019 British Travel Awards, as voted for by the public and also the Best Airport (3-10 million passengers) at the 2019 Airport Operators Association Annual Awards.

LJLA Airport Masterplan to 2050

The Airport Master Plan, which was updated in 2018, informs and shapes the Airport's potential growth and development out to 2050 and sets out the potential future infrastructure developments required to deliver the forecast expansion of the business and follows a public consultation of the draft Airport Master Plan. It provides a framework for setting out the Airport's longer term aspirations and to be the Airport of choice for business and leisure travellers from across the North West and North Wales and feeds in to emerging local and regional land use and transport plans.

Building upon its recent success, the Airport has ambitious plans to serve more destinations including long haul, with passenger forecasts indicating the potential to grow passenger numbers to 7.8 million by 2030 and to 11 million by 2050.

These increases will require a planned investment over the next 10 years, in a proposed expansion of the terminal building, passenger facilities including hotels, retail, food and drink services, a potential extension of the runway and improving surface access through strategic transport projects such as the Eastern Access Transport Corridor and Northern Powerhouse Rail and improvements to internal airport roads, layouts and car parking provision.

There is also significant potential to grow cargo operations at LJLA, to attract specialist aviation businesses and to develop a cluster of related high quality employment opportunities.

The increase in passenger throughput and investments in the Airport's physical infrastructure has a potential to increase total annual GVA impact to £625 million and will enable it to support over 12,000 jobs across the City Region by 2030, benefitting the wider Northern Powerhouse too.

Surface Access

The Master Plan articulates the Airport support for encouraging sustainable travel through the ASAS and is supportive of strategic transport schemes such as the re-opening of the Halton Curve rail link (now complete) the Eastern Access Transport Corridor (EATC), and Northern Power House Rail the aim of which is to increase public transport connectivity and provide more reliable and convenient public transport journeys.

The Master Plan identifies a need for increased parking to cater for future passenger numbers, increased parking supply will be based on a reducing ratio of car parking spaces to passengers, to reflect the expected increase in travel to the Airport by sustainable modes, as defined in the ASAS targets. To support passenger convenience, the Airport will endeavour to deliver multi-storey parking as close to the terminal as possible.

Transport for the North

Transport for The North (TfN) brings together Northern Local transport authorities, city regions and Local Enterprise Partnerships, working together and with Highways England, Network Rail and HS2 Ltd as the Transport for the North Partnership Board with the aim of transforming Northern growth, rebalancing the country's economy and establishing the North as a global powerhouse.

TfN's vision is of "a thriving North of England, where world class transport supports sustainable economic growth, excellent quality of life and improved opportunities for all." To help to achieve this vision, TfN have developed a Strategic Transport Plan to drive major improvements in strategic connectivity throughout the North. The Plan will encourage trade and inward investment by improving links to the North's ports and airports, and faster links between the economic assets that they serve. The plan is divided into 5 workstreams, key elements of these which are of relevance to this ASAS are summarised below:

Local and sustainable transport

The Plan targets short trips that could be taken on public transport, cycling or walking, thereby reducing localised congestion, improving the environment, and supporting an improved transport system at a local and pan-Northern level. The plan emphasises encouraging a mode shift towards rail, through effective connections to new and existing rail stations by all modes, and the provision of adequate access facilities, such as parking and drop-off/pick up provision, electric charging points, bus facilities and secure cycle parking.

Integrated and Smart Travel

The Plan includes a four year programme to introduce contactless payment for travel on public transport across the North.

Strategic Rail

The Plan advocates for a rail system that is fit-for-purpose with strong North–South and East–West connections will be the backbone of a strong economy for both the North, and the UK.

The Long Term Rail Strategy (January 2018), sets out TfN's guiding principles for rail and is an integral part of the Strategic Transport Plan. It sets out why change is needed, what that change should be and how that change should be delivered, with an ambitious vision for the transformation of the North's rail network based on five themes:

- Connectivity – a step-change in connectivity including frequency and journey time improvements for both passenger services and freight, combined with better integration of services.
- Capacity – providing longer trains and additional services to meet existing and future passenger demand, with improvements to the infrastructure and signalling capability to accommodate these additional services.
- Customer – a passenger network that is easy to navigate, accessible and predictable, with consistent information available before and throughout journeys.
- Community – a railway that supports the social fabric of the communities it serves, providing journey opportunities which enable access to education, training and leisure opportunities as well as employment, and plays a full part in addressing transport poverty, isolation, and deprivation across the North.
- Cost Effectiveness – growing revenue and minimising the unit cost of operating and maintaining the North's railway without compromising the quality of the services offered.

Northern Powerhouse Rail

Northern Powerhouse Rail is a transformational programme of rail investment that will radically improve journey times and service frequencies between some of the major cities and economic areas

in the North, which unlocks capacity and capability to deliver a much more effective rail network overall. Emerging investment priorities are displayed in Figure 2.



Figure 2: Northern Powerhouse Rail: Emerging Vision

Major Road Network for the North

TfN and Partners have identified a Major Road Network for the North – a network consisting of the North’s economically important roads. TfN has agreed outputs against which the performance of the Major Road Network will be monitored as the data becomes available. These include:

- Journey reliability – where 90% of journeys of 15 miles or more on the Major Road Network should be delayed by no more than 15 minutes for a journey of 60 minutes expected travel time.

- Network efficiency – aiming to optimise the efficient flow of passengers and goods on the Major Road Network and through the improved flow of traffic, and support for new technologies to reduce emissions of pollutants and greenhouse gases.
- Network resilience – aiming to reduce the number of incidences of closure of Major Road Network routes leading to severe journey delay.
- Journey quality – improving the customer experience of using the Major Road Network, including the quality and availability of travel information.

As part of the Major Road Network, the Plan identifies seven Strategic Development Corridors as priorities to connect the North's economic assets and clusters. For each Strategic Development Corridor, a series of transport interventions required to sustain the future economy of the North between now and 2050 have been identified. Key corridors which may impact on the outcomes of this ASAS include:

- West and Wales – Improving connectivity, for people and goods, to, from and through the important economic centres and assets of Cheshire, Liverpool City Region and Greater Manchester, with strategic connectivity into North Wales and the Midlands.
- Central Pennines – Improving strategic east-west connectivity for some of the North's important economic centres and assets in North Yorkshire, West Yorkshire, East Riding and Hull and Humber through to Greater Manchester, Lancashire and Liverpool City Region.
- Southern Pennines – Improving the strategic East-West, multimodal connectivity between the important economic centres, assets and ports within Liverpool City Region, Greater Manchester, Cheshire, Sheffield City Region, East Riding and Hull and Humber, as well as cross-border movements to the Midlands.

LJLA are supportive of the intent of TfN's Strategic Transport Plan, however interventions that would make noticeable improvements in transport access for LJLA are at best in the later phases of Northern Powerhouse Rail and the Strategic Transport Plan's other potential Interventions.

Devolution

In November 2015, the LCRCA secured a Devolution Agreement with Government, securing £900m of funding over a 30 year period, and brought together other funds into a Strategic Investment Fund (SIF). The Agreement also brought with it the devolution of powers and responsibilities from Government.

As part of the Government's devolution agenda, Liverpool City Region has entered into a Devolution Deal which allows the City Region to control certain budgets and services in exchange for having a directly elected mayor.

One of the key outcomes of the devolution deal that will impact upon surface access to LJLA is a transfer of powers to Merseytravel, giving them the ability to franchise bus services in the city region, subject to necessary legislation and local consultation. In 2016, Arriva, Stagecoach and Merseytravel signed an agreement to deliver more than £25m worth of investment in bus services in year one of a five year partnership, for the benefit of existing passengers and in a bid to attract new ones. Merseytravel are currently assessing the merits of continuing with the existing bus alliance, introducing an enhanced partnership or introducing franchising.

In addition, the devolution deal gives Merseytravel the ability to bring rail stations into local ownership, enabling easier delivery improvements and consistency of service provision which could benefit passengers travelling to the Airport via Liverpool Lime Street or South Parkway stations.

Climate Emergency

In May 2019 the Liverpool City Region Combined Authority declared a climate emergency and reiterated commitments including: £460m of investment in new trains for the Merseyrail network; the provision of the cleanest bus fleet outside London, with 70% of vehicles being low emission and 25 zero emission hydrogen buses arriving in 2020; and a £16m 600km walking and cycling network. These steps taken to address the climate emergency will support the efforts of this ASAS to increase sustainable access to the airport.

Williams Rail Review

The Williams Rail Review was established in September 2018 to look at the structure of the whole rail industry and the way passenger rail services are delivered. The review will make recommendations for reform that prioritise passengers' and taxpayers' interests. Findings of the rail review are due to be made public in early 2020 and LJLA will continue to work with the rail industry to promote improved connectivity and ticketing product availability for LSP and the Airport.

High Speed Rail (HS2)

HS2 is a new high speed railway that will form the backbone of Britain's rail network. HS2 will run between London Crewe by 2027 and then link to Manchester and Leeds from 2033. HS2 trains will serve Liverpool Lime Street and Runcorn stations. These will become 'integrated high speed stations', where passengers can catch HS2 trains and access the high speed network to the south. Journey times between Liverpool and London will be over 40 minutes quicker and there will be capacity for over 15,000 passengers a day to travel on the high speed network to and from Merseyside.

The Liverpool City Region wants to deliver a world class transport network, with ambitious plans to integrate the planned HS2 route and build on the Northern Powerhouse Rail proposals for high speed east-west links into Liverpool city centre.

Highways England Road Investment Strategy 2 (draft) 2020 – 2025

The draft Road Investment Strategy (RIS2) sets out a vision for the Strategic Road Network, including the provision of a safer, more reliable and integrated network which supports the economy. The draft RIS2 sets out available investment for the next 5-year period and details the key priorities that any proposed projects will be measures against.

RIS2 aims to incentivise the integration of the strategic and local road networks, through the introduction of the Major Road Network which will help address pinchpoints that would otherwise force traffic onto the Strategic Road Network. In addition, the RIS2 commits Highways England to working in partnership with city region mayors and combined authorities, joining up the road networks across borders where appropriate.

Combined Authority Transport Plan: Facilitating Inclusive Economy

The Combined Authority Transport Plan (Liverpool City Region, June 2019) articulates the Liverpool City Region Combined Authority's vision for transport. It focuses on delivery over the short term. The Plan states that Transport can support the city region's growth priorities in three main ways:

- a. Supporting access to key growth sites, places of learning and cultural venues from home or transport hub. This is through enhanced connectivity and mobility enhancements or improved ticketing offers, to address barriers to accessing key facilities;
- b. ensuring that the city region's transformational transport oriented economic growth priorities and opportunities (e.g. its ports, airport, Northern Powerhouse Rail and High Speed 2 and the movements of freight) are clearly evidenced and exploited in a way that supports our people, communities and businesses; and
- c. Ensuring that these transport and growth interventions support the Combined Authority's inclusive economy agenda, through primarily by providing better connectivity to job opportunities, but also through contributing to a radical reduction in emissions and improving levels of equality, health and wellbeing.

The Transport Plan identifies LJLA as vital to supporting both the city region, and Transport for the North's strategic priorities, in enhancing connectivity to support the rebalancing of the country's economy and notes that the airport needs better local, regional and cross-border bus and rail linkages to support inclusive growth and increase the proportion of surface access trips made by non-car modes.

Surface access to the airport is highlighted in the plan as being a crucial issue in maximising the airport's success and attractiveness, and in reducing the impacts associated with motorised trips to and from the airport. The Plan commits the Combined Authority to continuing to work proactively and positively with the airport to maximise convenient access to the airport, and on joint initiatives to exploit opportunities created by the reopening of the Halton Rail Curve which enhances rail access to Liverpool South Parkway from passenger catchments in North Wales and Cheshire West and Chester.

The Transport Plan includes an airport specific Priority Action (2.6), Supporting Inclusive Growth at the Airport:

The LCR will work with Liverpool John Lennon Airport and its partners to support the sustainable growth of the Airport in line with their ambitions, linked to the Masterplan. These will include

- Enhancing surface access to broader transport system through improved links to the road and rail systems, and more integrated ticketing options
- Supporting the airport's ambition to diversify into business travel and freight transit to build a sustainable future for an important regional asset.

Liverpool City Region Visitor Economy Strategy and Destination Management Plan

The Visitor Economy Strategy (2014) sets out targets for growing the impact of the visitor economy and provides a clear rationale for investment. The strategy aims to increase the annual visitor impact on the ICR to £4.9 billion (up from £3.6 billion in 2013). The strategy highlights the importance of LJLA to the visitor economy and supports the growth of LJLA. The Strategy identifies the provision of new

air routes as key to meeting value of tourism growth targets and notes the importance of implementing the Surface Access Strategy.

Liverpool City Region Long Term Rail Strategy

Liverpool City Region's Long Term Rail Strategy: Converting Strength to Lasting Long Term Economic Growth (2014) sets out the role that an expanded rail offer can play in facilitating forecast accelerated economic growth of the City Region. The Strategy notes that there are no through-trains between Liverpool and North Wales and includes a commitment to progress the Halton Curve project to provide a link between LSP and Chester⁵. In addition, the Strategy aims to extend Merseyrail services between South Parkway and Airport / Speke / Runcorn, identifying the requirement to *"create a direct fixed rail link to Liverpool Airport, Speke and beyond, served by Merseyrail-type trains and with connections at LSP"*. The strategy commits to undertake optioneering and demand studies to look at the potential for a new rail link to Liverpool Airport and Speke.

Liverpool City Region Bus Strategy

Liverpool City Region's Bus Strategy: Changing the way we do bus (2016) sets out the importance of bus to the LCR, noting that bus accommodates over 136 million passenger journeys each year in the ICR accounting for almost eight out of ten trips by public transport. The Bus Strategy aims to allow factors influencing bus provision and use to be considered in a co-ordinated way, to maximise efficiency and deliver better outcomes for customers, adopting an end-to-end, whole journey approach.

The Strategy identifies six themes for delivery:

- 1) Developing the Network – Providing a simple, easy to understand integrated network that serves key destinations and enables growth. Stabilising the network, ensuring that changes are consulted on and communicated well in advance.
- 2) Optimising Bus Punctuality and Reliability
- 3) Improving Customer Experience On-Bus – including investment in new, high quality fleet, on-board technology and increased capacity
- 4) Improving Customer Experience Off-Bus – focusing on enhancing information provision, customer interaction and facilities
- 5) Growing the Market - making bus a mode of choice
- 6) Ticketing and Fares - simpler, easier to understand, customer focused, and smarter ticketing / fares offers.

Liverpool City Region Local Journeys Strategy

The Local Journeys Strategy provides a framework for guiding the development of services and infrastructure that support sustainable short trips across the LCR. The Strategy recognises that sustainable transport (in particular walking and cycling) improves connectivity and facilitates easy access between key destinations and improves journey time reliability and aims to increase more sustainable local journeys. The strategy focuses on placemaking and connectivity, including the need to improve connections to and from LJLA.

⁵ The Halton Curve project has since been completed and Transport for Wales are operating direct rail services between North Wales and LSP.

The Local Journeys Strategy will be implemented through the Liverpool City Region Combined Authority Local Cycling and Walking Infrastructure Plan, which is currently under development. The Plan will set out a strategic approach to developing a cohesive network of high standard active travel routes across the region.

Local Transport Plans

The Merseyside Local Transport Plan 3 (LTP3) *A New Mobility Culture for Merseyside* identifies Maximising Sustainable Accessibility as one of seven strategic objectives that help to deliver the vision of the Core Strategy: *A city region committed to a low carbon future, which has a transport network and mobility culture that positively contributes to a thriving economy and the health and wellbeing of its citizens and where sustainable travel is the option of choice.* The Core Strategy supports LTP schemes and programmes including improving access to LJA. The Plan provides support for the development and implementation of the Airport Surface Access Strategy, including work with private sector on the long term aspirations for the development of the Eastern Access Corridor to the Airport.

Halton council's LTP3 (2011) *Providing for Halton's Needs* notes that LJA has proven to be a catalyst for regeneration in the region and aims to support further Airport growth. The LTP specifically endorses a number of projects which will improve linkages to LJA, including:

- The Eastern Access Road;
- The Halton Curve (opened in 2019); and
- The Mersey Gateway (opened in 2017).

Annex B. Previous ASAS

The 2016 ASAS defined specific targets for (final mode) public transport use and employee single private car use. The previous targets and actual performance against them are detailed in below.

	2016 Target	2016 Results Achieved	2018 and (2020) Targets	2017 and 2019 Results Achieved
Passengers: Final mode public transport use	21%	19.6%* *2014 data	21.4% (22.4%)	18.8% *2017 data
Employees: Single private car use	54%	73%* *2016 data	69% (65%)	68%* 2019 data

The passenger public transport mode share has fallen during since the last ASAS. This is most likely to be a result of the withdrawal of a dedicated airport express bus service to LSP. Staff single occupancy car mode share targets have been exceeded, providing a sound platform for the following ASAS to build upon.

Key Changes since the 2016 ASAS

Since the 2016 ASAS LJLA has been through a period of expansion with increasing passenger volumes and an increase in flights and destinations served. This section provides a summary of the key changes that have occurred since the last ASAS was published.

Transport for the North

Transport for The North (TfN) have published their Strategic Transport Plan which supports significant investment in strategic and local transport networks to rebalance the country's economy and establish the North of England as a global powerhouse. The Plan includes transformational investment in road and public transport networks and targets the introduction of contactless ticketing across public transport networks in the north within four years. Further details regarding TfN are included in Annex A.

Merseytravel Bus Alliance

As part of the increased powers for the LCR under the devolution agreement signed in 2015, Merseytravel, Arriva and Stagecoach signed a formal alliance agreement in 2016 to deliver an improved bus network, focusing on the Customer Experience, Network and Punctuality and Ticketing. Merseytravel recognise the importance of LJLA as a key driver for economic growth in the region and are now empowered to positively influence connectivity to the Airport.

LJLA Masterplan to 2050

LJLA updated their Master Plan in 2018. The Master Plan sets out a 2030 Vision 'to be the Airport our Region Loves', focussing on the passenger experience, investment in staff and best in class performance. Further details regarding the Master Plan are included in Annex A.

LJLA Services and Facilities

Since the last issue of the ASAS, the Airport now handles over 5 million passengers per year with flights to over 70 destinations in the UK and across Europe, with 1 million more passengers now choosing to use Liverpool compared to five years ago.

It is the award winning Faster, Easier, Friendlier Airport of choice for passengers from across the region and is recognised for its relaxed, hassle free environment and best in class operational performance, including the UK's only 5-star airport rating for flight punctuality, complimented by recent investments to improve passenger facilities and deliver an enhanced customer experience, with positive passenger feedback now at an all-time high.

In addition, the following changes have been made in alignment with the actions set out in the previous ASAS:

- Public transport information on the LJLA website has been improved and is regularly updated
- Improvements to the hackney cab service provision at LJLA, with all hackney drivers working on the rank, having to be approved to work at the Airport and with a taxi marshaller employed for most of the day to oversee the operation of the rank and to ensure high standards of customer experience.
- Establishment of discount bus tickets through Arriva Travel Club for all Airport employees
- Installation of additional cycle shelters for employees
- Public transport options and improvements are regularly communicated to airport employees
- SmartWall ticket machine and information screen is being progressed in partnership with Northern Railway and should be implemented in due course.

Unfortunately, due to budgetary pressures for Liverpool City Council tourism spending, funding for the Airport Information Desk has been withdrawn and the service is no longer operational.

Integrated Ticketing

Through ticketing for rail and bus access via LSP to LJLA and associated marketing has been re-established since the last ASAS and the National Express link to LJLA has been re-established via Liverpool One and onward Arriva connections.

Bus Connectivity

Key changes to bus connectivity to LJLA include:

- Extended operating hours for the 86A local bus service (now 24 hours).
- Successful launch of the new Arriva Click on demand service

Airlink 500 Bus Service

A key success of the previous ASAS was the introduction of an improved branded 500 service providing a fast link between LJLA and LSP. This service was since merged with the 82A local bus service, but will be reintroduced in March 2020, linking LJLA to the city centre. The reintroduction of this service is a key win for LJLA, however the new service will not call at LSP. As a result, there is no longer an express airport service from LSP.

The loss of a branded express airport service from LSP is detrimental to the passenger experience and is a key weakness in the connectivity of LJLA and the ability to increase public transport mode share to the airport.

Rail Infrastructure and Connectivity

Extensive engineering work has been undertaken in recent years to upgrade Liverpool Lime Street rail station and add new platforms as well as to renew signalling between Weaver Junction and Liverpool. This disrupted train services through Liverpool South Parkway at times. In December 2019 a new station (Warrington West) station opened, providing direct connectivity to LSP.

The Halton Curve has been upgraded and reopened to provide a link between the North Wales Coast Line and Liverpool section of the West Coast Main Line. This means that Transport for Wales services are now operating between Chester and LSP, increasing the regional connectivity of LJLA. This service has proved hugely successful with over 200,000 passengers using the service between May 2019 and February 2020, prompting further service enhancements from December 2022.

In addition to the above, Liverpool to Birmingham trains have now been extended to continue onward to London and operating hours have been extended, further increasing connectivity via LSP. However, Transpennine express services have now been transferred to the Chat Moss Line and no longer call at LSP.

Rolling Stock

There are significant improvements in rolling stock planned during the lifespan of this ASAS. Improvements include:

- 101 Brand new Northern Rail trains being introduced, plus refurbishment of the existing fleet. To date, over 50% of current fleet have been refurbished and the first phase of new trains have entered service.
- New state-of-the-art trains will enter the Merseyrail fleet from 2020, increasing the capacity of the services, while also providing more space for luggage.
- Avanti West Coast will introduce new electric rolling stock in 2022 and the existing pendolino fleet will be refurbished.
- Avanti west coast's fleet of Pendolinos will remain in Liverpool for a full refurbishment and they will be phasing in new trains on the wider network over the next few years.

Service enhancements

- New Northern Rail trains will increase speeds and reduce journey times between Manchester and LSP
- Avanti west coast have plans to increase services between London and Liverpool Lime Street, doubling the frequency to half-hourly in December 2022. At this time they will also introduce an hourly connection between LSP and London Euston.

- Transport for Wales will introduce a new Liverpool to Llandudno and Shrewsbury service (1 train per hour) and a direct between Liverpool and Cardiff (1 train every 2 hours from December 2022).

Road Infrastructure

The Mersey Gateway bridge was opened in October 2017, creating a new strategic transport route linking the LCR and the North West to the rest of the country. However, the existing Silver Jubilee Bridge has been closed for refurbishment and is due to reopen in 2020.

Annex C. Connectivity

Bus and taxi services provide the existing public transport connections to LLA. Six bus services call at the Airport. With the exception of the 3A service, all bus connections to the Airport are operated by Arriva. Operating hours⁶ and mid-day frequencies are detailed in Table 3.

In 2006 Liverpool South Parkway (LSP) station was opened as an interchange station serving the Airport. LSP provides onward connections within the North West and further afield to destinations such as Birmingham and Norwich. A summary of services calling at LSP is provided in Table 4.

- In 2017, public transport accounted for 19% of all passenger journeys from the Airport and in 2019 it accounted for 13% of staff journeys to / from the Airport.

⁶ Operating hours displayed reflect the first arrival at, and last departure from, the Airport.

Table 3: Bus Services at LJLA

Service	Route	Via LSP ⁷	Monday – Friday		Saturday		Sunday	
			Operating Hours	Mid-day Frequency	Operating Hours	Mid-day Frequency	Operating Hours	Mid-day Frequency
500	City Centre – Airport ⁸	N	03:59 – 01:09	30 minutes	03:59 – 01:09	30 minutes	03:59 – 01:09	30 minutes
82A	City Centre – Airport ⁹	N	04:57 – 23:14	30 minutes	05:57 – 23:14	30 minutes	05:57 – 21:44	30 minutes
80A	City Centre – Speke	Y	06:05 – 00:47	20 minutes	06:20 – 00:45	30 minutes	07:00 – 00:44	20 minutes
81A	Bootle – Airport	N	05:44 – 20:52	20 minutes	06:03 – 18:55	30 minutes	No service	N/A
86A	City Centre – Airport (via Garston)	Y	04:58 – 00:43	12 minutes	05:09 – 00:43	15 minutes	05:10 – 00:43	15 minutes
89	St Helens – Airport	N	05:40 – 00:09	20 minutes	05:40 – 00:09	20 minutes	08:50 – 00:09	30 minutes
3A ¹⁰	Huyton Industrial estate – Airport	N	04:17 – 21:31	Hourly	08:15 – 18:44	Hourly	No service	N/A

⁷ Denotes services that call at LSP

⁸ Service to be introduced.

⁹ Service to be introduced.

¹⁰ Operated by Huyton Travel buses on behalf of Merseytravel

Table 4: Rail Services at LSP

Operator	Route	Monday - Friday		Saturday		Sunday	
		Operating Hours	Mid-day Frequency	Operating Hours	Mid-day Frequency	Operating Hours	Mid-day Frequency
Merseyrail	Southport – Hunts Cross (via Liverpool)	06:04 – 23:24	15 minutes	06:04 – 23:24	15 minutes	06:08 – 23:09	30 minutes
West Midlands Trains	Liverpool – Birmingham & London (via Crewe, Stafford & Wolverhampton)	06:20 – 20:15	30 minutes	06:20 – 20:15	30 minutes	06:20 – 20:15	30 minutes
Transport for Wales	Liverpool - Chester	07:27 – 23:23	Hourly	07:13 – 22:29	Hourly	09:04 – 23:29	Hourly
Northern Rail	Liverpool – Manchester (via Warrington)	06:04 – 23:53	15 minutes	06:04 – 23:53	15 minutes	08:31 – 22:40	30 Minutes
East Midlands Railway	Liverpool – Norwich (via Warrington, Manchester, Sheffield, Nottingham and Peterborough)	06:58 – 21:47	Hourly	06:58 – 21:47	Hourly	13:03 – 21:26	Hourly

Active Travel

Active travel is a free, healthy and environmentally friendly way of accessing LJA and is best suited to staff living in close proximity to the Airport who can travel unencumbered by luggage. 32% of Airport employees currently live within 4 miles of the Airport. LJA is well connected to local residential areas by a network of footways, local cycle routes and National Cycle Network route 62.

LJA has a number of existing facilities for cyclists, including eight cycle storage lockers located outside the multi-storey car park and a further 4 lockers for employees at the Staff Admin Offices. In addition, there are an additional 39 cycle racks at the Airport which accommodate both passenger and staff cycle parking. There are 13 showers on site, 11 of which are designated for Airport staff and 2 for Swissport staff.

The Airport has also recently worked with consultants through the Liverpool City Region Cycling and Walking to Work Fund (funded by the Department for Transport Cycling and Walking to Work Programme Pilot Fund), providing employees with personalised cycling and walking postcode maps to highlight the ease of access to work for those employees who live closest to the Airport and to encourage greater use of cycling and walking to work.

- In 2017, active travel accounted for 7% of all passenger journeys from the Airport and in 2019 active travel accounted for 8% of staff journeys to / from the Airport.

Taxi and Rideshare

Liverpool houses England's largest hackney carriage fleet outside London and the city is also home to some of the world's largest private hire operators. Uber has had an increasing presence in the city and now accounts for just under 30,000 trips to the airport per annum. Taxis and rideshare services are a key element of connectivity between the Airport and Liverpool City Region and provide vital services to support early morning and late night staff and passenger movements when public transport services are less frequent.

There is a hackney cab rank located directly outside the entrance to the Airport terminal. Many of the hackney cabs serving Liverpool Airport now permit payment by debit or credit card providing a more convenient service for Airport users. There are taxi marshalling operations at LJA.

Any customers using private hire taxis should be picked up / dropped off in the designated pick up/drop off car parks.

- In 2017 Taxis (including Uber) accounted for 0% of all staff journeys from the Airport and in 2019 taxis accounted for 2% of all staff journeys to / from the Airport.

Car Parking & Passenger Drop off

Speke hall Avenue and Hale Road provide the primary road links to the Airport, with Speke Hall Avenue linking to the A561 Speke Boulevard which in turn provides connections south to Runcorn and the M56 and north towards Huyton and the M57 and M62.

There are currently circa 7,749 car parking spaces at Liverpool Airport. These are broken down as follows:

- Long Stay: 3,761 spaces
- Multi-Storey: 778 spaces
- Premium Car Park 202 spaces
- Park Smart 2,508 spaces
- Staff car park c. 400 spaces
- Admin car park 100 spaces

Onsite parking offers high levels of security, with high-tech CCTV systems, electronically controlled entry and exit barriers and 24/7 monitoring. In terms of the commercial offer, LLA provide a range of options to customers, guaranteeing the lowest car parking prices in comparison to offers made elsewhere.

An additional 180 drop off spaces are provided, 90 in the express drop off for which there is a minimum £3 charge and 90 in the free drop off section where no charge is levied if the duration of stay is less than 40 minutes.

Accessibility

LLA recognises the importance of providing a seamless journey experience for individuals with special needs and provides additional facilities and employs a dedicated service provider to deliver assistance services.

The Airport's vision is to be the North of England's most accessible airport and it will also continue to focus on the needs of those passengers who are often deterred from travelling by air due to a range of disabilities, continuing to look at what more can be done to give those passengers with hidden disabilities greater opportunities to travel by air.

Public Transport

The majority of buses in Merseyside are fully accessible and specially designed for people who are less mobile. This includes:

- Wide doors;
- Low entrances (some buses "kneel" and have extending ramps to make them even easier to get on and off);
- Flat floors, no steps;
- Plenty of bright, colour contrasting easy grip handles; and
- Priority seats for people with mobility difficulties.

The bus stops at LLA are situated directly in front of the terminal entrance, have raised kerbs for easier boarding / alighting and provide level access to the terminal.

LSP includes a number of features designed to support passengers with special needs, including accessible ticket counters, induction loops, step free access to all areas of the station and a drop off area for people with mobility impairments. All train services to LSP are wheelchair accessible.

There are numerous accessible taxis operating in Liverpool, both private hire and Hackney. The Airport taxi rank is situated immediately to the north west of the terminal and provides level access to the Airport terminal building.

Blue Badge Parking

Accessible parking bays for blue badge holders are provided in all Airport car parks with the exception of ipark. Accessible parking bays are also provided in the express drop off / pick up area.

Assistance Services

Additional assistance services for those who need them. These services include:

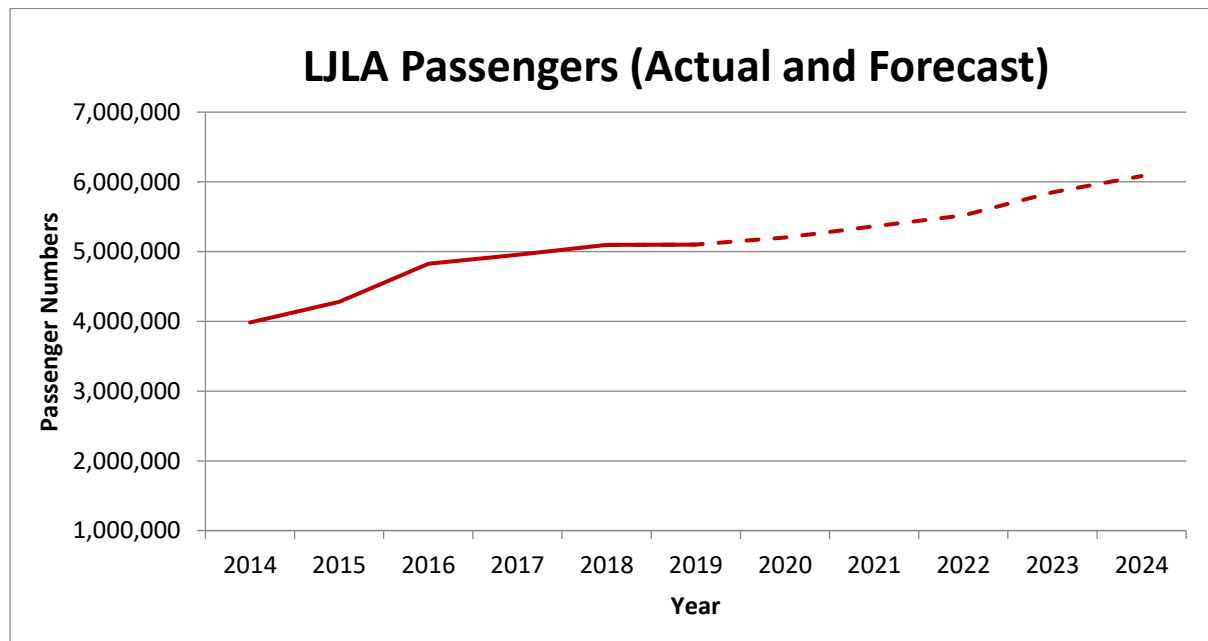
- Assistance with lifting baggage and / or mobility equipment on and off bus / taxi services and out of vehicles;
- Transit to and from the car park;
- Assistance through the Airport terminal, including moving to toilets, retail facilities, check-in and retrieving baggage;
- Assistance boarding and alighting from aircraft

Passengers are asked to pre-book assistance services, however these services are made available to those who have not booked in advance, subject to availability of staff and physical resources such as Airport wheelchairs etc.

Annex D. Airport use and User Research

This section makes use of both CAA survey data and Merseytravel research, predominately focusing on the “last leg” of travel to the Airport to identify gaps and opportunities for service provision. CAA survey data has a relatively high sample rate and provides comparable data for previous years. While the Merseytravel research sample rate is lower, the research allows us to explore more detailed themes and differentiate between use of the two key public transport links to the Airport – City Centre bus and bus from LSP.

Passenger numbers and forecasts



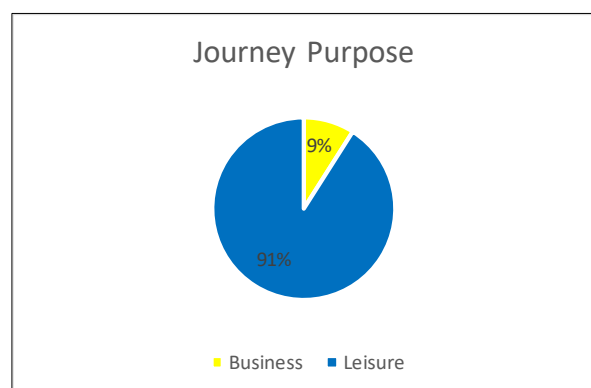
Source: CAA data and LJLA.

Total passenger volumes have continued to increase since the change of ownership and revised growth strategy introduced in 2014.

- **Passenger volumes are forecast to increase to 2024 (and beyond), resulting in a 26% increase (1m extra passengers) between 2019 and 2024.**

Journey purpose

In 2017, 91% of all passenger journeys from LJLA were undertaken for leisure purposes. People travelling for leisure purposes will often be carrying large suitcases and the predominance of leisure travel to / from LJLA underlines the importance of providing suitable public transport connections with space for luggage.

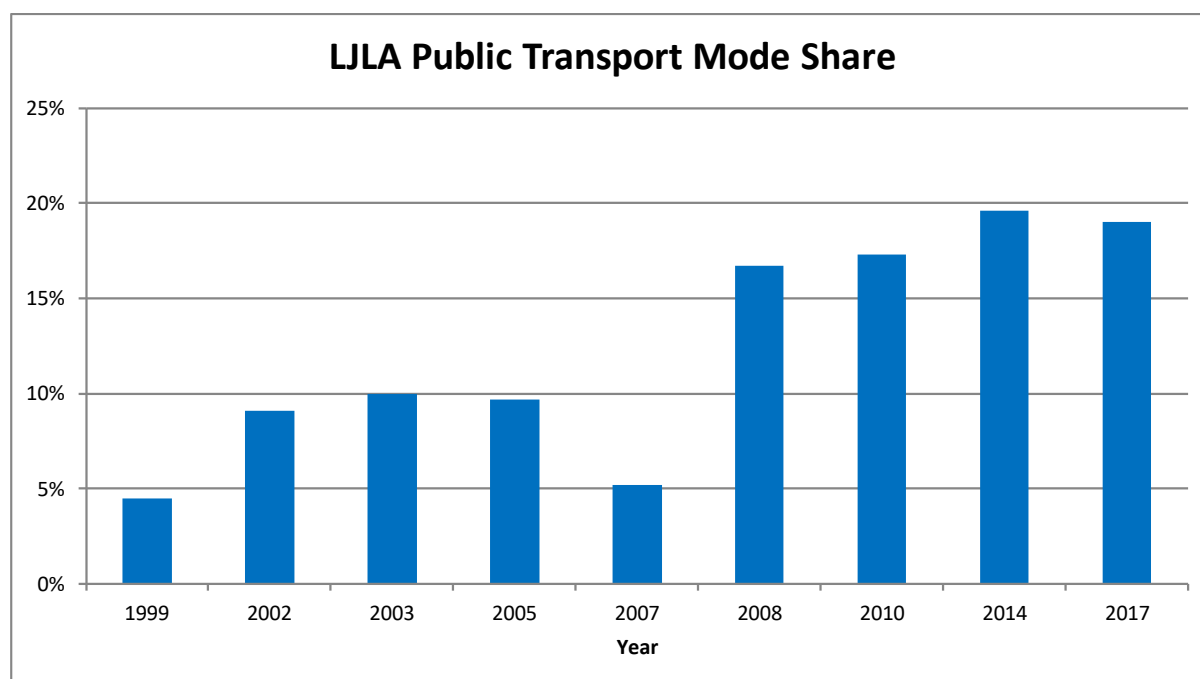


Source: 2017 CAA passenger survey data

Passenger origins

Key origins for LJLA passengers include Merseyside (48%), Cheshire (14%), Greater Manchester (11%), Lancashire (11%) and West Yorkshire (3%). North, South and West Yorkshire combined account for 7% of all LJLA passenger origins and 23% of the passengers from this area access the Airport by public transport. While the majority of passengers currently come from the north of England, increasing connectivity to north Wales and to the south of England through LSP provides an opportunity to generate additional passengers from these areas.

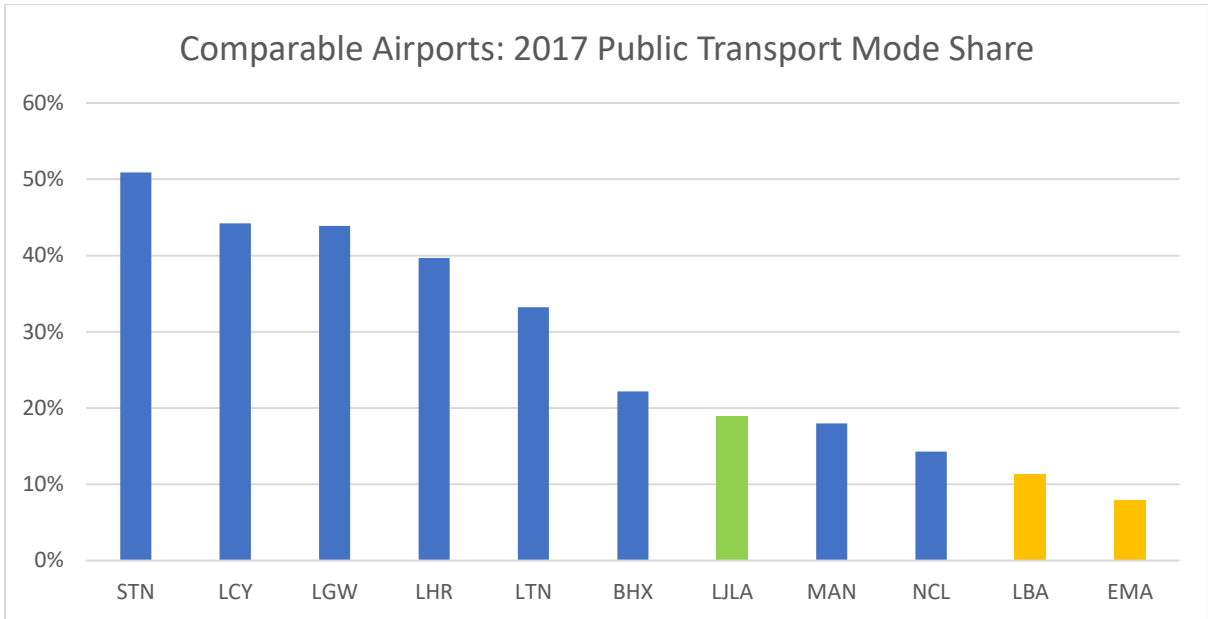
Public Transport Mode Share



Source: 2011 ASAS & CAA data

The public transport mode share of passengers travelling to / from LJLA has increased significantly over the past 15 years. There is a clear step change in mode share in 2008 which is likely to have resulted from the construction of LSP and opening of this link. LSP opened in 2006 therefore it would be reasonable to expect that increased public transport mode share would have been reflected in 2007 however this data appears to be somewhat of an anomaly and may have resulted from network disruption, or issues with the survey methodology.

Public transport mode share from 2008 shows a distinct upwards trajectory, leading to the 2014 figure of 19.6% public transport mode share which is significantly greater than that of LJLA's closest rivals. Since 2014 the mode share trajectory has flattened with the 2017 mode share being 18.9%. Significant improvements to bus services are likely to be required to further increase public transport mode share.



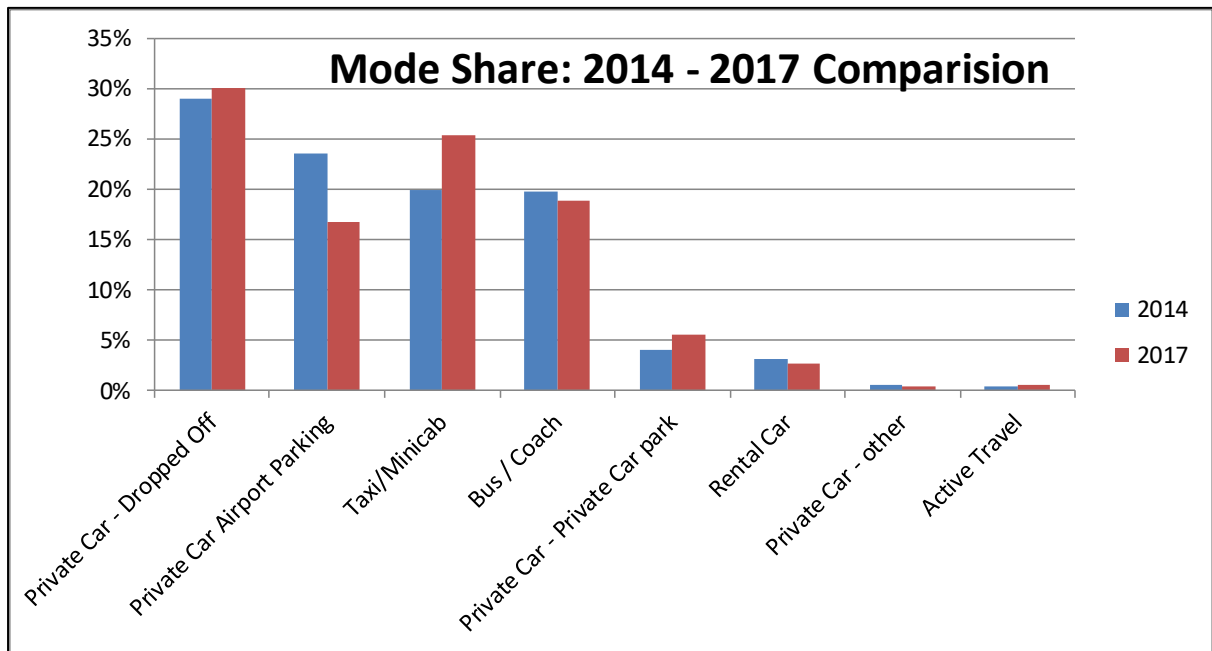
Source: CAA passenger survey data 2017

Blue = Airports with fixed rail links

Orange = Airports without fixed rail links

Green = LJLA

Of the 11 Airports in England included in the 2017 CAA data set, LJLA has the seventh highest public transport mode share. All Airports with higher public transport mode shares have direct fixed rail links, highlighting the step change in mode share that can be realised with this provision.

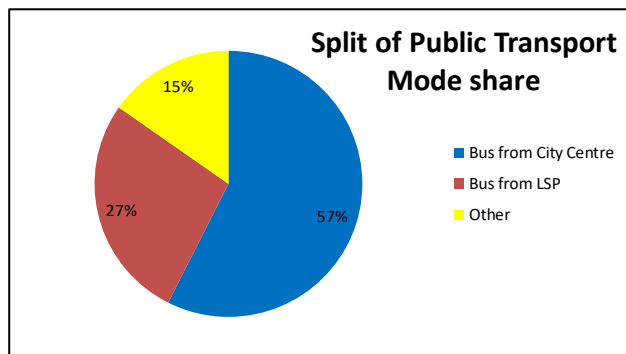


Source: CAA passenger survey data

Passengers being dropped off at LJA from private cars account for the highest proportion of trips to / from the Airport (30%). For every drop off at the Airport by a private car, two car trips are made making this the least desirable mode of access to the Airport. Overall, private car trips recorded a 51% mode share of trips to / from the Airport in 2014; which represents a 6% decrease from 2014 data, with increasing mode shares for taxi, minicab and Uber. Of all passengers who drove to the airport and parked their vehicles, just 74% used airport parking, with the remaining 26% using private car parks elsewhere. This is a concerning reduction in the share of airport parking since 2014 (84%) and represents an overall decrease in airport parking use of ~85,000 vehicles per annum.

The next highest mode shares are taxi / minicab / Uber and bus / coach use. Taxi / Minicab / Uber accounted for 25% of all trips to the airport in 2017; representing an increase of almost half a million trips by this mode. Conversely the mode share of bus / coach has fallen slightly since 2014, albeit the total number of passengers using this mode has increased due to the increased overall use of the airport.

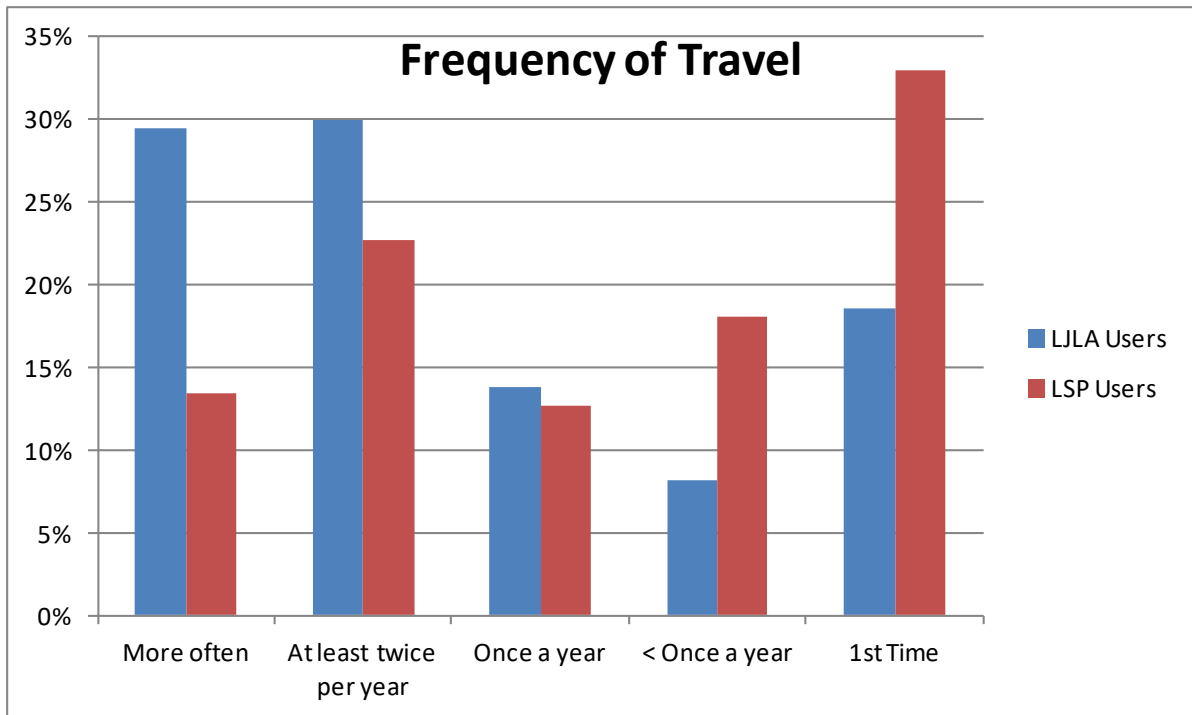
Research undertaken by Merseytravel in 2014 provided further insight into the split of public transport mode share between the key links to the Airport. In 2014, 57% of all public transport users travelled to LJA using a bus service from the city centre and 27% of public transport users used a bus service from LSP.



Source: Merseytravel Research, LJA Study.

Frequency of Travel

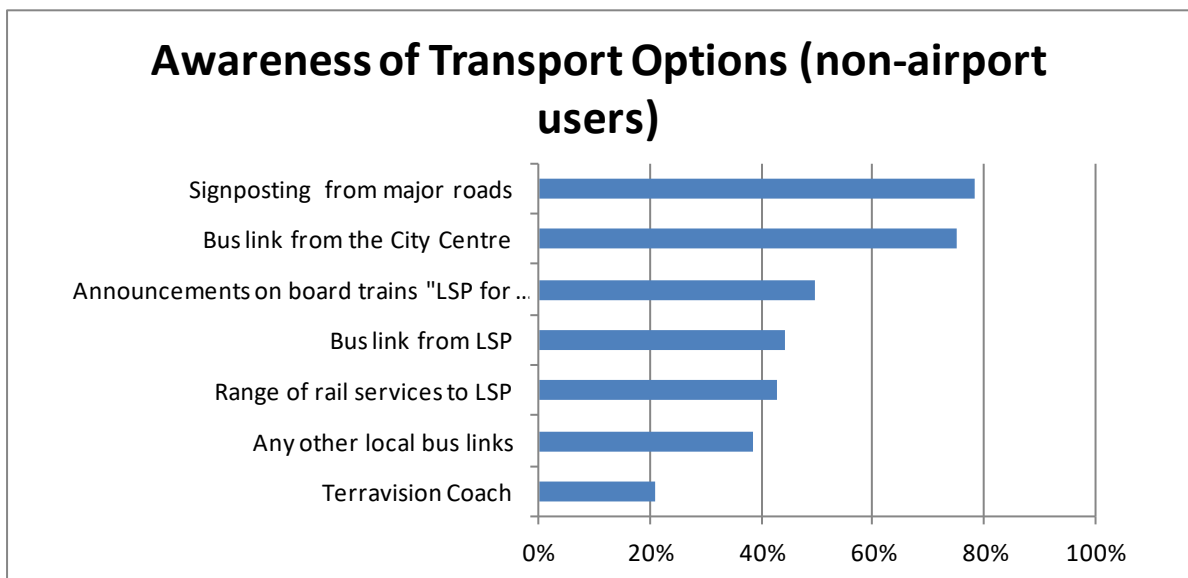
In 2014, approximately 60% of LJA users used the Airport twice a year or more often, compared to just 36% of LSP users. 19% of these surveyed at the LJA were using the Airport for the first time, in comparison to 33% surveyed at LSP.



LSP users tend use the Airport less frequently and will therefore be less familiar with travel arrangements. This emphasises the relative importance of information, signage, ticketing and other elements that can make unfamiliar journeys easier and reassure passengers using this link.

Awareness of Transport Options

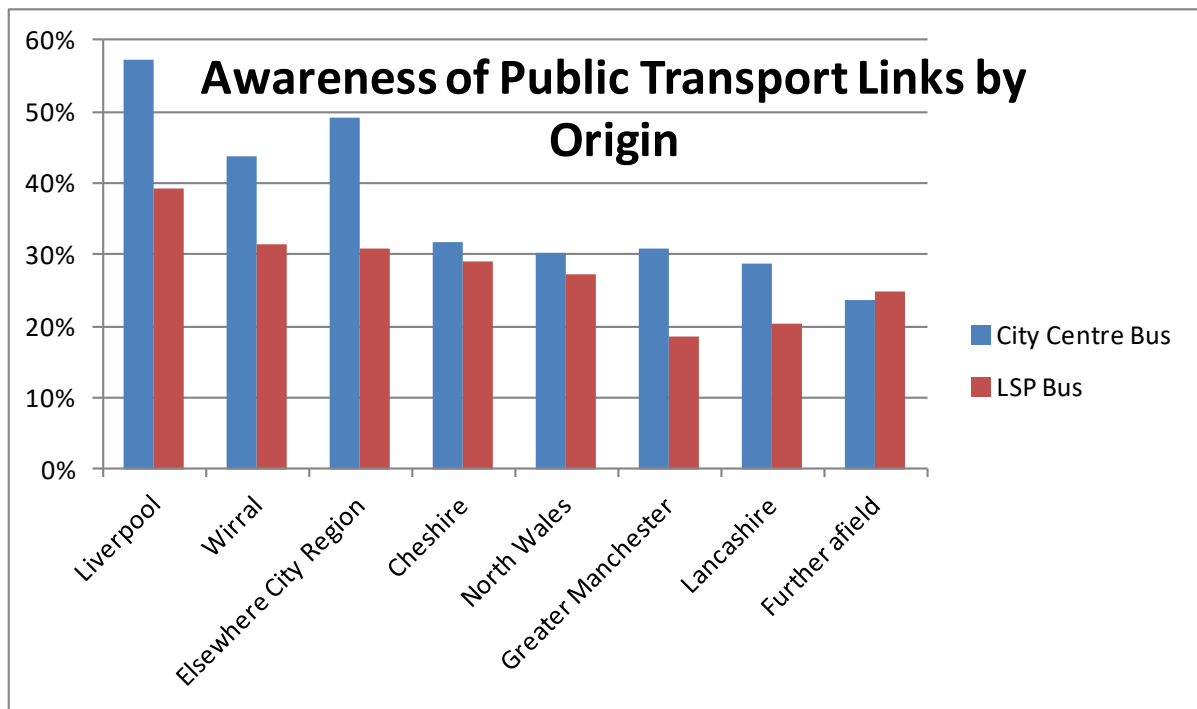
Research undertaken by Merseytravel in 2014 included surveys of non-LILA users resident close to the Airports hinterland. These surveys included questions regarding awareness of Airport connectivity and can be used to identify areas of focus for transport marketing efforts. Due to the “local” nature of these respondents, a high level of familiarity with many of the Airport links would be expected.



High levels of awareness of signposting from major roads and the City Centre bus were recorded (78% and 75% respectively). Awareness of LSP links, including the bus link, rail services and announcements,

was significantly lower, ranging from 50% for announcements to 43% for the range of rail services. LSP is likely to be of less importance to local residents than the city centre bus link however the low levels of awareness suggest that there is a requirement to increase promotion of the link. Awareness of the Terravision coach service to Manchester was particularly low, but this is to be expected as it is unlikely to be of relevance to local residents.

Surveys of LJA users allow a comparison of awareness of the bus link from the city centre and the bus link from LSP.

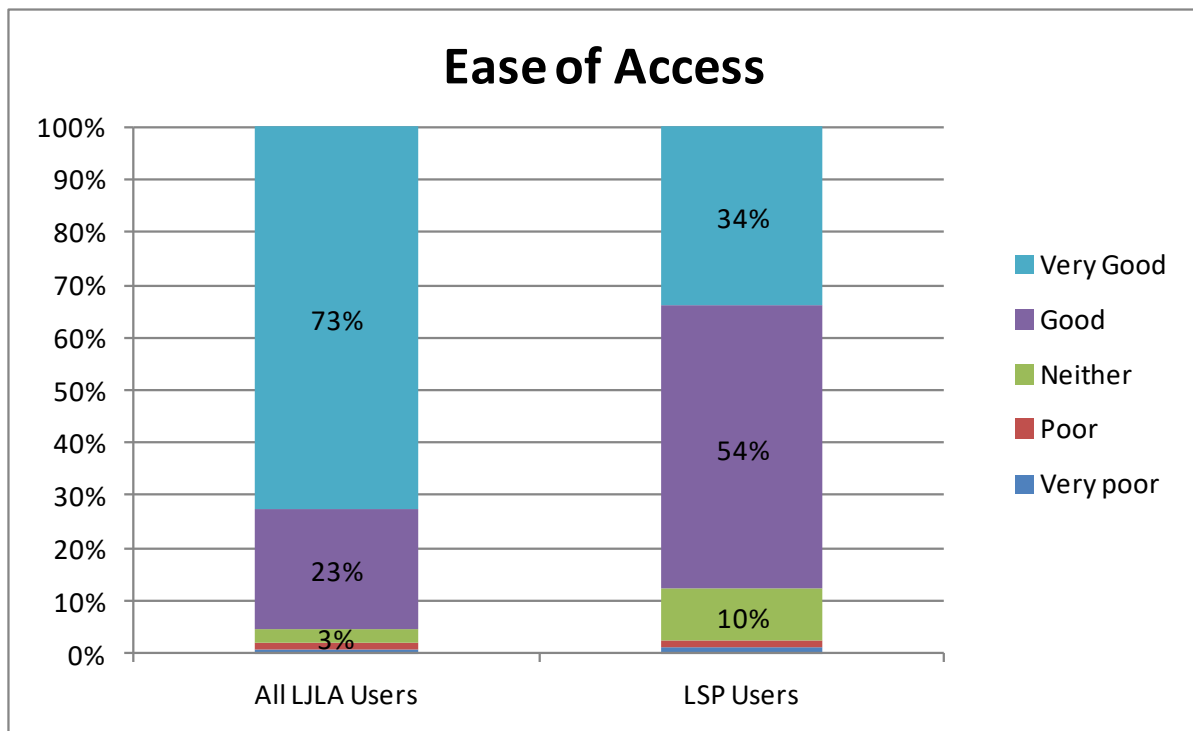


Source: Merseytravel LJA users research

Unsurprisingly, for those areas closest to the Airport, which are best served by the local bus network, the relative awareness of the city centre bus link is highest. Awareness of the links is more equal for respondents with journey origins further from Liverpool. The most significant differences between awareness beyond the City Region are identified with residents from Greater Manchester and Lancashire. Awareness of the City Centre bus is a full 12 percentage points greater than that of the bus link from LSP for respondents travelling to / from Manchester. This is surprising given the direct and frequent train services from LSP to Manchester and suggest that there is some scope for targeted marketing and information.

Ease of Access to LJLA

Merseytravel surveys asked LJLA and LSP users to rate the ease of access of the Airport.



Overall, LJLA users and LSP users expressed high levels of satisfaction with the ease of reaching the Airport. 95% of LJLA users and 88% of LSP users rated this as good or very good. While the overall score is very positive, this does mask significant disparities; 73% of LJLA users rated ease of access as very good, in comparison to just 34% of LSP users.

Ease of access is a highly relevant measure as it captures the entire journey experience, from pre-trip information to physical connections, ticketing and signage etc. Ease of access can be used as a Key Performance Indicator to measure the success of this ASAS and identify areas where greater focus is required. LJLA should aim to maintain or increase the current high levels of overall satisfaction and specifically to increase the proportion of LSP users rating the ease of access to LJLA as very good.

Annex E. Staff

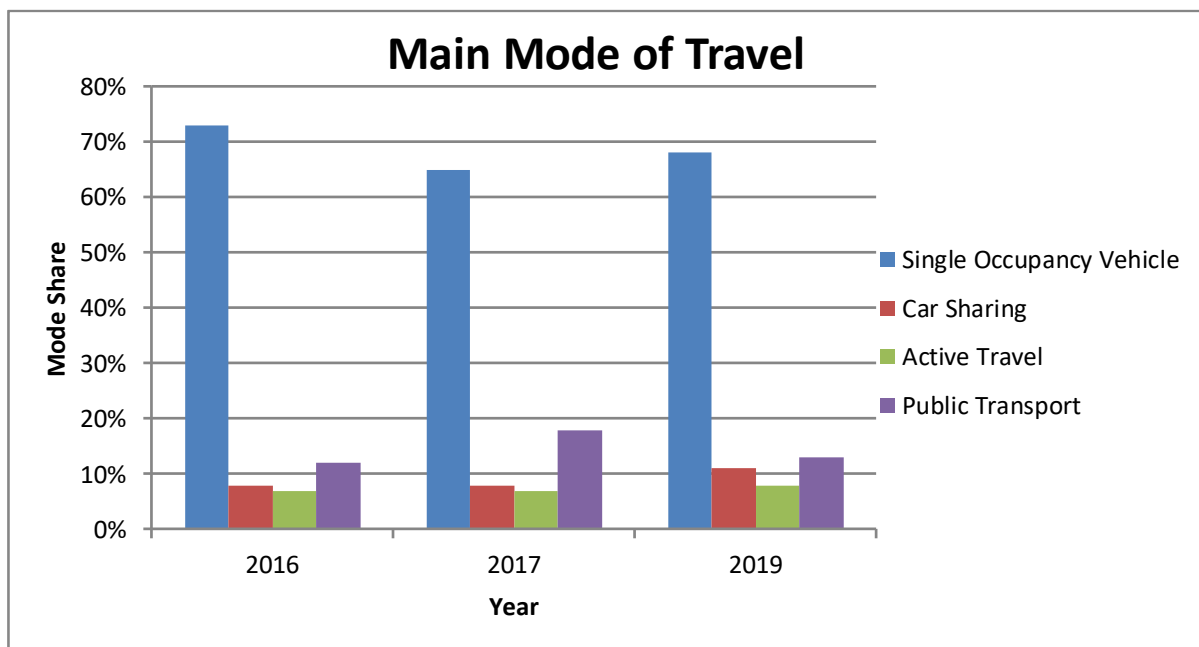
Survey results & trend

LILA have undertaken staff surveys in 2016, 2017 and 2019 which provide a good evidence base for identifying trends and measuring progress against the relevant targets and KPIs.

In addition, in 2015 Merseytravel undertook a survey of employees directly employed by Liverpool Airport Company and employees of Vantage Air Traffic Services Ltd. While this data is not directly comparable as it does not include employees from other companies within the Airport grounds, key elements of feedback are drawn out in this section and have been used to inform the interventions in Section 3.

Employee Main Mode of Travel to Work.

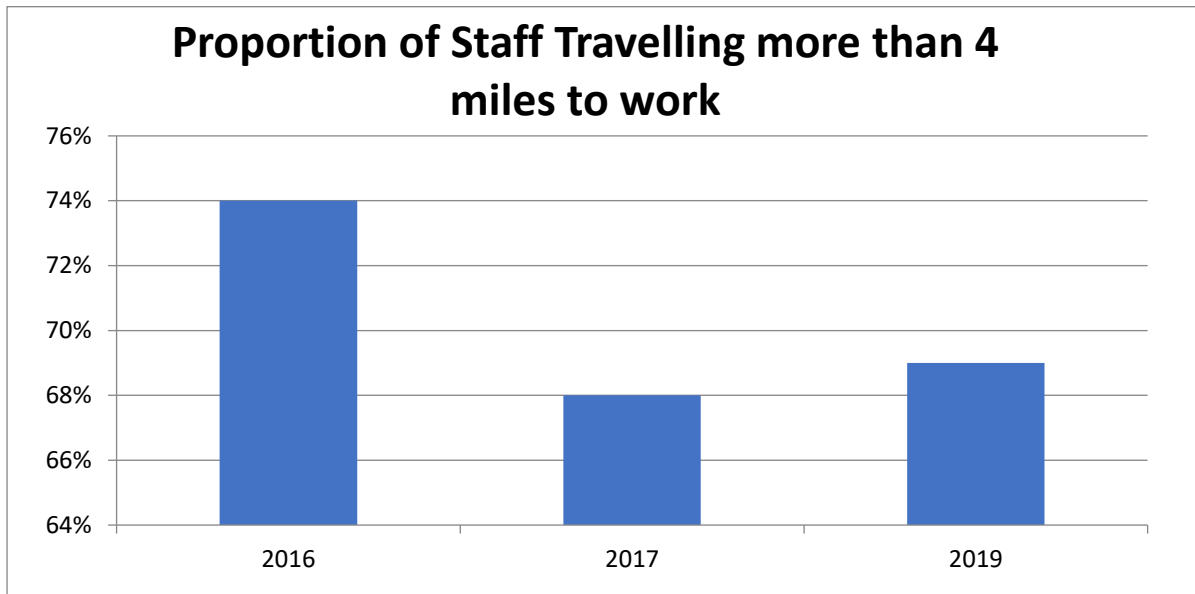
The staff survey asked employees which mode of travel covered the most significant part of their journey to work.



Single occupancy vehicle use by employees has fluctuated in the survey years and has decreased slightly in the latest survey year, from 73% in 2016 to 68% in 2019. Car sharing has increased by 3% over this period, suggesting that efforts to increase car sharing through the staff travel plan have had an impact. Active travel and public transport use by employees have also increased slightly during this period, albeit fluctuations in reported public transport use over the years may be a result of the relatively small data sample size.

Employment Catchment Area

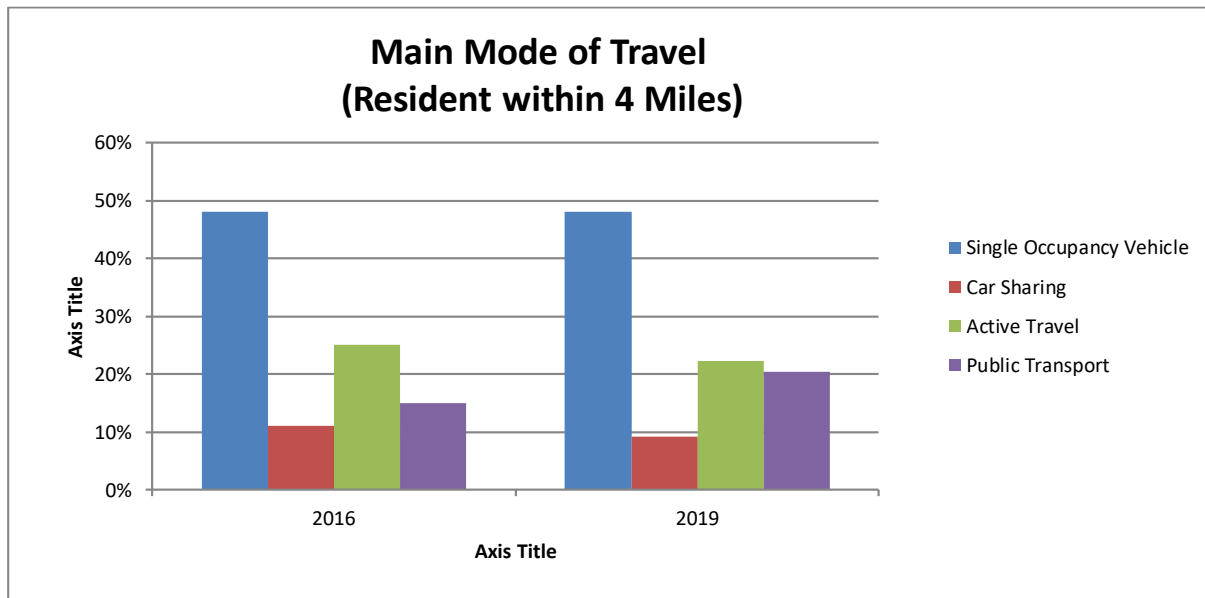
The staff survey asked respondents how far they travel to work.



There has been a moderate reduction in the number of staff traveling more than 4 miles to work, which increases the potential for active travel to be a greater component of staff travel to work.

2016	2017	2019
Distance travelled to work		
■ Up to 4 miles ■ 4-10 miles ■ 10-20 miles ■ Over 20 miles		
Mode of travel to work		
■ Single Occupancy Vehicle ■ Car Sharing ■ Active Travel ■ Public Transport		

The survey results show little changes in distance travelled to work and mode share between 2016 and 2019. 2017 data shows a small increase in the number of employees living less than 20 miles from the airport and a corresponding decrease in single occupancy car use.

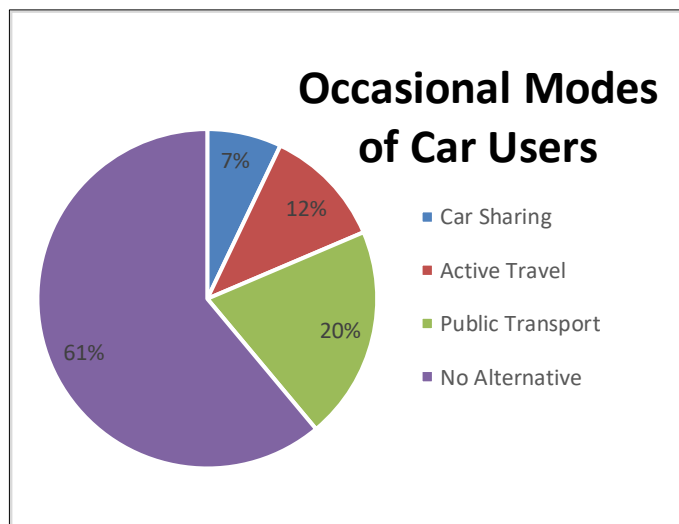


Due to the low sample size, mode share data for employees resident within 4 miles of the Airport should be treated with caution.

A key success in recent years has been the promotion of Active Travel and provision of cycling facilities at the Airport. 22% of employees resident within 4 miles of the Airport walked or cycled to work in 2019. This is a slight decrease from 2016¹¹, but remains far higher than proportions recorded prior to that.

Single Occupancy Car Users

Employees were asked what other modes of transport they occasionally use to travel to work. Of employees who usually travel in single occupancy vehicles, 7% occasionally car share, 12% occasionally walk / cycle and 20% occasionally use public transport.



61% of employees suggested that they have no alternative to driving to work on their own. This is highly unlikely and indicates that there is work to be done to promote alternative modes, including car sharing. Other key findings for this group include:

- 56% indicated that they would be prepared to car share.

¹¹ Mode share data for residents within 4 miles of the airport was not available for 2017.

- 43% of these individuals stated that help in finding someone to share with would encourage them to car share, indicating that there is considerable scope for holding “meet and greet” sessions for potential car sharers
- 8% indicated that they would use public transport if discounted tickets or passes were available at work. As discounted bus tickets are available through Arriva, this result suggests a need for further promotion.
- 5% indicated that they would use public transport if there were better connections between the Airport and LSP.

Merseytravel surveys undertaken in 2015 included a section for general comments with several responses highlighting the limited public transport options due to very early or late shift starts/ends and some respondents noting that the cost of their (taxi) journeys to work had increased as a direct result of the new drop off charges

Staff Travel Plan

The promotion of car sharing has been a key focus for the travel plan and this has had positive results with a strong increase in the proportion of employees car sharing. This proportion (11%) remains lower than that recorded in the past (17% in 2005 and 15% in 2009), suggesting that there is potential to build upon this success and increase the proportion of employees car sharing further. As a result, promoting car sharing remains a key focus for the Staff Travel Plan.

22% of employees resident within 4 miles of the Airport walked or cycled to work in 2019. This is a small decrease from 2016, but remains a significant achievement. It will require on-going work to maintain and increase this level of active travel and LJA will continue to encourage participation in events such as walk to work week and bike to work day, in addition to hosting technical events including Dr Bike sessions.

LJA are members of Merseytravel’s employers network and will continue to actively work with Merseytravel to support and host initiatives and disseminate information to Airport staff with the aim of further promoting the use of public and sustainable transport to access the Airport.

LJA currently provide the following to support staff travel:

- Discounted Arriva (bus) season tickets for staff;
- Interest free loans to purchase bicycles tax free (Cycleshare scheme);
- Provision of public and sustainable transport / travel information;
- Joint working with Merseytravel and other partners to promote specific initiatives aimed at encouraging public and sustainable travel.
- Interest free loans to purchase public transport season tickets is to be explored
- Additional shower/changing facilities in new administration building for use by all airport company employees

LJA will continue to monitor the use of facilities specifically aimed at encouraging sustainable travel by staff. This includes regular monitoring of the use and condition of cycle storage and changing facilities. LJA will increase the provision / quality of these facilities if required. In addition, LJA will reinstate dedicated parking spaces for car sharers and monitor the use of these, increasing it if necessary.

In line with the integrated approach adopted by this ASAS, specific interventions to reduce staff reliance on single occupancy car journeys are included in Section 3.

Annex F. ATF Membership

Organisations represented at the ATF include:

- Liverpool John Lennon Airport
- Merseytravel
- Bus Operators:
 - Arriva
 - Stagecoach
- Department for Transport
- Highways England
- Knowsley Council
- Liverpool Airport Consultative Committee
- Liverpool City Council
- Liverpool Chamber of Commerce
- Liverpool City Region Combined Authority
- Liverpool Growth Company
- North Cheshire Rail UG
- Network Rail
- Train Operating Companies:
 - Merseyrail
 - Avanti
 - Northern Rail
 - Transport for Wales
 - West Midlands Trains