Sustainable Transport Plan
2014 - 2019
Introduction

Heathrow is the UK’s only hub airport: a vital engine for local economic growth, with 76,000 people working at the airport and thousands of firms based in and around Heathrow; and a national asset connecting passengers throughout the UK to destinations around the world. In fact, Heathrow is one of only six airports worldwide that serve more than fifty long haul international destinations.

Through our commitment to surface access we are working towards our goal of protecting and enhancing Heathrow’s role as a fully integrated transport hub. Heathrow Express continues to provide a fast and frequent service to London and this will be supported with other projects such as Crossrail and Western Rail Access, which will provide easier and faster access to Heathrow from across London and the West. HS2 will be a game changer in terms of rail access from the North. Southern Rail Access provides a real opportunity to place Heathrow at the heart of the UK transport network.

The passenger journey starts when you leave your front door or office. I know that improving surface access is key to making every journey better and this plan underlines our commitment to improving the passenger experience.

Colin Matthews
Chief Executive

The Sustainable Transport Plan (2014-2019) underlines our commitment to continue promoting public transport to our staff and passengers. But we cannot do this on our own. Through the Heathrow Area Transport Forum, we have already achieved a significant reduction in the proportion of people driving to work at Heathrow, as well as the number of passengers travelling by public transport and we are committed to working towards further improvements with our partners.
What is a Sustainable Transport Plan?

The Aviation Policy Framework published by the Department for Transport (DfT) in March 2013 recommends that airports (via their Transport forums) produce Airport Surface Access Strategies (ASASs) to set out:

- Targets for increasing the proportion of journeys made to and from the airport by public transport for both airport workers and passengers
- The strategy to achieve those targets
- A system whereby the forum can oversee implementation of the strategy.

Our previous ASAS ‘Sustaining the Transport Vision’, covering the period 2008-2012, has met its mode share targets for both passengers and staff. To align with our regulatory funding cycle, the Heathrow Area Transport Forum (HATF) agreed to delay the start of our next five-year strategy. It will now be concurrent with our next regulatory period known as Q6, which runs from April 2014 to December 2018. During the intervening period we continued to promote and support sustainable travel through our Interim Sustainable Transport Plan (ISTP).

This document, the Q6 Sustainable Transport Plan (STP), fulfils the role of the ASAS by setting out our surface access plans for the next five years. It outlines key priorities to increase the use of sustainable travel modes to and from the airport, reduce transport emissions and ensure Heathrow continues to flourish as a multi-modal interchange for airport passengers, staff, freight and neighbouring communities.

Responsible Heathrow 2020

Achieving Heathrow’s vision to be ‘Europe’s hub of choice’ relies on managing the airport responsibly. Responsible Heathrow 2020 sets out our commitment to maximising the economic benefits that Heathrow brings, whilst carefully managing our environmental responsibilities and being a good neighbour to our local communities.

For sustainable travel, this means continuously attracting more passengers and staff to use public and sustainable modes of transport on their journey to and from Heathrow.

{Responsible Heathrow 2020 diagram}
Why surface access matters to Heathrow

The surface access network connects people and freight to Heathrow, supporting its role as the UK’s only hub airport. It generates economic growth by helping UK businesses connect with existing and emerging markets. Enhancing and promoting surface access brings benefits for passengers, the airport and society.

Surface access is an integral part of a passenger’s end-to-end journey. Research shows there is a strong link between a passenger’s surface access experience and their overall satisfaction with Heathrow. It is also a main influence on their choice of airport. Since passengers value reliable, convenient, direct and frequent services, we have to make sure that Heathrow’s surface access meets the needs and expectations of its users.

The airport needs easy surface access to enable passengers, staff and freight to travel to, from and through the airport. An extensive transport network improves the airport’s connectivity. It offers more choice to passengers, builds capacity and supports resilience. By generating revenue, surface access also helps support competitive airport charges and air passenger fares.

Society expects better access and connections to take advantage of Heathrow’s unique global connectivity as the UK’s only hub airport. Improved surface access offers more opportunities to access Heathrow, which is good for local, regional and national economies. Improved public transport connections encourage more sustainable travel choices, lower emissions and less airport-related traffic.

Our commitment to sustainable travel

For over 20 years Heathrow has promoted integrated transport. The first one-day Airport Transport Conference, held at Heathrow in 1992, recognised the need for a transport strategy for access to the airport. Since then, through the HATF, we have developed and implemented innovative transport solutions. They include the world’s largest employee car share scheme, the Heathrow Cycle Hub and the UK’s only airport ‘Free Travel Zone’, a scheme that covers bus, rail and London Underground journeys around the airport.

Heathrow has invested heavily to improve surface access. Our investment benefits passengers and staff, as well as businesses and neighbouring communities. We’ve made progress in reducing Heathrow’s contribution to local congestion and raising its public transport mode share. More than 40% of passengers now use public transport, and over 40% of employees commute using sustainable travel modes.

This Q6 STP sets out our plans for the next five years. It shows how we will continue to improve surface access to Heathrow and encourage more sustainable patterns of travel.
Strategic framework

<table>
<thead>
<tr>
<th>Vision</th>
<th>To become the UK’s direct connection to the world and Europe’s hub of choice by making every journey better</th>
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<tbody>
<tr>
<td>Goal</td>
<td>To protect and enhance Heathrow’s status as a fully integrated transport hub at the heart of the UK transport system</td>
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### Strategic aims

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<tr>
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<tr>
<td>Airport</td>
<td>Securing support for affordable surface access projects</td>
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<td>Society</td>
<td>Creating a unique and sustainable SA network to all parts of the UK</td>
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### Strategic benefits

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<td>‘Competitive cost’</td>
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<td>Society</td>
<td>‘Better connectivity’</td>
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<td>‘Lower emissions’</td>
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<td>‘Less congestion’</td>
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### Heathrow vision

Our vision is to be the UK’s direct connection to the world and Europe’s hub of choice by making every journey better. It puts passengers at the heart of everything we do.

Maintaining and improving surface access to, from and through Heathrow is integral to achieving our vision. It requires the airport to be properly integrated into an efficient, reliable, sustainable and convenient surface access network.

### Surface access goal

Our surface access goal, developed to support our vision, is to protect and enhance Heathrow’s status as a fully integrated transport hub at the heart of the UK transport system.

The goal supports the vision by acknowledging the role that surface access plays in the end-to-end passenger journey, and the wider role that Heathrow plays in the UK transport network.

### Delivering the benefits

In creating our Q6 STP, we’ve been guided by our strategic framework that sets out what matters most to passengers, the airport and society. For each stakeholder group we’ve identified our long-term aim and the benefits we expect to deliver.
For passengers
Our aim is to make it easier and faster for more people to travel to, from and through the airport. Providing simple, convenient and reliable journeys to the airport improves the Heathrow experience. By making the surface access journey better for passengers, we will also be making it better for staff and other users of the airport.

- **Easier access** – to improve passenger experience by promoting direct, easy, seamless and stress-free services that are valued and recommended by passengers.
- **Faster journeys** – to recognise the value of time to passengers by working with others to introduce faster journey times to and from Heathrow.
- **More frequent services** – to provide passengers with more opportunities to ‘turn up and go’ by working with others to provide more frequent services.

For the airport
Including its wider community, our aim is to secure support for affordable surface access projects, both on and off-airport. These are projects that will improve connections to Heathrow’s catchments, support a resilient and competitive airport and provide returns for airlines and our investors. We will only invest in projects supported by a compelling business case.

- **Sufficient capacity** – to make efficient use of existing surface access capacity and ensure sufficient capacity is in place to support forecast demand.
- **Improved resilience** – to support a noticeably better ‘hub of choice’ experience by protecting and enhancing Heathrow’s catchment areas with a focus on improving resilience for business passengers.
- **Competitive costs** – to support a competitive total cost of operation by increasing surface access revenues.

For society
Our aim is to create a unique and sustainable surface access network linked to all parts of the UK. This helps improve Heathrow’s connectivity, support economic growth and reduce the environmental impact of Heathrow-related traffic and vehicle emissions.

- **Better connectivity** – to support economic growth, job creation, and improved quality of life by pursuing better connectivity between Heathrow and all parts of the UK.
- **Lower emissions** – to protect the environment and improve air quality by reducing harmful emissions from airport-related surface access.
- **Less congestion** – to support mobility around Heathrow, London and the UK by promoting greater use of public transport and helping to reduce our contribution to traffic congestion.

For the next five years, we will work to realise the nine benefits set out in our strategic framework. By working with stakeholders we will make sure that our Q6 STP delivers what matters most to passengers, the airport and society.
Policy context

As the UK’s only hub airport and a major transport interchange, Heathrow is recognised in local, regional and national transport policies. Therefore, to develop our plans for the next five years we need to consider and inform policy at all levels.

European policy

The 2011 EU Transport White paper sets out an ambitious target to cut carbon emissions from transport whilst promoting better modal choices and greater integration of transport networks. It also calls for the expansion of the rail network so that there is a Europe-wide high-speed rail network by 2050 connected to all core network airports.

National policy

The Government recognises that safe and dependable transport is essential to UK society and the economy. It aims to make rail, road, air and water transport more efficient and effective, to keep them safe and secure and to reduce greenhouse gas and other emissions.

In November 2012, the Government announced that an independent Airports Commission, led by Sir Howard Davies, will review options for maintaining the UK’s aviation hub status. The commission will examine the scale, timing and need for additional capacity to maintain the UK’s position as Europe’s leading aviation hub. It will look at ways to meet the need for additional capacity in the short, medium and long term. The commission will submit its final report by summer 2015.

The Aviation Policy Framework (APF) sets out the Government’s objectives and policy for aviation. The APF recommends that Airport Transport Forums should continue to produce ASAS that set targets for increasing public transport mode share. It recognises that surface access plays an important role in passenger experience and the management of environmental impacts.

“High quality, efficient and reliable road and rail access to airports contributes greatly to the experience of passengers, freight operators and people working at the airport. Greater use of low carbon modes to access airports also has the potential to reduce CO2 emissions, as well as leading to less congestion and improved air quality.”

Aviation Policy Framework

The Government is committed to developing a high speed rail network for the UK. Proposals for High Speed 2 would connect the UK from north to south, linking eight of the UK’s ten biggest cities. The Government has recognised that the hub airport should be integrated into the high speed rail network, with a direct link to Heathrow being subject to the outcome of the Airports Commission.

Network Rail is progressing a new long-term planning process for the rail network. Its emerging market studies acknowledge the importance of rail travel to airports. This builds on the 2011 London and South-East Route Utilisation Strategy (RUS) which identified connectivity to Heathrow as a strategic gap in the rail network. The RUS recommended that rail connections to the west and south of the airport be developed further. Subsequent route studies, starting in 2014, will focus on specific corridors to look at ways of filling the gaps.
National policy continued

The Highways Agency is also developing a series of route studies to review the strategic road network. In the first stage, they will work with local stakeholders to identify performance issues on routes and the future challenges posed by local growth. This stage will establish the evidence base, and will be completed by spring 2014. Based on the evidence, the second stage will establish a programme of work to identify and prioritise solutions. It will be completed by March 2015 and will inform investment plans for the next full spending review in 2015 and beyond.

Regional policy

Although the Government abolished regional agencies (apart from London), transport still depends on cross-boundary support and management. In London, the Mayor has strategic powers for transport. In other areas, transport is managed through collaborations between local authorities or through Local Enterprise Partnerships (LEP). LEPs play an increasing role in supporting regional economic growth and infrastructure delivery.

Many LEPs and other groups are assessing cross-boundary transport issues to help prioritise investment. Regional groups in West London, the Thames Valley and Surrey all recognise the importance of improving access to Heathrow, particularly by rail.

The Government has created a new ‘Single Local Growth Fund’ which will, from 2015, promote the economic levers of skills, housing and transport funding.

The London Plan and the Mayor’s Transport Strategy recognise that Heathrow supports London’s role as a world city. Their policies promote the improvement of airport access by public transport and the maintenance of a range of public transport options. This includes improvements to passenger facilities that offer an experience in keeping with London’s world city status. Their policies also recognise the need to manage and reduce the environmental impacts of airport operations.

Local policy

Individual local authorities produce their own policy documents which set out specific priorities and proposals for their area. Whilst specific policies may vary, they share several key themes. At a local level, transport policy focuses on improving public transport accessibility, walking and cycling as well as managing traffic congestion and associated emissions.

For the areas surrounding Heathrow, accessibility to the airport is important. Many airport employees live in the neighbouring boroughs and travel to work on local roads. Providing alternatives to private car travel helps reduce the impacts of journeys to and from the airport. At the local level, this will help reduce congestion and improve air quality.

A summary of the key policy documents and themes relevant to this STP are listed below.

<table>
<thead>
<tr>
<th>Policy level</th>
<th>Key policies / strategies</th>
<th>Key themes</th>
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<tbody>
<tr>
<td>European</td>
<td>EU Transport White Paper</td>
<td>CO2 reduction 60% by 2050 Improving air quality Modal choice Modal integration High speed rail Cleaner technology</td>
</tr>
<tr>
<td>Sub-Regional</td>
<td>Surrey Rail Strategy (Draft) 2013 West London SRTP 2010</td>
<td>Connectivity Access to Heathrow Congestion Air quality High speed rail Freight management</td>
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Heathrow today

During the period of our previous ASAS (2008–2012), we made significant progress in improving surface access journeys to Heathrow and encouraging more sustainable patterns of travel. While passenger numbers have grown, satisfaction with the airport and surface access have increased in line with our vision of making every journey better.

Both targets set by the previous ASAS were achieved: more than 40% of passengers now use public transport and fewer than 65% of staff commute in single-occupancy vehicles.

This period coincided with the opening of Terminal 5 including new Heathrow Express, London Underground, bus and coach stations. We introduced innovative travel solutions such as the award-winning Heathrow Pod, which connects the T5 business car park to the terminal. We helped deliver the London 2012 Olympic Games and Paralympic Games as the official host airport, which gave us our busiest day ever at Heathrow. We also continued to encourage sustainable travel through initiatives like the Heathrow Cycle Hub.

An integrated transport hub

Heathrow is an integrated transport hub. It brings together road, rail and air transport. The airport is well-placed to take advantage of the strategic road network. It has direct access from the M25 and M4, and is within 10 miles of the M40 and M3. Fast and frequent rail services connect Heathrow to London, as well as an extensive bus and coach network.

Heathrow Express provides a direct, premium service to central London, with trains running every 15 minutes to Paddington. It’s supported by Heathrow Connect, a stopping service that serves staff and passenger catchments in west London. The Piccadilly Line directly connects Heathrow to the London Underground network, with a train leaving Heathrow Central every five minutes.

There are more than 500,000 bus and coach movements in and out of Heathrow every year. The bus and coach network covers the majority of the UK and over 5.5 million airport passengers use it each year. Many more use Heathrow as a surface transport interchange, with their journeys passing through Heathrow without catching a flight. Surveys at the Central Bus Station show that around 25% of bus and coach passengers are just passing through.

Buses and coaches are also vital for commuting airport staff. We continue to support early morning services for shift workers and the Free Travel Zone which provides free public transport travel around the campus for passengers and staff.

We also encourage cycling through our cycle-to-work scheme. Cycle parking is provided at all terminals and major workplaces. Our award-winning Heathrow Cycle Hub is a one-stop shop for cyclists, offering discounted cycles and equipment as well as free maintenance, training and specialist advice for its 2,300 members.

Heathrow controls around 38,000 on-airport car parking spaces. This includes 21,500 spaces for passengers, 15,500 for staff and about 800 are for construction use. The total count includes long-stay car parks around the airport perimeter as well as multi-storey car parks near the terminals.
Passenger travel

Around 45 million passengers a year access Heathrow via the surface access network, with over 50% travelling to or from London. Our largest catchments outside London are along the corridors of the M3, M4 and M40, with locations in the Thames Valley, Surrey and on the South Coast. Heathrow’s global connections attract passengers from across the country, with a quarter of surface access journeys being to or from areas outside the South-East.

In 2012, our passenger public transport mode share was 40.6%, with around 10% by rail, 18% by London Underground and 13% by bus and coach. That’s more than 18 million public-transport journeys a year. Our public transport mode share has steadily risen from 32.5% in 1998.

We’ve also made substantial progress in improving passenger experience and satisfaction. Airport Service Quality (ASQ) is an independent survey undertaken at over 200 airports around the world, and provides a global benchmark (scored from 1 to 5) for passenger satisfaction. Heathrow’s trend of continuous improvement in its overall airport ASQ score has been supported by improvements in its ASQ score for ground transportation.

We also have our own internal measure, known as Quality of Service Monitor (QSM). This has brought together various surveys covering different aspects of Heathrow’s surface access so that they can all be assessed on a consistent basis. For the first three quarters of date for 2013, 94% of passengers rated Heathrow surface access as either ‘very good’ or ‘excellent’. This data helps us identify areas where we’re not meeting passenger expectations. By targeting the under performing aspects, we can improve service quality.
Since 2004, the proportion of staff travelling in single-occupancy cars has fallen by almost 20%, just over 50% now drive to work alone, and over 35% travel by public transport. We continue to work to improve this by supporting sustainable transport initiatives. Our Heathrow Commuter team helps anyone who works at Heathrow with Discount Travel products, travel advice and information. Over 76,000 people work at Heathrow, with a diverse workforce. Every five years, we carry out a full employment survey which includes a section on travel to work. The latest survey was completed in 2013. It confirmed that most airport staff live in the local area, with Hounslow and Hillingdon providing the greatest number of airport employees.

Airport operations require many staff to work shift patterns. As a result, staff report for work earlier (and later) than they would for a typical employment site. Since many public transport services do not run, or are infrequent, early in the morning and late at night, this presents additional challenges. Other staff, such as cabin crew, have irregular travel patterns. They travel to the airport infrequently and carry baggage which makes the use of public transport more difficult.

Staff travel

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<tr>
<th>Mode</th>
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<tbody>
<tr>
<td>Car driver alone</td>
<td>61.4%</td>
<td>50.9%</td>
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<tr>
<td>Car sharer</td>
<td>6.7%</td>
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<tr>
<td>Public bus / coach</td>
<td>15.7%</td>
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</tr>
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<td>Underground</td>
<td>6.0%</td>
<td>9.4%</td>
</tr>
<tr>
<td>Air</td>
<td>4.2%</td>
<td>5.4%</td>
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<tr>
<td>Work bus</td>
<td>2.2%</td>
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<tr>
<td>Motorcycle</td>
<td>1.3%</td>
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<tr>
<td>Pedal cycle</td>
<td>0.9%</td>
<td>0.8%</td>
</tr>
<tr>
<td>Rail</td>
<td>1.1%</td>
<td>1.8%</td>
</tr>
<tr>
<td>Walked from home</td>
<td>0.3%</td>
<td>0.6%</td>
</tr>
<tr>
<td>Hotel bus / hoppa</td>
<td>0.2%</td>
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Source: SKM

Freight

Heathrow is a major freight hub and is the largest freight port by value in the UK. As a result, there is an established network of logistics companies around the airport and in the local area. Each year, Heathrow handles more than 1.5 million tonnes of cargo. The airport also generates significant servicing needs for buildings and aircraft. This accounts for around 30% of the airport’s 15,000 daily freight-vehicle movements.

Cargo contributes to the profitability of our airlines and to the success of the wider economy. It also adds to the volume of traffic on the road network and to local emissions. We continue to work with our partners to make freight operations more efficient and to minimise their impact on local communities. Initiatives such as our logistics and retail consolidation centres help to reduce vehicle movements and improve the efficiency of freight operations.

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Source: IPSOS MORI
Demand

Growth in passenger demand at Heathrow will be modest over the next five years. Since the airport already operates at 98% of its flight capacity, growth will come from larger aircraft and higher load factors. Our forecasts show passenger numbers increasing from 70 to 73 million by 2019. With no significant change in passenger transfer rates expected, the number of passengers travelling by surface access to Heathrow will grow by around two million during Q6.

Traffic congestion

The sections of the M25 and M4 near Heathrow during the peaks already operate near capacity, with periods of congestion extending beyond the traditional peak hours. Bottlenecks on the airport and wider local road network also cause delays to passengers, staff and other road users. The Government is projecting continued traffic growth on the network, which means that road conditions will get worse and journeys will become less reliable.

Challenges and opportunities

Over the next five years, both maintaining passenger experience and increasing the use of sustainable transport modes will be challenging. There are no major improvements to public transport infrastructure that will come into full operation during Q6 but the airport will be subject change and disruption. Our new Terminal 2 opens in 2014 and Terminal 1 will close in 2016. Our next regulatory settlement sets out challenging expectations on operating costs and revenue, with a reduced level of capital spending from previous settlement periods, focused on maintaining a safe, secure and efficient airport.

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Heathrow generates traffic from passengers, staff and freight movements as well as from bus and coach operations. The highest demand is from passenger drop-off modes (taxi and kiss & fly) and from staff in single occupancy cars. Therefore our approach to managing traffic growth and congestion will be to focus on reducing these elements of Heathrow-related traffic.

There are also on-airport capacity challenges, with terminal forecourts and the Heathrow road network subject to peak-period congestion. We need to improve the resilience of our network, for example in the Central Terminal Area, where there is a single point of access. Some of our car parks are also approaching capacity, and are often full during the busiest periods of the year. Lack of on-airport parking space can cause passengers to shift to drop-off and taxis, which increases traffic volumes and emissions.

2 Passengers being dropped off or picked up at the airport by private car.
Emissions
The Government has committed to reducing UK carbon emissions by 80% by 2050, compared to a 1990 baseline. With continued growth in demand for travel, this is a significant challenge. To achieve this target the Committee for Climate Change has recommended a 60% reduction in overall emissions by 2030, with the transport sector expected to reduce its emissions by 40% over the same period.

Passenger and staff travel contributes around 30% of Heathrow’s ground based carbon footprint, most of which comes from cars and taxis. While new technologies and more efficient engines are reducing emissions per vehicle-kilometre, this may be offset by growing passenger numbers.

Road traffic is a major contributor to emissions affecting air quality. It’s a nationwide problem, particularly in London. There are locations near Heathrow where NO₂ concentrations are close to, or exceeding, EU limits. While we accept that Heathrow generates unwelcome emissions, its contribution is part of a wider problem that can only be solved with support from all stakeholders.

Managing change
The next five years will be a period of change for Heathrow. Terminal 2, our new world-class passenger facility opens in 2014. Terminal 1, which has the highest public transport mode share will close in 2016. For passengers there will be uncertainty and there is a risk that some will revert to less sustainable modes. Therefore, we cannot be certain what short-term impact these changes will have on passengers’ choice of mode.

In 2018, Crossrail services start to Heathrow, initially terminating at Paddington. Preparation involves physical works on and off-airport as well as communications to passengers, staff and business partners. The associated engineering work is already causing disruption to Heathrow services. During the next five years, significant upgrades are planned for the Great Western Main Line which will also affect airport rail services. The full Crossrail service to Heathrow is due to begin in December 2019.

Following the latest funding settlement with the DfT, the Mayor of London has announced a six-year funding settlement to support modernising the London Underground. This next phase of upgrade plans includes the Piccadilly Line, Central Line and Bakerloo Line. While the implementation timescales are uncertain, the upgrades will eventually provide passengers and staff with new trains, faster journeys and more frequent services.

In the short and medium term, however, the upgrades have the potential to disrupt journeys to Heathrow. In 2012, there were 16.8 million tube journeys to and from Heathrow stations. To minimise disruption, we will need to work with London Underground and other stakeholders to manage the works and associated communications.
Improving connectivity

There are several rail schemes being developed by third parties that will improve public transport connections to Heathrow. Network Rail continues to develop plans for a new Western Rail Access to Heathrow, and HS2 Ltd is developing Phases 1 and 2 of the new high speed rail line (‘High Speed 2’). There is also growing stakeholder support for the development of a Southern Rail Access to Heathrow, including a commitment in the National Infrastructure Plan to set up a new study to investigate it. Even though none of these schemes will be operational during the next five-year period, continued engagement with the promoters is essential. We have to make sure that these projects meet the needs of airport passengers and staff, and that the full benefits to society can be realised.

While new rail connections are still some time away, we have an opportunity to improve Heathrow’s bus and coach connections over the next five years. To develop proposals to meet the needs of our passengers and staff will require collaboration with relevant local authorities and operators. There is also an opportunity to review and enhance connections around the campus. Developing an integrated approach to new public transport schemes is an important part of the HATF’s role over the next five years.

Technology and information

Technology and information has an increasingly important role in surface access. Offering passengers real-time transport information can help them plan and make decisions before and during their journeys. The development of mobile internet and Wi-Fi networks has made public transport journeys more productive for business passengers and more enjoyable for leisure users. Technology has streamlined ticket purchase and made travel easier. Passengers can now buy and store tickets on their mobile devices, and make cashless payments using smart-card technology.

Over the next five years, new and emerging technologies will provide opportunities to transform the passenger experience. Providing accurate and up-to-date information in real time will help passengers, staff and other airport users make more informed travel choices and encourage more sustainable behaviours.
Passengers will also experience change with the opening of Terminal 2 and the closure of Terminal 1. As we have seen in the past through the opening of Terminal 5 and previous rail disruption, change can have a detrimental effect on public transport mode share.

As a result, we do not expect to see a step-change in public transport mode share for passengers. This is more likely to occur during the following five years (2019 – 2024) when Crossrail comes into full operation and Western Rail Access is complete. These two improvements combined with the Piccadilly Line upgrade are expected to provide the step-change that takes passenger public transport mode share over 45%.

Our priority for the next five years is to reduce private car use by staff. It will be a challenging period during which we must maintain airport passenger experience and passenger public transport mode share.

Priorities and targets

The next five years will be a period of constrained capital and operating budgets for Heathrow, with no major public transport improvements coming into operation. There will however, be major engineering works on the Great Western Main Line, as well as Crossrail and a potential upgrade to the Piccadilly Line. Construction of Western Rail Access is also scheduled to start. The disruption will occur during Q6 but the benefits of new infrastructure will not be realised until after 2019.

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Targets for Q6

Our three targets for the Q6 STP are summarised below.

1. Maintain passenger public transport mode share above 40%
2. Reduce staff travelling in single occupancy cars to 45% (a 5% mode shift on 2013 levels)
3. Sustain surface access passenger experience ASQ Ground Transportation score above 3.99 out of 5.
Monitoring progress

We will track progress against a quarterly performance dashboard, and report our progress on all three targets once a year. We will use this to set priorities for the HATF Working Groups on an annual basis.

To help us understand and manage emissions, we will also monitor and report to HATF on an annual basis, the contribution that passenger and staff travel makes to our overall carbon footprint. We are committed to improving our methodology for assessing emissions from surface access, so we will develop proposals to collect better data to support our assessments.

When we combine the carbon-saving effects of technology improvements and our mode share targets, we could produce an annual carbon saving of 76,000 tonnes by 2019. This is equivalent to a 15% reduction in surface access carbon emissions per passenger over the five-year period. The accompanying reduction in NOx emissions will help to improve local air quality.

Achieving these targets means that, by 2019, we will have fewer staff commuting in single-occupancy vehicles and there will be an extra 750,000 airport passengers using public transport each year, compared to the start of Q6. The reduction in staff traffic should offset the potential growth in passenger car trips. As a result, overall Heathrow-related traffic would be at a similar level to today.

We will review the passenger public transport mode share target in September 2016. By that time, Terminal 2 will have been operating for over two years and Terminal 1 will be closed. This gives the HATF a chance to look afresh at the passenger public transport mode share target when the effects of Terminal 2, Great Western Main Line engineering works are better understood.
Delivering the Sustainable Travel Plan

This chapter outlines our activities for the next five years. We have developed four key work packages focusing on journey planning, public transport, private transport and campus connectivity. Details of specific initiatives and projects will appear in our annual action plans, to be agreed with the HATF.

Journey planning

Information and technology

While new infrastructure and services are good for passengers and staff, they also need good quality information available in the right format and at the right time. A better informed traveller can make better choices about their route and mode of travel.

Surface access must form part of the wider passenger information strategy. We are working with colleagues across Heathrow to develop a strategy to support the end-to-end passenger experience. The roll-out of Onward Travel Zones within the terminals is part of this process. In Terminal 2, we’re providing new digital screens offering real time information. We’re also planning new facilities in Terminals 3 and 4, and an upgrade to the facility in Terminal 5 during the next five years. We will work with operators and stakeholders to install real time information feeds for all Heathrow’s public transport modes by 2019.

A full refresh of the surface access content on the Heathrow website will be completed. This may include new tools to help passengers plan their journeys and assess the environmental impact of their choices. We will also review the content of the Heathrow app, whilst monitoring technological developments that could benefit the surface access experience.

We will help to make every journey better by consistently communicating the information that passengers need, where, when and how they want it to support better journey planning.

We will develop and enhance the public transport network and how this is accessed to meet the needs of passengers, staff and visitors.

To reduce the need for private transport and support the increase of more sustainable forms of travel to the airport.

To support the movement of passengers and staff to, from and around Heathrow using sustainable modes of transport through better campus connectivity and integration.
Information and technology continued
We will look for ways to make better use of social media for communicating with passengers, staff and other users. As part of our overall review of passenger information, we will review third party journey planning tools to check they provide up-to-date and accurate information on travel to Heathrow. We will seek opportunities to make travel easier for passengers by developing new products and services. We’ll be looking at projects such as integrated ticketing and technologies that make it easier to buy and use public transport tickets. We will use our QSM data to identify areas to improve the passenger experience on board public transport, in waiting areas, on pedestrian routes and at the airport rail, bus and London Underground stations.

Staff travel planning
We will continue to deliver initiatives that reduce the level of single-occupancy car use and lower staff-related vehicle emissions. We will continue to work with operators to provide discounted travel products to staff, and to extend these products to new services that come to Heathrow.

The Heathrow Commuter team will continue to promote sustainable travel initiatives via marketing campaigns directed at staff. Geographically focused campus travel plans will target areas of the airport with low sustainable mode shares. By 2019, we will have delivered marketing initiatives and improvements for all key Heathrow workplaces. We will use the 2013 staff travel survey to prioritise marketing and promotional activities. An initiative to also offer personal travel plans for all of our staff will be introduced. We are currently developing proposals to install a new staff car parking management system. The system will give us better data on the use of staff car parks and help us refresh our staff parking policies. This will provide opportunities to incentivise car sharing and low emissions vehicles. As part of this process we will also review how we issue staff car parking passes.

Public transport

Rail
Several rail infrastructure projects that support better surface access to Heathrow are currently under development or construction. These projects are important as they will provide more choice and reliable alternatives to the car for passengers and staff. During the next five years, we will ensure that planned infrastructure projects meet airport passenger and staff travel needs. We will work with stakeholders to make sure that the benefits of new rail connections can be realised beyond Q6.

- Crossrail – currently under construction, the new east-west link will provide a four train per hour service to Heathrow with direct connectivity to the West End, the City of London, Canary Wharf and East London
- Piccadilly Line upgrade – the planned upgrade will provide a new signalling system and rolling stock to allow more frequent services, increased capacity and faster journeys to Heathrow
- Western Rail Access – currently under development by Network Rail, the project is expected to provide a direct rail connection to key catchments in the Thames Valley, as well as faster journey times to South Wales and the South West
- High Speed 2 – the proposals would connect London to key cities in the Midlands, the North and Scotland. Once phase 1 is complete, passengers would be able to interchange at a new station at Old Oak Common to access Heathrow using Heathrow Express or Crossrail. Phase 2 would see a direct connection to Heathrow, subject to the outcome of the Airports Commission

Major engineering works on the Great Western Main Line will continue over the next five years. Potential disruption to airport rail services during this period will need to be managed, and we will have to make sure that passengers and staff are aware of any changes to their services.

Crossrail trains will start serving the airport in 2018, with the full service arriving in late 2019. On and off-airport infrastructure works will have to be managed during this period. This includes works to Heathrow Express stations and facilities on airport.

It is expected that planning for the Piccadilly Line upgrade will be progressed during Q6. Since upgrade works could affect many Heathrow passengers and staff, we must ensure that potential disruptions to Heathrow journeys are carefully managed. We will work with the forum and other stakeholders to put plans in place to minimise the impact on Heathrow travellers.

Network Rail is currently developing Western Rail Access to Heathrow. Development will continue throughout Q6 (Network Rail Control Period 5), with completion scheduled for 2021. We will continue to work with Network Rail and the DfT as they develop and promote the scheme. We will help them realise the social and economic benefits of a Western Rail Access to Heathrow.

We will continue to liaise with the DfT, High Speed 2 Ltd and Network Rail on the development of Phases 1 and 2 of HS2. We will seek to ensure that the proposed interchange at Old Oak Common meets the needs of aviation passengers and that there is an appropriate new location for the Heathrow Express depot. We will continue to make the case for a direct connection to Heathrow. Support for a Southern Rail Access to Heathrow is growing among local stakeholders. We will work with the rail working group to develop a set of Heathrow ‘conditional outputs’ for the project. We will also support Network Rail through its long-term planning process to ensure that the optimum technical solution can be identified and taken forward in Q7 (2019-2024).
Bus and coach

Bus services connect Heathrow with local catchments, and are particularly well used by staff. We already support early morning services and connectivity around Heathrow through the Free Travel Zone. During Q6 we will work with local stakeholders and operators to develop the bus network. Stakeholders have already identified six potential projects which, subject to agreement will need to be evaluated in more detail with operators and the bus and coach working group before progressing:

- North-South bus connectivity through Hillingdon
- Capacity and frequency improvements on 140 and 285
- Increased service provision to the cargo village and Terminal 4
- Improved bus accessibility to Buckinghamshire and Surrey
- Service enhancements to Slough and Maidenhead
- More 24 hour services for airport workers.

For passengers who live outside London, coach services provide a direct public transport service to the airport and an alternative to travelling via London. During the next five years, we will work with operators to develop Heathrow’s coach network. We will focus on five areas of improvement:

- Corridors where there is already good coach demand and the potential for growth through marketing and promotions (eg Brighton, Cambridge, Oxford and Southampton)
- Local catchments where they may be innovative solutions to investigate (eg Hillingdon, Hounslow, Maidenhead and Slough)
- A short or medium term solution for connectivity where a long term rail solution is sought (eg South West London and Surrey)
- Gaps in connectivity where a rail solution does not current exist (e.g. North West London, High Wycombe)
- Services that would enhance the overall coach network, such that they sustain and support the bus and coach hub at Heathrow.

Reducing emissions from the bus and coach fleet at Heathrow will help us reduce total emissions. We will undertake an audit of the emissions performance of the fleet currently used at Heathrow, and then work with operators to improve performance by 2019. Transport for London (TfL) is introducing new hybrid buses in areas where air quality is poorest. In the process, a cleaner fleet is being cascaded across the entire network. We have also worked in partnership with First Group to deliver new Hybrid Buses on the 7-Series routes to Slough. We will continue to work with TfL and other operators to bring newer and cleaner buses to routes in the Heathrow area.
Private transport

Cycling

The Mayor launched his Cycling Vision in March 2013 seeking to double cycling in the next ten years. We will support his vision with a cycling campaign focused on increasing the number of cyclists at Heathrow and develop the membership of The Cycle Hub. By building demand, we will also support the case for improved cycle routes to Heathrow.

We will promote improvements to the cycle network on and off-airport and work to improve Heathrow’s connections to the wider cycle network. We will work with TfL and local authorities to develop a prioritised plan to fill gaps in the network and identify possible sources of funding to enable new routes to be delivered during Q6. This will seek to build on initiatives currently being promoted by local authorities.

Private car and taxi

The Highways Agency is developing proposals for Managed Motorway schemes on the M3 and M4. These schemes will improve capacity and resilience by using the hard shoulder as a running traffic lane. When finished, the schemes will make journey times more reliable, but there will be disruption during construction. We will work with the Highways Agency to minimise disruption to journeys to Heathrow.

The Highways Agency is also preparing route-based strategies for several strategic corridors around Heathrow. Through this process they will work with stakeholders to identify performance issues and possible solutions. We will also work with local and highway authorities to identify pinch points on the road network around Heathrow, seeking to reduce delays to all users and improve airport passenger experience.

Emissions from private cars and taxis are the biggest source of Heathrow’s surface access carbon footprint. Our focus during Q6 will be on those modes that have the greatest impact: staff, taxis and passenger drop-off. For taxis, we will work with licensing authorities and operators to improve emissions performance and identify ways to reduce ‘empty’ return journeys. This could include incentives such as priority areas or privileged ranks for cleaner vehicles.

We will also look at ways of reducing passenger kiss and fly mode share. The ‘empty’ return trip made after drop-off is an inefficient use of road capacity. As well as encouraging passengers to use public transport, we may run targeted marketing campaigns to promote car parking in areas with high levels of kiss and fly mode share, to reduce vehicle trips to and from the airport.

Freight

Over the next five years, we will work with operators to make freight operations more efficient at Heathrow. Through improved data-sharing with operators, we will get a better understanding of the local impacts of freight movements. Reliable data will also help to provide better routing of vehicles to avoid areas of congestion. To improve cycle safety, we will work with TfL, operators and the wider supply chain to introduce a lorry cycle safety scheme at Heathrow.

We will continue to push for greater consolidation of vehicle loads at Heathrow. We will work with logistics operators and companies across Heathrow to rationalise light goods vehicle deliveries and to explore opportunities to introduce low-emission vehicles.
Campus connectivity

Several public transport nodes around Heathrow act as ‘feeder hubs’. They provide onward connections to the wider public transport network. At Feltham Station, works are already planned and at other stations (eg West Drayton, Hayes and Harlington, Staines), we will work with stakeholders to identify improvements that make it easier for airport passengers and staff to travel to and from Heathrow. They include information, way finding, public realm and onward connections. There is a network of services that enable passengers, staff and business partners to travel around the campus. They include staff shuttle buses, public buses, PRT, inter-terminal rail service and London Underground. We will undertake a full review of campus connectivity requirements at Heathrow. We will assess the needs of passengers, staff and other airport users and find out if existing provision meets those needs. We will then implement any appropriate recommendations for improving connections.

Delivery

The HATF Steering Group is responsible for overseeing the plan and monitoring progress against the agreed targets. Responsibility for development and delivery of initiatives will be delegated to working groups, made up of key stakeholders. Annual action plans will be produced and used as the mechanism for delivering the plan.

We intend to continue with the four established working groups: mobility management (renamed travel behaviours), rail, bus and coach, and freight. We will establish two new working groups: private car and taxi and cycling.

The travel behaviours working group will be responsible for user issues, focusing on staff travel initiatives and passenger information (including way finding and technology). It will also be responsible for reviewing issues related to campus connectivity.

The cycling working group will be responsible for cycling issues including route development, promotions and improving safety.

The rail working group will be responsible for initiatives associated with the planning and development of new rail connections to Heathrow, including ways to minimise disruption during implementation. It covers high speed rail, conventional rail and London Underground.

The bus and coach working group will be responsible for network development, fleet emissions and issues relating to the bus and coach stations around Heathrow.

The private car and taxi working group will focus on initiatives to reduce emissions from passenger journeys to and from Heathrow. It will also be responsible for highway issues, public car parking and forecourts.

The freight working group will be responsible for all issues relating to freight operations at Heathrow, including deliveries, cargo, operational controls and improving efficiency of the logistics.
<table>
<thead>
<tr>
<th>Working group</th>
<th>Key outcomes for Q6</th>
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| **Travel behaviours** | New website content  
Onward travel zones in all terminals  
Real time information for all public transport modes at Heathrow  
Extending discounted travel products for staff  
Recommendations for improving campus connectivity |
| **Cycling** | New cycle routes to Heathrow  
An improved on airport network  
An increase in active cyclists |
| **Rail** | Ensuring Heathrow is ready for Crossrail  
Supporting the development and delivery of Western Rail Access  
Establishing conditional outputs for Southern Rail Access  
Delivering better connectivity and experience at key feeder hubs  
Minimising disruption during rail / tube upgrades and maintenance  
Old Oak Common Interchange design meeting air passenger needs  
A new Heathrow Express depot meeting airport needs |
| **Bus and coach** | More frequent and accessible bus route network  
New and enhanced coach routes to key passenger catchments  
A cleaner bus and coach fleet |
| **Private car and taxi** | A cleaner taxi and minicab fleet  
More efficient use of taxis  
Reduced ‘kiss and fly’ mode share  
Increase the level of carsharing by staff |
| **Freight** | A cleaner freight fleet  
Consolidated and efficient deliveries  
Higher vehicle load factors  
A safer operation |