Ground Transport Plan

Part of the Manchester Airport Master Plan to 2030
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This Ground Transport Plan is one of a series of documents that together make up the Manchester Airport Master Plan. It sets out how we will achieve our vision for fast, efficient and safe access to the Airport for our passengers and for our staff.

**Airport Surface Access Strategies and Master Plans**

Since 1998, it has been Government policy that airports prepare surface access strategies, and establish airport transport forums to set targets and to monitor progress. The overall goal is to increase the proportion of passengers using public transport, and to make adequate provision for surface access measures as part of the plans for future growth.

We published our first Ground Transport Strategy in 1997. A revised strategy was published in 2004 that took our plans forward to 2015. We have now reviewed that strategy as part of our Master Plan to 2030. Our overall vision and strategy is set out in the Master Plan; while this Ground Transport Plan sets out in detail the steps we will take to achieve our Vision. So this Plan is one of a family of Master Plan documents that are closely related and should be read together.

The starting point for our Master Plan is the national policy that has been set by Government in the Air Transport White Paper. This was reaffirmed in the Progress Report to Parliament in December 2006. The Master Plan sets out our vision for Manchester Airport, the strategic context for the future and it introduces the challenges and opportunities that we face as the Airport develops. A draft Master Plan to 2030 was published for public consultation from July to October 2006. We have taken account of the comments and made changes to our plans.

**The Action Plans**

The draft Master Plan is supported by four detailed action plans. These cover:

- Ground Transport
- Environment
- Land Use
- Community

**Our Ground Transport Plan is intended to:**

- Set a clear framework to guide the development and management of surface access to the Airport site up to 2030 in line with the Air Transport White Paper.
- Contribute significantly to our climate change strategy.
- Identify future surface access capacity and development proposals.
- Set challenging targets and aspirations for surface access.
- Contribute to, and influence, regional and sub regional policy and the Local Development Frameworks.

The transport agenda is in a state of great change. The need to address climate change and reduce emissions is an increasingly important driver of policy. In Greater Manchester, major changes will happen if the bid for Transport Innovation Fund (TIF) support is successful. A successful TIF bid would accelerate the enhancement of

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non-car based access measures to Manchester Airport and it would enable us to significantly lift our performance and targets. As we are committed to being at the leading edge of integrated transport thinking, we will carry out an early review of our Ground Transport Plan in the light of wider changes in transport policy and practice. We expect that this will take place in 2008/09.
Making Travel Easy

Our Master Plan sets out a clear vision for the sustainable growth of our business. Climate change is a major challenge. Surface access is the main contributor to the Airport’s CO2 emissions, accounting for around 60% of total emissions from the site. The effective management of surface access is therefore one of the critical tasks for us to undertake. This requires a step change in the public transport networks that serve the Airport, which will then enable us to take complementary action to encourage a change in the travel behaviour of our passengers and staff.

Our Plans Are Ambitious

The most successful cities and regions are those that have high levels of connectivity. The Aviation White Paper and the Northern Way Growth Strategy stress the vital contribution that the Airport can make to the economic competitiveness of the entire north of England. They also highlight the urgent need to improve access to the Airport – especially by rail and road. We also have a pivotal role to play in enabling the City Region and the North West economy to grow and prosper. However, this growth and our own competitive position are threatened by increasing congestion and the lack of investment in creating a transport system fit for the 21st century.

The size of the challenge and the scale of opportunity, demands radical change if we are to be one of the best airports in the world. A wholesale change in travel behaviour, that is facilitated by an immediate programme of wider public transport investment, define our long term goals, enabling the Airport to develop in a sustainable way. While there are many challenges before us, the prize is immense – making Manchester one of the best-connected and sustainable airports in Europe. But we can only do so much on our own. Delivery of our aspirations is often outside our control and so success will require concerted – and early - action by all our partners. We need to draw on all modes of travel, along with demand management measures. We are encouraged by the radical approach to integrated transport investment that is now emerging in Greater Manchester, the success of which is central to the delivery of our Vision. But action is needed beyond Greater Manchester – extending to all the regions that we serve.

Challenges and Opportunities

While we have ambitious plans, we also face the challenge of delivering the outcomes we seek within the context of fragmented responsibilities and functions within the transport sector especially for rail and bus. Institutional change may be necessary to secure better integration between modes, particularly in terms of the need to secure better integration of the motorway system with the rest of the network and to define the role of charging and demand management on motorways. These issues are beyond the influence of the Airport and the scope of the Greater Manchester TIF package currently being developed locally and will require interventions at the national level.

Access to the Airport is still dominated by the car. 61% of passengers are picked up and dropped off by private car or taxis. This is the largest component of road traffic and CO2 emissions and the biggest contributor to congestion. By contrast, only 10% of passengers (and 15% of staff) use public transport and only 14% of passengers park on site. Pick up and drop off generates the most car journeys (four car trips for each return air trip); double that of passengers who park.

Passenger and staff travel have different characteristics. And access to airports poses particular challenges. We are a 24-hour, 7 day a week operation and have very different peaks from conventional travel patterns. Our
catchment area extends across the whole of northern Britain, with 70% of our passengers coming from beyond Greater Manchester. This means rail across the North has a pivotal role in our public transport strategy. Around 75% of our staff live in Greater Manchester. So Metrolink and local bus are critical to making the many thousands of existing and newly created jobs accessible to local people in areas of need.

Our Vision for Surface Access to 2030

- To be one of the best connected and accessible airports, at the hub of a range of integrated transport networks with high quality, safe and affordable facilities for our customers.
- To contribute to the sustainable growth of the regions and cities we serve by providing improved connectivity to other parts of the UK, Europe and the world.
- To be a beacon of best practice, delivering innovative transport solutions and achieving challenging targets for a shift to modes with less environmental impact.

Our Strategy To Deliver This Vision Has 5 Main Strands:

- Secure a radical change in the travel behaviour of our passengers and staff
- Achieve a step change in the range and choice of public transport services.
- Better integrate our transport links with the economic and social priorities of the region.

Our Guiding Principles

Our strategy has different strands. We intend to better integrate our public transport plans with our car parking strategy and our economic and employment objectives. Early improvements in public transport will be critical in enabling us to take further steps to manage demand. To help us do this, we have established some Guiding Principles. These will determine our priorities, the measures that we take and the investments that we make. They also act as the tests against which pricing measures will be assessed.
Investment and demand management measures must:

- Improve the scale, range or quality of non car modes
- Directly, or indirectly, improve accessibility
- Not damage our competitiveness
- Align with our broader sustainability objectives in respect of social, economic and environmental impact
- Deliver value for money
- Be supported by stakeholders and users
- Be aligned with local and national transport policy

Changing Behaviour Lies At The Heart Of Our Strategy

We need to reduce the dependence on the car and secure a major increase in public transport use. This will reduce emissions and pollution, avoid congestion and improve choice. Our long-term strategy involves firstly, securing substantial improvements in the scale, range and quality of public transport services. Secondly, tackling the root cause of the problem by changing behaviour – initially through promotion, marketing and providing incentives to change, followed by tougher demand management measures.

Public Transport Investment

Our ambition is to meet passenger and staff needs by having available the widest range of affordable, accessible, reliable and frequent public transport options. This requires improvements and investment by a wide range of partners across Northern England in capacity, facilities and services.

We have a solid base of public transport services and facilities. Incremental change will deliver further improvements. However our ambitions go beyond this and we believe there is a real opportunity to secure a step change in performance and behaviour. This will require a better understanding of passenger and staff behaviour, innovation and the development of a radically improved public transport network across the region.

We have a long-term ambition of 40% of passengers and 50% of staff using public transport; a 400% increase on today for passengers and 300% increase for staff.

But achieving these ambitious targets is critically dependant on there being a major increase in rail capacity in south Manchester, the full extension of Metrolink, expanded and better integrated transport services and a sustained programme of investment. Without such interventions, we expect our public transport share to be around 25%. Once there is sufficient capacity and choice, we will be able to introduce appropriate demand management measures – using any income to help drive further change and generate revenue to accommodate growth. This will create a ‘virtuous circle’ of change, investment and improvement without damaging competitiveness or accessibility.

We have developed a long-term strategic plan that would deliver our Vision if we can create the right conditions. We have set priorities for each of our key access modes. These are complemented by a series of medium term actions that we believe are necessary. These are described in detail in our Ground Transport Plan.
Strategic Priorities

Rail

The Rail Network Is At The Heart Of Our Passenger Access Strategy

The number of passengers using the train has risen steadily as the Airport has grown. In 2006, around 2 million rail journeys were made to the Airport. Incremental change will only lift rail use to around 15% due to capacity, service and investment limitations. But we believe there is potential to achieve much more and so our long-term ambition is to see rail capture at least 25% of all passenger journeys by 2030 (12 million trips). However, this will require a clear commitment by the rail industry and a major programme of investment and improvement, especially in Greater Manchester. We are committed to play our full part in facilitating this change.

The measures that we believe are necessary are set out below:

Priorities for Rail:

Infrastructure Measures

- Action to Unlock the Manchester hub:
  Remove the capacity problems south of Piccadilly. This is the major constraint to improving rail in the North West and to us fully utilising The Station.

- Integrate the West Coast Main Line:
  Link the Airport to the Chester line and so enable through running, long distance services.

Service Measures

- The Gateway Programme:
  Provide airport facilities at the main rail gateways – Manchester Piccadilly, Crewe, York, Preston & Leeds.

- The Access to Rail Programme:
  Promote access to the rail network with feeder bus services and better station parking. Secure a major upgrade programme at stations with direct services.

- Corridor Programme:
  Provide increased frequency, longer operating hours and new destinations on the key rail corridors. Target markets: The Potteries, West Midlands, North Wales, Merseyside, Yorkshire and Scotland.

Metrolink

Metrolink Is At The Heart Of Our Staff Travel Programme

Most of our staff (75%) live in Greater Manchester and around 30% of our passengers’ journeys start or finish in the conurbation. The main rail lines serve only parts of Greater Manchester. For the remainder, light rail is the prime option.

The further development of Metrolink is crucial to serving this major area of demand better. It opens up areas that are not served by heavy rail, and penetrates the residential areas where many of our passengers and staff live. The Phase 3 extensions to Metrolink will provide access for the majority of our staff and help us increase the percentage of local people who work at the Airport. Crucially, it will give better links between the Airport and some of the key regeneration areas in the conurbation and it will improve labour connectivity within socially excluded communities. If Metrolink is developed to be a
truly integrated network, we believe it could attract up to 20% of staff and 5% of passenger journeys. We support the following measures.

Priorities For Metrolink:

- **Build the Wythenshawe line:** Facilitate the Phase 3a and 3b extensions, linking the Airport to the existing network via Wythenshawe. We will make a major financial contribution to help secure this scheme.

- **Extend to Stockport:** Support a new east–west link to Stockport using new lines and existing underused railway.

- **Access Programme:** Seek better car parking, feeder bus, cycle and pedestrian links to key stations on the Metrolink system.

- **Fast–tram:** Increase frequency and operating hours on key Metrolink routes to the Airport to improve journey times and convenience.

Priorities for Coach:

- **Launch Air-link:** Secure dedicated high-speed services to Merseyside, North Wales, Central and East Lancashire, West Yorkshire and Midlands.

- **Gateway Programme:** New interchanges at key modes on the motorway network with passenger facilities, parking and feeder services.

Local Bus

The Mainstay Of Local Accessibility

We have a successful network of bus services serving our core staff catchment areas. Around 10% of staff now use a bus to travel to work. It is flexible, adaptable and well suited to local journeys. But buses suffer from road congestion and lack of capacity on the network. The present de-regulated market makes it more difficult to provide a stable and comprehensive network especially when it comes to meeting our need for 24-hour, 7 day a week services. Serving Cheshire and rural areas poses particular challenges due to the dispersed nature of the market.

With concerted action, and radical change, we believe bus could eventually be used by up to 25% of staff working at the Airport. Working with our partners, we will seek action on the following:

**Coach**

New Products And Markets For Express Inter-Urban Travel

Coach travel presently serves around 2.5% of the passenger market. The conventional network has suffered as a result of rail’s success, despite investment in new coach facilities. We will work with operators to highlight the potential for coach services. We see an opportunity for new express, inter-urban services, especially to those areas with good motorway access and no direct rail link. With new products, dedicated services and improved facilities we believe coach operators could attract up to 10% of passenger trips by 2030.
Priorities for Bus:

- **Upgrade Skyline:**
  Support Quality Bus Corridors on high volume routes with frequent, all day services and high quality vehicles, real time information and improved waiting facilities.

- **Bus Partnerships:**
  Develop a stable network of services in quality contracts with operators, specifying service patterns, fares and performance standards in return for financial support.

- **Airport Shuttle:**
  Encourage an innovative new network of ‘demand responsive’ services, tailored to the needs of smaller markets, such as in Cheshire. Work to provide feeder services to the rail and coach networks.

Demand Management and Investment

**Changing Behaviour Is Crucial To Success**

We will lead by seeking improvements in the range and quality of alternatives to the car. But we know this may not be enough. Once a robust public transport alternative is in place, we see a case for tighter controls on road traffic and access as a way of reducing congestion and emissions. Our approach to demand management is closely linked with the delivery of the priorities we have identified for each mode.

Our first priority is to secure investment in public transport. This will increase patronage and revenue and so improve the viability of services, leading to further investment by operators and providers. Once an integrated public transport network, with adequate capacity, has been created, we will be able to more tightly limit access and consider introducing higher access charges. This will:

- **Send clear signals and help change behaviour, using incentives as well as charges.**
- **Provide funds for further investment to maintain and improve the public transport networks.**

There are proposals for congestion charging in Greater Manchester, as part of a bid for Government funding and which would be a pilot for a national programme. This could radically alter general travel behaviour, as well as relieve congestion and stimulate economic growth. We need to monitor the impact this has on access to the Airport, and align our own strategy to complement it. The public transport programme that is a pre requisite for charging will provide the means by which many of our longer-term aims can be achieved.

Conventional road pricing may not be necessary on airport access roads, given our ability to manage and control both car parking and access to the passenger terminals and employment areas. But we will keep under review the case for charging for access to motorways if that helps them to fulfil their strategic role of serving long distance traffic and access to ports and airports. Any measures we introduce will be tested against the Guiding Principles set out earlier.

**Passenger Access**

For passengers, demand management principally involves reducing the attraction of private car pick up and drop off. Controlling access to our forecourts and terminals is the central element of our strategy. We expect all pick up and drop off traffic to be directed into
our short stay car parks, and we will target and adapt our pricing policy to help meet our objectives.

Car parking on site generates half the road trips of pick up and drop off, and so it has a key role to play in changing behaviour, reducing congestion and managing road traffic. If we are to persuade passengers to switch away from ‘kiss and fly’, as part of a suite of measures, we need to provide adequate and convenient parking on site at an appropriate price. Our pricing policy will be crucial to striking the right balance between the different modes of travel, to deliver our broader objectives and continue to meet the needs of our passengers. Providing an appropriate level of short, medium and long stay parking on site is therefore crucial to success and to reducing road traffic demand.

**Staff Access**

Demand management for staff requires different measures. Our approach to reducing car use is to:

- Attract and promote the widest choice and range of alternatives.
- Provide incentives and reward non-car users and car sharers.
- Increase the costs of staff parking.
- Ration the supply of parking spaces.

We have already made good progress on all four strands of this policy, and achieved much success. Bus and cycle use have increased substantially. We are steadily reducing the ratio of car parking to staff numbers and we are recovering more of the costs of providing and maintaining staff car parks. Our parking ‘smartcard’ will be trialled in Autumn 2007 as a way of regulating use and providing an incentive to change. Incremental change will deliver further improvements. But, as with passengers, our ambition is to achieve much more. As public transport improves, so we can gradually tighten the supply of car parking and secure a step change in behaviour. This will require concerted action and major improvements in the range of alternatives. Our priorities for rail, Metrolink, bus and coach are pre-requisites to put in place a robust, reliable and secure transport system with the capacity and capability to meet the needs of our growing workforce.

Our contribution to wider regeneration and economic growth also involves improving access to employment. More jobs for local people, especially those in under represented groups, and those living in the areas of greatest need are our main priority. Better public transport will remove one of the main barriers to economic growth and increased employment. It will also enable us to expand our labour markets and improve access to jobs. These are also key objectives for the Greater Manchester TIF bid that we believe is a unique opportunity to secure and accelerate the delivery of many of our Priorities.

**The Way Forward**

The remainder of this document sets out in greater detail our Action Plan for Ground Transport. We have set ourselves challenging targets and an ambitious programme. Success will depend on many factors, critically:

- Understanding and meeting the needs of our passengers and staff.
- Securing a long term programme of sustained investment, commitment and action from a range of
stakeholders from Government to transport operators and providers.

- Institutional, policy and regulatory changes to facilitate and deliver our strategic programmes.

But the scale of benefits arising from growth of the UK’s largest airport outside the South East and the regeneration of the great Northern city regions are immense, and we are determined to do all that we can to deliver our Vision.
We know that the growth of the Airport is a massive opportunity; crucial to the growth and prosperity of the regions we serve. But we know that it must take place in a sustainable way.

Our Master Plan sets out our broad approach to the major challenges that we face. These are:

- The growing demand for travel, especially as prosperity improves.
- Managing the impact on local people, heritage and the environment.
- Climate change caused by emissions of greenhouse gasses.
- Maintaining accessibility in the light of increasing congestion.

Our Ground Transport Plan is therefore a vital part of our overall approach to climate change and changing travel behaviour will be the biggest factor in our drive to ultimately become carbon neutral. The full detail of our Climate Change strategy is set out in our Environment Plan – a sister document within our overall Master Plan.

Our approach to surface access is based around the core strategic objectives set out in the Master Plan. These are to:

- Provide the widest range of services and products delivering convenient, affordable, reliable, and quality access to the Airport.
- Contribute to our Climate Change strategy by tackling the high proportion of our emissions caused by surface access.
- Significantly increase the proportion of journeys that are made by public transport.
- Relieve the increasing pressure on the local and strategic road network through selective improvements and managing car use.
- Contain and manage growth in Airport road traffic, especially on the M56 Airport approaches.
- Develop the Airport’s approach to car parking as an integral element of our surface access strategy.
- Improve transport connections between the Airport and Wythenshawe Town Centre.
We intend to meet these objectives through policies and actions that:

- Reduce the need to travel by car to the Airport.
- Improve our public transport services and infrastructure.
- Make best use of our roads and car parks, and contributing as necessary to capacity improvements.
- Expand local cycle and footpath networks.
- Change behaviour and influence demand for travel in favour of sustainable modes.

In the following sections we will set out how we plan to meet our objectives. This starts with an overview of how people travel to and from the Airport, the networks that serve Manchester Airport and the issues that we have to address in order to achieve our vision.
This section provides information about the characteristics of the Airport market, where our passengers and employees come from, and how they travel to the Airport.

Introduction

Manchester Airport is the largest airport outside London and in 2006 handled over 22 million passengers – 50% more passengers than the seven other Northern regional airports combined (CAA UK Airport Statistics 2006). With our growing network of air services, Manchester serves as the major international gateway for the whole of the North of England, North Wales and parts of the Midlands. Over 19,000 people are employed directly on the site.

By 2015 we expect to be handling around 38 million passengers a year, and it is in the context of this continued growth that we have developed a surface access strategy that recognises the needs of our passengers and employees.

The most accessible airports are the most successful airports and high quality surface access is vital if we are to continue to grow. The Airport enjoys quick and convenient road access due to its central location and the direct link to the M56 and the rest of the national motorway network. However, we have long recognised that growth will not be sustainable if it relies solely on the private car and, our surface access strategy must be public transport led.

Over recent years, there has been considerable investment in public transport. In 2002 we opened our multi-modal transport interchange, The Station, which brings together all rail, bus, coach, and ultimately Metrolink tram services, into the heart of the Airport. The Station provides easy, convenient access to all terminals and this has encouraged transport operators to invest in higher quality trains and buses to increase both the range and volume of services and to develop new products. The Airport is now a major transport hub with over 300 train, 100 coach and 500 bus movements a day.

Air Passenger Travel

The percentage of air passengers using each mode of surface transport is shown in Table 1. It shows that although there is a heavy reliance on car and taxi for Airport access, there has been an increase in public transport use, primarily driven by a steady increase in rail mode share. In real terms, almost 1,500 extra passengers per day are using public transport to access the Airport in 2005 compared to 2002.

<table>
<thead>
<tr>
<th>Mode of Transport</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>Private Car</td>
<td>59.7%</td>
<td>57.5%</td>
<td>59.7%</td>
<td>58.4%</td>
</tr>
<tr>
<td>Hire Car</td>
<td>2.2%</td>
<td>2.4%</td>
<td>2.3%</td>
<td>2.4%</td>
</tr>
<tr>
<td>Taxi/Minicab</td>
<td>29.1%</td>
<td>29.2%</td>
<td>28.6%</td>
<td>29.0%</td>
</tr>
<tr>
<td>Total Car &amp; Taxi</td>
<td>91.0%</td>
<td>89.1%</td>
<td>90.6%</td>
<td>89.8%</td>
</tr>
<tr>
<td>Rail</td>
<td>5.3%</td>
<td>6.7%</td>
<td>6.7%</td>
<td>7.2%</td>
</tr>
<tr>
<td>Bus/Coach</td>
<td>3.3%</td>
<td>3.6%</td>
<td>2.2%</td>
<td>2.5%</td>
</tr>
<tr>
<td>Total Public Transport</td>
<td>8.6%</td>
<td>10.3%</td>
<td>8.9%</td>
<td>9.7%</td>
</tr>
<tr>
<td>Other</td>
<td>0.4%</td>
<td>0.6%</td>
<td>0.7%</td>
<td>0.5%</td>
</tr>
</tbody>
</table>

Source: Civil Aviation Authority Surveys
Passenger access is still dominated by private car drop-off and taxi. In 2005, these modes accounted for 60% of passenger movements. Taxis and private car pick up and drop off generate four vehicle trips per return air trip. This is in contrast to two trips when passengers park at the Airport.

**Our Business and Implications for Surface Access**

The profile and characteristics of the passenger market are highly relevant to the planning of surface access. It is important to understand the demand profile in order to better understand passenger behaviour and develop targeted strategies that influence travel mode choice.

Air transport is a dynamic business and airlines and airports are currently undergoing a period of radical change. This is in part driven by the continued growth of low cost carriers and consolidation in the charter market. This is an ongoing trend. In 2002 the split between scheduled and charter traffic was almost 50/50; by 2005 this was 60/40. By 2015, we expect that scheduled services, predominantly driven by growth in low cost carriers, will make up 75% of our business. This has important implications for our surface access strategy as our own research shows that passengers travelling on low-cost airlines have a higher propensity to choose public transport, whereas only 6% of charter passengers use public transport.

**Figure 1: Passengers Using Public Transport To Access The Airport**

![Chart showing public transport mode share for Manchester Airport]

Source: Manchester Airport Passenger Survey 2005

**Journey Purpose**

Public transport mode share is constrained by a relatively small inbound market, which presents both a challenge and an opportunity for Manchester. UK resident travellers from Manchester tend to show high use of private car whether parking or drop off, whilst non-UK passengers are far more likely to use public transport for their onward journey. In 2005 the inbound market accounted for only 13% of Manchester’s passengers in contrast to 33% at Stansted.

The London airports have a much higher proportion of passengers originating from outside the UK. This is one of a number of factors that account for the higher public transport mode share at the London airports compared to Manchester and other regional airports. Other factors include better availability and use of public transport in the South East, and a higher concentration of trips to central London that make rail and coach routes more viable.
Table 2: Public Transport Mode Share And Proportion of Outbound and Inbound Passengers

<table>
<thead>
<tr>
<th>Airport</th>
<th>Public Transport Modal Share</th>
<th>Outbound Passengers</th>
<th>Inbound Passengers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heathrow</td>
<td>32.3%</td>
<td>61%</td>
<td>39%</td>
</tr>
<tr>
<td>Gatwick</td>
<td>23.5%</td>
<td>79%</td>
<td>21%</td>
</tr>
<tr>
<td>Stansted</td>
<td>39.3%</td>
<td>67%</td>
<td>33%</td>
</tr>
<tr>
<td>Manchester</td>
<td>9.7%</td>
<td>87%</td>
<td>13%</td>
</tr>
</tbody>
</table>

* Public Transport includes rail, bus and coach
Source: Civil Aviation Authority Surveys

Similarly, the mix of business and leisure passengers has important implications for surface access planning. Business passengers tend to travel with less baggage and in smaller groups than leisure passengers. They also have an increased sensitivity to time and decreased sensitivity to cost. Manchester has a share of business traffic of around 20%.

Table 3: Manchester Airport Air Passenger Modal Share 2005 by Traffic Type

<table>
<thead>
<tr>
<th></th>
<th>Car</th>
<th>Hire Car</th>
<th>Taxi</th>
<th>Rail</th>
<th>Bus/ Coach</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>UK Business</td>
<td>58%</td>
<td>4%</td>
<td>30%</td>
<td>3%</td>
<td>3%</td>
<td>1%</td>
</tr>
<tr>
<td>UK Leisure</td>
<td>61%</td>
<td>1%</td>
<td>29%</td>
<td>7%</td>
<td>2%</td>
<td>0%</td>
</tr>
<tr>
<td>In-bound Business</td>
<td>28%</td>
<td>13%</td>
<td>39%</td>
<td>12%</td>
<td>4%</td>
<td>4%</td>
</tr>
<tr>
<td>In-bound Leisure</td>
<td>54%</td>
<td>9%</td>
<td>17%</td>
<td>14%</td>
<td>5%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Source: Civil Aviation Authority Surveys

Passenger Origin

The Airport serves the whole of Northern England. However, our core catchment area is the North West of England, which accounts for 60% of passengers. In future, we expect to see a greater concentration of passengers in the North West, this is in part due to the development of other regional airports.
Our air passenger market is much more dispersed than those for the South East airports, which presents particular challenges. Approximately 11% of our passengers travel to and from Manchester City Centre compared to 24% travelling into London from Heathrow.

**Airport Employee Demand**

Although employees also come from a wide catchment area, most live in the North West. A small number of employees live as far afield as Scotland and the South of England. These tend to be specialist professional staff or flight crew. The majority of airport employees live in South Manchester and North Cheshire, with 60% living in the area between Altrincham, South Manchester, Stockport and Wilmslow.
Employee Travel

The performance measure for employee travel is the percentage of employees that drive alone to work. Since the introduction of the Green Commuter Plan in 1998, more employees are using public transport, cycling or walking to work. Car use by employees has declined by 6% between 1998 and 2005 compared with other modes, saving 500,000 road trips each year.

The nature of an airport operating 24 hours a day with a high proportion of employees working shifts and requiring flexibility has an impact on the transport options for employees and this makes the private car dominant and potentially more attractive. Nevertheless, our employee mode share remains consistent with regional statistics for North West modes of travel to work.
Figure 4: Manchester Airport Employee Modal Share in 2005

*Source: Department for Transport Regional Transport Statistics 2005, Usual Method of Travel to Work in the North West
This section provides information about our transport networks, car parks and infrastructure.

**Roads**

Road access is mainly by a spur from the M56 at Junction 5. To the north, the M56 connects with the M60 (Greater Manchester orbital motorway), and to Manchester City Centre via the A5103. To the west, the M56 links to the M6. Local road access is via the A538 from Wilmslow and Altrincham, and the B5166 Ringway Road to Wythenshawe and Heald Green.

In 2005 there were an average of 80,000 airport vehicle trips a day, 80% of which were from the M56. The majority of vehicles entering and leaving the central terminal area are either private cars (77%) or taxis (private hire and black cab) (13.8%). Goods vehicles account for 3% of movements, and buses 5.7%.

**Car Parking**

In 2006 there were 22,032 car park spaces at the Airport. Short stay car parks are located close to each terminal, and long stay and staff car parking is located towards the edge of the Operational Area.

- 5,825 short stay spaces
- 10,901 long stay spaces
- 5,306 staff spaces

The short stay car parks are the most intensively used with the majority of users being those accompanying air passengers or meeting them on arrival. In 2003, a short stay car park was opened outside Terminal 1 to cater for private car and taxi pick-up, which considerably reduced forecourt congestion.

Long stay parking is provided on site in three main car parks served by courtesy buses. Off-site, there are further long stay spaces, independently managed and operated on a pre-booking and seasonal basis. In 2006 there were 15,727 off-airport spaces on 27 sites. The charge for parking depends on the convenience of the car park location, the length of stay and how far in advance it is booked.

Staff car parking has been consolidated into a few large surface car parks on the western perimeter of the Airport served by a shuttle bus. This provides the most efficient use of land and intercepts road traffic on the main approaches from the west. Businesses are charged £317 (2007 price) for every car parking space however many companies choose not to pass this
charge on to the employee. We have a commitment to reduce staff car parking relative to employment numbers. The ratio between the number of employees and on site car park spaces is capped at a maximum of 4:1.

Public Transport Services

We opened our public transport interchange, The Station, in 2002. Developed in partnership with Greater Manchester Passenger Transport Executive and Network Rail, it offers high quality waiting, information and passenger facilities that allow convenient transfer from rail, coach and bus to the terminal buildings.

The Government is encouraging Airports to develop as transport interchanges on the local and regional networks. The Station supports this policy objective providing South Manchester and North East Cheshire residents with extensive connections to rail, coach and local bus services.

Rail

Rail is at the core of our public transport network and the Airport is directly served by up to 9 trains an hour. There are two franchise operators; TransPennine Express providing direct intercity services to the North West (Blackpool and Cumbria) and across the North of England (Leeds, York, Sheffield and Newcastle); and Northern Trains providing local services to Liverpool, Southport and Crewe. All north-bound trains run through Manchester Piccadilly and with fast journey times of 15-20 minutes this provides a convenient option for travel to the City Centre.
Table 4: Summary of Key Direct Rail Journeys to Manchester Airport (2007)

<table>
<thead>
<tr>
<th>Service Provider</th>
<th>Origin</th>
<th>Approximate Journey Time</th>
<th>Weekday Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>TransPennine Express</td>
<td>York</td>
<td>2 hours</td>
<td>34 services a day</td>
</tr>
<tr>
<td>TransPennine Express</td>
<td>Leeds</td>
<td>1 hour 20 mins</td>
<td>34 services a day</td>
</tr>
<tr>
<td>TransPennine Express</td>
<td>Sheffield</td>
<td>1 hour 20 mins</td>
<td>19 services a day</td>
</tr>
<tr>
<td>TransPennine Express</td>
<td>Preston</td>
<td>1 hour</td>
<td>36 services a day</td>
</tr>
<tr>
<td>TransPennine Express</td>
<td>Blackpool</td>
<td>1 hour 45 mins</td>
<td>18 services a day</td>
</tr>
<tr>
<td>TransPennine Express</td>
<td>Newcastle</td>
<td>3 hours</td>
<td>12 services a day</td>
</tr>
<tr>
<td>Northern Rail</td>
<td>Liverpool</td>
<td>1 hour 10 mins</td>
<td>15 services a day</td>
</tr>
</tbody>
</table>

Although extensive in geographic coverage, the coach services are currently not well patronised due to frequency on key routes and because the express bus market is less well developed in the North West than in the South East.

Local bus services are provided by Stagecoach, Arriva and Trent Barton and form the main public transport network for Airport staff. Together they operate a comprehensive range of bus services particularly across south Manchester. In order to ensure a more viable transport option for employees, we provide targeted financial support for early morning, late evening and weekend services of over £250,000 per annum. We have introduced branded ‘Skyline’ quality services in partnership with bus operators and GMPTE with flexible, good value tickets available for employees. This has set benchmark levels of service and quality standards of bus operation.

Through partnership funding with Cheshire County Council, the Styal Shuttle bus link connects Quarry Bank Mill and Styal Village with Wilmslow and the Airport. A demand responsive service from Wythenshawe has been introduced as a result of GMPTE’s success in obtaining Urban Bus Challenge funding. We support this through partnership funding for the Wythenshawe Night Link, which is a very early morning service.

Table 5: Summary of Key Coach Services Operated by National Express at Manchester Airport (2007)

<table>
<thead>
<tr>
<th>Origin</th>
<th>Number of Services Per Day</th>
<th>Approximate Journey Time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Birmingham</td>
<td>11</td>
<td>2 hours 30 mins</td>
</tr>
<tr>
<td>Leeds</td>
<td>8</td>
<td>2 hours 30 mins</td>
</tr>
<tr>
<td>Bradford</td>
<td>8</td>
<td>2 hours 50 mins</td>
</tr>
<tr>
<td>Liverpool</td>
<td>7</td>
<td>50 mins</td>
</tr>
<tr>
<td>Sheffield</td>
<td>3</td>
<td>2 hours 5 mins</td>
</tr>
<tr>
<td>Glasgow</td>
<td>3</td>
<td>5 hours 30 mins</td>
</tr>
</tbody>
</table>
Cycling and Walking

We have been proactive and successful in the provision of cycling facilities and have been recognised as an example of good practice by the Department for Transport. Our Cycling Development Plan has resulted in:

- 240 cycle spaces at 17 high-quality cycle parks.
- A staffed, fully equipped Cycle Centre at the Station providing facilities for air passengers and employees.
- A Bicycle Users Group, with over 200 members.
- Pool bikes and interest free loans.
- Funding for 2kms of cycle paths in Cheshire.

A full-time Cycle Development officer, funded in partnership with Manchester City Council through its Neighbourhood Renewal Fund, supports cycle training in local schools and community centres.

On the Airport site, a network of footpaths and cycleways link current and future developments to provide a safe and accessible network of routes for employees, passengers and the local community. The Manchester Airport Orbital Cycle Route provides safe and signed routes into the Airport from Greater Manchester, Cheshire and other cycle networks.
Current Transport Services and Infrastructure

Figure 6: Airport Orbital Cycle Network

Manchester Airport Orbital Cycleway:
An 8 mile cycle circuit around Manchester Airport

Key:
- Orange: Airport Orbital Cycleway
- Black: On Road
- Teal: Off Road
- Green: Proposed Off Road
- Dashed: Interim On Road
- Red: Link Routes
- Blue: Cycle Centre: Manchester Airport

To Sale & Brocklands & National Cycle Network route proposal
To City Centre
To Wythenshawe Centre

To Hale

To Cheshire Cycleway

To Wiltts & regional route proposal
To Wilmslow

To Wiltts & regional route proposal
To Wythenshawe Centre

To Stockport
To Cheadle & Didsbury
To Sale & Brocklands & National Cycle Network route proposal
To City Centre
Our approach is strongly influenced by the need to reduce the need to travel to the Airport by car, and to manage road traffic within the available highway capacity; in particular on the section of the M56 that directly serves the Airport. We have taken account of National, Regional and Local Government transport policy. Our strategy and objectives support and complement the Greater Manchester Local Transport Plan.

**Greater Manchester Local Transport Plan**

The Greater Manchester Local Transport Plan 2 (covering the period 2006-2011) seeks to accommodate forecast economic growth in a sustainable manner, focusing investment in areas or "corridors" that have greatest impact on peak period movements such as major employment sites.

Corridor partnerships have been established to integrate the planning of services and capital investment. In the first instance, Manchester Airport is a key destination and site for economic activity and employment in the Southern Corridor. However, the approach recognises that travel demand generated by the Airport will have implications for neighbouring corridors and, ultimately, Greater Manchester as a whole.

The framework for the Greater Manchester Local Transport Plan is set out in the Greater Manchester Integrated Transport Strategy (GMITS). GMITS was produced in response to Government’s support and £520 million funding package towards Phase 3 of Metrolink, and the requirement to prepare an integrated transport plan for Greater Manchester that takes into account the objectives of the 2004 Transport White Paper. GMITS also provides the basis, upon which the Greater Manchester Transport Innovation Fund (TIF) bid has been developed.

The Greater Manchester LTP sets out a comprehensive accessibility strategy, which includes policies for linking the City Region's most needy communities with new employment opportunities. The Airport is a major source of employment, and we remain committed to supporting connectivity between the job opportunities around the Airport and our neighbouring communities, which experience some of the most acute problems of unemployment in the Region.

**Transport Innovation Fund**

Achieving the growth targets set out in the Manchester City Region Development Plan will require greater investment in public transport, and in particular the completion of the full Phase 3 Metrolink lines.

Government’s Transport Innovation Fund (TIF) offers increasing levels of financial support from 2008 to underpin the investment needed.

Government is looking for TIF packages that combine effective demand management with better public transport and has indicated that successful TIF bids should be underpinned by a commitment to road user charging.

The Association of Greater Manchester Authorities (AGMA) has set four tests to determine whether or not road user charging would be consistent with its wider economic, social and environmental objectives:

- There must be significant investment in public transport including Metrolink and enhanced capacity prior to introducing charging;
- Measures must not undermine the competitiveness of the regional centre or the town centres in the area;
• Measures must be acceptable to the public and the business community; and
• Measures must be relevant to where congestion exists or where it may emerge in the future.

A major submission for TIF funding was made in July 2007. The authorities will, over the coming months, be working closely with key stakeholders including ourselves, to ensure relevant strategies are consistent and complementary. Our Ground Transport Plan is particularly critical in this respect, and this is why we intend to carry out an early review of our Plan in 2008-09, once the outcome of the TIF bid is known.

Airport Strategic Access Issues

Our direct connections to the national motorway and rail networks make the Airport easily accessible throughout the North of England and 70% of our passengers can reach the Airport within two hours by road or rail. However, both road and rail networks are operating at the upper limits of their current design capacity.

The Airport generates over 80,000 vehicle movements a day, with the majority (over 80%) coming from the M56 motorway spur. There are planned highway improvements in the vicinity of the Airport, but they will not add significantly to our highway capacity. But, whilst we are strategically dependent on the region’s motorway network, Airport traffic dissipates quickly around the network and occupies a relatively low proportion of traffic away from the Airport approaches.

Our rail link is currently the only alternative to road access. The rail link, and the central Manchester rail hub and overcrowding does have a negative impact on performance.
Local access is predominantly road based, and whilst the rail link does connect to local stations between Wilmslow and Manchester, rail is most effective serving passenger markets in Manchester and beyond. In the absence of a Metrolink connection, local bus is the only viable public transport alternative. However, there are several congestion hot spots on the local south Manchester road network, and these have a negative impact on local bus performance. The SEMMMS study recommended a number of highway and public transport schemes to improve travel in and around south Manchester; including access to the Airport.

Modelling Future Demand for Travel

We have analysed the travel patterns of passengers and employees, their mode of travel and the distribution of Airport related traffic on the strategic highway network. We have then used our strategic access model MANSAM, and the outputs from national and Greater Manchester’s road traffic models to help us understand how our strategic routes might cope at 2015 and up to 2030. Our car park forecasting model, Airpark has then identified the demand for car parking, both on and off Airport, and how this varies dependent on modal split.
Road Traffic Analysis

In the peak period (between 08.00 and 09.00), Airport traffic accounts for up to 22% of traffic on the M56 in the vicinity of the Airport (Junction 5). However, the peak period for Airport traffic is between 05.00 and 07.00. This is outside the peak periods of other road users and at a time when congestion is much less of a problem. Airport traffic also dissipates rapidly on the strategic highway network, and accounts for less than 5% on most of the M60 motorway around Greater Manchester.
Nevertheless, capacity on the M56 is a major strategic issue. The links and the junctions are at capacity during peak periods. Forecasts suggest non-Airport related traffic could grow by 12% between 2004 and 2030 and that Airport road traffic growth could more than double. By 2030, Airport traffic could, during the morning commuter peak, account for 35% of the M56 traffic in the vicinity of the Airport. But, this is a “do nothing” scenario and it does not take account of any future measures to manage demand on or off Airport or future infrastructure developments such as Metrolink. These enhanced measures will be factored into further modelling to be undertaken in the context of Greater Manchester’s TIF bid package.

**Monitoring Progress**

Modal share targets for public transport are a basic method to monitor the success of our surface access strategy. However, we recognise that our wider objectives relate to reducing the overall number of vehicle trips to and from the Airport and we have developed a tool to measure this.

The ‘vehicle to air passenger ratio’ measures the total number of vehicle trips (including passengers, employees, visitors, goods delivery etc) that enter or leave the Airport site as a proportion of the total number of air passengers (excluding air to air transfers). This high level measure is a useful indicator of monitoring trends in the overall volume of road traffic. It is a means by which we can set targets for reducing the overall volumes of road traffic. Beneath this measure sit the more usual targets for the percentage of passengers and staff using particular modes of transport.

In 1992, the ratio was 1.86 i.e. every air passenger generated 1.86 vehicle trips from the Airport site. In 2005 the ratio was 1.33, a 28% reduction equivalent to saving 1.1 million vehicle trips per annum. Using
MANSAM, we forecast that the vehicle to air passenger ratio needs to further reduce to 1.28 by 2015 in order to keep Airport traffic within the expected limits of capacity on the local highway and motorway network.

In broad terms, achieving this ratio of vehicle trips to air passengers will translate into individual modal share targets for passengers and employees that are set out below.

Beyond 2015, and towards 2030, we expect the vehicle to air passenger ratio to decline but at a slower rate. The extent of this will be governed by policies that influence road user costs such as road pricing and increasing fuel costs as well as major changes to the public transport network. We will keep this under review as part of revisions to our Ground Transport Plan but we have a long-term ambition that 40% of passengers and 50% of staff will be using public transport to access the Airport.
In this section we set out our plans for surface access on a topic-by-topic basis. Our policies and actions aim to reduce the proportion of vehicle trips, improve public transport services and infrastructure, and encourage their use. We begin each topic with an overview of the strengths, weaknesses opportunities and threats that characterise it.

The main objectives of our Ground Transport Plan are to:

- Significantly increase public transport use
- Reduce dependency on the car
- Manage and mitigate road traffic growth
- Maintain and enhance the Airport’s accessibility

Airport accessibility is influenced by infrastructure both on and off the Airport. Our approach to investment has been to contribute capital funding for transport infrastructure working in partnership to secure third party contributions where there are benefits to travellers and users outside the Airport. The Eddington Report suggests that surface access schemes for airports can provide high returns, even taking into account the cost of environmental impact.

The scale of future funding is considerable and the Government is now requesting airports to pay their share of the costs associated with providing transport infrastructure where they are beneficiaries. The traditional route of funding from the capital programme will not be adequate or efficient for our future needs and we will need to look at new ways of funding on or off balance sheet, or through the transfer of revenues from car parking or road charges.

4 The Eddington Transport Study – Transport’s role in sustaining the UK’s productivity and competitiveness. Sir Rod Eddington 2006

Our Investment in Public Transport:

Over the last 15 years we have invested over £100 million in the Airport’s public transport facilities. In the next 10 years there will be further spending on improvements to The Station (3rd Rail Platform), and the Airport Metrolink line and around £25 million will be invested in local road access improvements. In addition, we continue to provide over £300k a year on revenue support for local bus routes, cycling and measures to stimulate behavioural change.

Changing Behaviour

Our ability to influence the travel behaviour of both passengers and employees is critical to the success of our Ground Transport Plan. There is a growing commitment within Greater Manchester, and the North West, to change travel behaviour and it is the core element of the Greater Manchester TIF bid.
Delivering the Strategy

Changing Behaviour

This lies at the heart of our strategy and is the main focus of our objective to reduce the dependence on the private car. We are not alone in seeking such change – it is now well established national policy and critical to the sustainable growth of our business.

Strengths

Alternatives already exist
We have a track record – “drive alone” staff car journeys down 6% between 1998 and 2005
There is a large and growing volume of “Green Commuters”
The Airport Company controls staff car parking

Weaknesses

There is a car-dependent culture in the North West
There is a high reliance on taxis for passenger access
There is a reluctance to change
There are major capacity constraints on the public transport network
Bus industry legislation inhibits inter operator co-operation

Opportunities

Growing road congestion helps make public transport more attractive
Promotion and marketing of alternatives
The introduction of forecourt restrictions and access charging
Congestion charging
Transport Innovation Fund funding
Incentives and penalties for staff travel
New products

Threats

May affect the Airport’s competitive position
Funding and time needed to deliver alternatives to the car
Lack of capacity on public transport systems and routes

For employees we will:

• Reduce the number of employee commuting trips by car from 80% in 2005 to 70% by 2015, with a long-term target of 60% by 2030. A major change in public transport use may result in 50% of staff journeys being made by public transport
• Revise our Employee Travel Plan to take account of best practice and emerging travel behaviour initiatives as part of TIF and launch a major travel campaign i N 2007/08
• Work with major service partners to establish and develop their own travel plans
• Continue to develop initiatives to meet the needs of employees commuting to the Airport using alternatives to the car eg discounted fares for public transport.
• Press for commitment by other businesses in the wider area and seek synergies with their employees’ travel to work plans
• Continue to co-ordinate our travel planning activity and share best practice with the Greater Manchester Authorities and Cheshire County Council

For passengers we will:

• Work with GMPT and Cheshire County Council to develop a Smartcard for airport travel
• Continue to lobby for a taxation system that favours and encourages sustainable travel.
• Contain the number of staff parking spaces and implement a parking “smartcard” for employees that provides incentives to use alternatives to the car for work
• Continue to allocate 10% of our marketing budget to promote public transport services, focusing on whole journey solutions as alternatives to the car
• Participate in joint marketing campaigns to promote public transport services to employees and passengers
• Work with transport providers, airlines and tour operators to develop and promote integrated ticketing
• Provide an e-commerce sales route for airport public transport travel tickets
• Provide high quality and comprehensive information and journey planning systems at key locations
We strongly support the Greater Manchester Authorities’ twin strategy of radically improving public transport followed by the use of pricing as a demand management tool. We expect a successful approach in Greater Manchester to provide a model for regional and national application. This approach mirrors our own strategy and Airport users will benefit greatly from widespread investment in new public transport services and facilities. The size of the challenge cannot be underestimated. However we believe it is crucial for the future development of Manchester, the region and our own success. Accessibility and convenience are critical for our passengers and employees and to support the overall competitiveness of the region. But we will need to understand the impact of road pricing on our employees and passenger’s travel behaviour. We will need to track any actual or modelled changes resulting from road user charging. For example, this may lead to changes to transport routes and places of residence.

The pace at which we can move forward relies on five main elements:

- Funding (both public and private sector).
- Timely delivery of measures.
- A supportive regulatory and policy environment.
- Winning hearts and minds through public, political and medial support.
- Strong and effective partnerships.

Employee Travel

We have been at the forefront of green travel planning and have seen car use by employees decline steadily over the past 10 years as a result of a wide range of initiatives such as car sharing. Our Employee Travel Plan (previously Green Commuter Plan) is widely regarded as best practice and has received awards from the Institute of Transport and Logistics and the Association of Commuter Transport.

To date, we have focused on promoting attractive alternatives to the private car and the use of incentives. Our core message has been that ‘small changes (in travel habits) make the difference’ and that change is one of ‘evolution not revolution’. For example, a single employee working from home one day in five could reduce their vehicle trips by 100 each year. During 2007/08 our Employee Travel Plan will be re-launched under the ‘Travelution’ brand.

We will regularly review our Employee Travel Plan to ensure that it is consistent with the emerging Greater Manchester TIF schemes relating to travel behaviour. We will continue to regularly survey our employees, and use this information to refine and develop our plans.

Employees are provided with information relating to a wide range of incentives for reducing their car use for the

<table>
<thead>
<tr>
<th></th>
<th>Car Commuting Trip Share</th>
<th>Target Car Commuting Trip Share</th>
<th>Target Car Commuting Trip Share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee</td>
<td>80%</td>
<td>75%</td>
<td>70%</td>
</tr>
<tr>
<td>2005</td>
<td></td>
<td>2010</td>
<td>2015</td>
</tr>
</tbody>
</table>
journey to work, including our Car Share Scheme, discounted ticketing, and the bus and rail services to the Airport. We will continue to work closely with our partners and companies on site to promote and encourage behavioural change through events, better information and strong, targeted marketing campaigns.

Formal and informal car share schemes operate across the site and we will provide preferential spaces in our car parks for car sharers. We will also provide preferential spaces for drivers of electric or ‘green’ vehicles.

We are now developing a ‘Smartcard’ to link all aspects of travel to work for Airport employees. Alongside this, we are shortly to pilot an Airport Access Smartcard which will be used to better control access to staff car parks and which offers incentives or penalties to reduce car commuting.

**Passenger Travel**

We need to take a different approach for passengers as we have less direct influence over the choices they make. We will make the best use of the Manchester Airport brand and we will continue to promote the ease of public transport access to the Airport.

We will work closely with public transport operators, highway and local authorities to encourage public transport use. Raising awareness of alternatives and highlighting the impact of congestion will remain a key strand of our strategy.

Research has shown that issues such as pricing, reliable information, through-ticketing, and poor perceptions can be significant barriers to the use of public transport. We will work to make public transport an attractive and convenient option for more of our passengers and develop products and services that align with the demands of air passengers.

We continue to allocate 10% of our marketing budget to the promotion of public transport services and have encouraged and supported the provision of reliable, easy to understand information for passengers. We will publish a suite of information leaflets covering the range of Airport public transport services in hard copy and on our website.

The Airport has a sophisticated interactive passenger information system including a multi-modal journey planner – MAISY kiosks. Information kiosks are also installed at Manchester Piccadilly. We plan to extend this system to key locations off-site to support access to the Airport by public transport.

A key factor in changing travel behaviour is the ability to raise awareness, make it easier to purchase tickets and influence passenger decisions regarding travel to the Airport at an early stage such as at the time of booking their flight. TransPennine Express has installed ticket vending machines in our baggage reclaim halls so that passengers can buy rail tickets on arrival and have introduced an innovative ‘print at home’ rail ticket which is sold as part of a flight or holiday package. We will continue to encourage public transport operators, airlines and tour operators to develop integrated tickets.

**Roads**

Our Environment Plan sets out our long-term approach to climate change and emissions of greenhouse gasses. Road traffic represents by far the largest source of airport related emissions and contributes to congestion and local pollution. Worsening congestion on airport access routes is a key issue that our strategy addresses through infrastructure improvements and behavioural change.

However, in order to be successful, measures that we undertake to manage airport-related peak traffic flows on
the M56 must be complemented by demand management measures for other users. Otherwise, any gains made by managing airport traffic will be eroded by general growth on the road network.

**Connectivity is vital for competitiveness**

Our success has been founded on quick and convenient access via the motorway system to most parts of our catchment area. The road network will still handle a large proportion of passenger, staff and freight trips. Increasing congestion, and the absence of major capacity increases threaten to reduce our accessibility. Making the best use of the network is a key challenge and requires tough decisions to be made.

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**Our Priorities for Roads:**

- **Local improvements**
  Deliver local improvements to the M56 and the SEMMMS corridor improvements.

- **Increased efficiency**
  Improve the efficiency of the motorway system through better information; active traffic management, dedicated lanes and peak hour hard shoulder running.
The Airport enjoys direct access to the M56 and the national motorway network that serves most of our wide catchment area. This has been an important factor in the historic growth of the Airport. An efficient road network is essential for passenger, staff and freight traffic. Good road links are also necessary for effective bus and coach services and emergency services.

We will:

- Manage the demand for road traffic to contain it within the capacity of the highway network, taking into account planned future improvements. Our focus will be on reducing the number of vehicle trips per passenger.
- Work with the Highways Agency, Manchester City Council, Trafford Metropolitan Borough Council and Cheshire County Council to complete the road schemes linked to Terminal 2 Phase 2 and the Second Runway.
- Work with key stakeholders to ensure the full implementation of the SEMMMS and MIDMAN recommendations within an agreed timetable.
- Provide for the diversion and realignment of Ringway Road within the Operational Area.
- In partnership with the highways authorities and Highways Agency seek opportunities to develop dedicated high occupancy vehicle or bus lanes on strategic airport approach roads.
- Improve information to travellers both before and during their journey through a variety of media and the use of new technology.

Direct access from the Airport on to the M56
Complements public transport as the strategic road network is orbital around Manchester
Motorway links across the North

Car based
Inconsistent journey times
Increasing congestion

Opportunity to develop links to Strategic Park and Ride sites
The main airport flows occur outside the main traffic peaks on the network
Provides links to parts of the Airport’s catchment area with poor access to public transport
TIF initiatives will reduce peak time congestion
Peak hour management measures

Increasing levels of traffic congestion on the strategic and local network
Charging for use and access to the network
Improving the network serving the Airport may lead to increased levels of non-airport traffic
Increased capacity requires high levels of funding
Addressing The Challenges

Infrastructure Schemes

We have committed to a programme of selective road improvements as part of our planning permissions for Terminal 2 and the Second Runway. These improvements, which are designed to accommodate Airport growth beyond 30 million passengers per year, will allow key sections of the road network serving the Airport to function safely and efficiently. The improvement plan will continue over the next five years and includes:

- Improvements to the A538 between Morley Green Road, Wilmslow and Altrincham Road, Styal (completed)
- Major improvements to Junction 6 of the M56.
- A new dual carriageway to replace part of Runger Lane and Thorley Lane.
- Improvements to the east, including the Terminal 1 roundabout and link road between Shadow Moss Road and Styal Road.
- An additional lane on the M56 north and south bound carriageways between Junctions 5 and 6.

Figure 12: Local Road Improvement Schemes
A substantial package of transport investment to relieve congestion and tackle transport issues was recommended by SEMMMS\textsuperscript{5} in 2001. However, despite receiving wide public support, progress on implementation has been slow, partly due to lack of funding. We fully support the proposals, in particular the public transport and behavioural change measures, which complement this strategy.

SEMMMS also recommended a scheme to replace the original Manchester Airport Eastern and Western Link roads and Poynton Bypass with a series of local bypasses that are being implemented by the three local Highway Authorities. As part of this scheme, we are committed to funding a diversion of Ringway Road and a local relief road between Styal Road and Shadow Moss Road.

Increased traffic congestion on strategic routes is a barrier to developing inter urban bus and express coach services. Dedicated public transport, high occupancy vehicle lanes or managed use of hard shoulder running lanes on strategic routes would mitigate delays caused by road congestion. We will work in partnership with the local highway authorities and the Highways Agency to identify and implement suitable schemes.

Car Parking

The location, supply and land use impacts of car parking is covered in our Land Use Plan. This Ground Transport Plan is primarily concerned with the demand for and management of car parking. Car parking has a key role to play in our overall strategy of behavioural change and road congestion management.

The basic demand management tools of increasing the cost of parking and restricting the supply of spaces do not necessarily result in behavioural outcomes consistent with our overall strategy. Faced with increased prices, passengers will choose private hire or pick-up and drop-off activity, which in turn leads to an increase in vehicle trips and therefore road traffic and emissions. Therefore we need to carefully balance the supply of and demand for parking.

Price and convenience are key factors in the choices that passengers make. To persuade passengers to move away from ‘kiss and fly’ and taxi use will require an appropriate supply of on-site medium and long-stay car parking. For passengers using public transport, adequate parking is needed at rail stations and key transport modes.

5 South East Manchester Multi Modal Study – see Appendix
Managing the supply and demand for parking is an integral part of our strategy for surface access. It is a complex subject, influenced by a range of different factors. Our customers and employees have a range of needs, which need to be provided for, notwithstanding our drive to increase public transport use and manage road traffic.

**Car Parking**

- **Strengths**
  - Generates commercial revenue.
  - Service quality of on-airport and some off-airport operators.
  - Generates 2 vehicle trips into the Airport rather than 4 for drop off and private hire.
  - Convenient and meets passenger needs.

- **Weaknesses**
  - Relies on the use of the private car.
  - On airport car parking takes up large areas of land.
  - Some long and unreliable transfer times from off-airport sites.
  - Heavy employee dependency on car.

- **Opportunities**
  - Distribution of car parking revenues into public transport projects.
  - Charging for access to pick-up areas.
  - TIF will stimulate public transport use and reduce demand for car parking.

- **Threats**
  - Uncertain supply of off-airport spaces.
  - Road congestion can lead to uncertain journey times.
  - Availability of car parking may affect the Airport’s competitive position.
  - Employers regard provision of parking as an important factor in recruitment & retention of employees.

**We will:**

- Accommodate the growth in short-stay car parking within the central terminal area.
- Develop a strategy (as part of the Employee Travel Plan) for employee car parking provision that encourages the use of public transport and other sustainable modes as alternatives.
- We will seek to optimise the density of long stay car parking on the Airport site in the context of the varied needs of our users.
- We will explore opportunities to identify and promote park and ride facilities remote from the Airport site that could be linked to key public transport modes such as Manchester Piccadilly and Crewe.
- Manage the demand for pick up of passengers outside the terminals, by making use of the short stay car parks for private car and private hire taxi pick-up.
- Continue to closely monitor the interaction of our public transport measures and the demand management of car parking.
Addressing the Challenges

Passenger Parking

There is a need to carefully balance the supply and price of car parking as part of an integrated strategy to discourage the growth of ‘kiss and fly traffic’, while at the same time being consistent with our objective to promote public transport use. Too much, cheap parking could discourage public transport use, while scarce and expensive parking will encourage ‘kiss and fly’ and taxi use.

An overall increase in car parking capacity will be necessary for our future development and we will ensure that a sufficient level of parking provision consistent with our Master Plan forecasts. We estimate that a peak capacity of approximately 35,000 spaces, on and off-airport, will be required when passenger throughput reaches 40 million per annum. Further details are in our Land Use Plan.

Staff Parking

As the pressure for core operational facilities increases there will be a need to displace more staff parking to the edge of the site. This forms part of our strategy to make public transport more attractive and convenient in comparison to the private car and spaces will be developed on a needs basis rather than demand-led.

We are developing an initiative for a parking smartcard for employees, which will give incentives to employees to use alternatives to bringing the car to work and parking in a car park.

Forecourts

60% of our passengers are collected and dropped off by private cars or private hire taxis from our terminal forecourts. The level of activity on the forecourts of the three terminals has increased significantly in recent years. The range of activities includes passenger pick up and drop off, courtesy coaching, licensed and private hire taxi business and off-airport car park coaching. This has led to increased congestion, security and safety concerns, and we will need to manage demand and control access, particularly on the arrivals forecourts where congestion is most acute.

In 2003 we opened a new short stay car park outside Terminal 1 Arrivals to cater for private car and taxi pick-up. This arrangement has proved very successful. Congestion has been reduced considerably, and we have created a safer and more secure environment. Following this success, we implemented a car park based pick-up policy across all Terminals in 2007.

Taxis

In Section 4, we highlighted the impact of passenger access journeys that create more than one vehicle journey into the Airport. In order to reduce the environmental impact and improve efficiency of our taxi operations, our strategy addresses ways to reduce the number of ‘empty’ journeys to or from the Airport and to encourage multiple-occupancy of vehicles through the use of taxi bus services.
Taxis are an essential part of a public transport system, providing transport to passengers who have no access to a private car, or who are unable to use conventional public transport. Taxis include both licensed hackney carriages (black cabs), and private hire vehicles.

**Strengths**
- An available ‘on-demand’ service
- Able to serve destinations not served by other modes
- High quality service and modern vehicles

**Weaknesses**
- A road-based mode.
  - Taxis are used mainly by arriving passengers
  - Taxis generate a disproportionately high level of road journeys
  - Generates high volumes of traffic on the terminal forecourts

**Opportunities**
- Taxi-sharing schemes to provide a more efficient product

**Threats**
- Traffic congestion on the strategic and local road network can affect journey reliability

We will:
- Maintain ranks outside each of the Airport terminals for approved taxis.
- Offer a choice of Airport approved taxi and other hired services for use on demand.
- Promote high occupancy or shared minibus taxi services to bridge the gap between conventional public transport services and conventional taxis.
- In conjunction with, the taxi and private hire trade, local highway and licensing authorities, develop measures to:
  - Maximise the utilisation of individual taxis;
  - Discourage fly parking on local residential roads and premises; and
  - Encourage and support taxi passenger pick up through our car parks.
- Seek to improve levels of customer service
Despite the obvious benefits that taxis bring to users, there are issues that follow from such a high level of use.

- As private hire taxis have to be pre-booked, most taxi journeys are made on a one-way basis, with the taxi either leaving or entering the Airport empty. This inevitably generates twice the number of vehicle trips than if the same journey was made in a car that was parked on the site. Conversely, taxis may carry more passengers than a private car.

- The high level of private hire taxi use puts added pressure, and increases congestion on our forecourts.

- Fly parking on local residential roads around the Airport, and on commercial premises such as the petrol stations while drivers wait for the passengers, is increasing.

### Addressing The Challenges

#### Licensed Taxis

The Airport currently operates a permit system for Manchester City Council licensed black cabs that operate from ranks outside the terminals. Airport taxis are also served by a 120 space taxi feeder park.

Only a third of Manchester’s licensed taxis hold Airport permits and there is evidence to suggest that the barrier to growth is the annual cost of the permit, which discourages occasional use. This may restrict the availability of taxis in the future as passenger numbers increase. In addition, taxis that drop off passengers at the Airport have to make an empty return trip as they are not permitted to use the ranks or feeder park. Therefore we are in active consultation with the taxi trade and Manchester City Council to replace the permit system with a movement charge during 2007.

#### Private Hire

We have one of the highest levels of private hire taxi use at any UK Airport (27%). This is mainly due to cultural factors. The North West has the highest number of taxi licenses of any region outside London and taxis are a popular mode of travel for leisure and work journeys. The plentiful supply of taxis, and easy access to the motorway network in the region, ensure competitive pricing for Airport journeys – often undercutting long stay car parking prices.

The high level of private hire taxi use increases congestion on the forecourts, contributes to road traffic emissions and there is increasing fly parking on local residential roads and commercial premises around the Airport.

Tackling the high level of private hire taxi use is a challenge and will mainly be achieved through the promotion of effective and competitive alternatives e.g. rail or coach and behavioural change.
Rail

For air passengers, rail provides the best alternative to the private car, especially for longer distance trips. There has been strong growth in rail journeys with over 60% increase in rail use since 2002 and by 2015 we expect to attract an extra 8,000 rail passengers per day.

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<tr>
<th></th>
<th>Actual Rail Mode Share</th>
<th>Target Rail Mode Share</th>
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<tbody>
<tr>
<td></td>
<td>2005</td>
<td>2010</td>
</tr>
<tr>
<td>Passenger</td>
<td>7.2%</td>
<td>10%</td>
</tr>
<tr>
<td>Employee</td>
<td>2%</td>
<td>3%</td>
</tr>
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</table>

Over the last few years there has been major investment in both the on site facilities (The Station) and by the operators, notably TransPennine Express with a fleet of new, high quality trains. This £250m investment has been coupled with strong marketing, the introduction of a timetable better aligned to air passenger needs and station improvements on Airport routes. Rail will play an increasingly important role in our passenger access strategy in the period to 2030.

We will work with the train operators to build on the strengths of the existing rail services. However, our strategy requires the major challenges presented by congestion and capacity constraints both in network infrastructure and rolling stock to be addressed in order to achieve success.
Rail is at the core of our public transport network. We are one of the few airports outside the South East with direct services to an on site station. That puts us in a favourable position compared to those regional airports that still rely solely on road access. It is also one of our success stories.

**Strengths**
- Almost 2 million rail journeys in 2006
- Passenger numbers increased by 500,000 in 2 years
- Transpennine Express franchise committed to serve the Airport
- A good product and near 24 hour operation
- High quality facilities and new rolling stock on Transpennine Express routes
- Not dependant on road capacity

**Weaknesses**
- Limited to corridors
- Platform capacity caps services at 9 trains per hour
- Cannot accommodate longer trains without losing some services
- Reliability and cancelled trains
- Some poor rolling stock remains on Airport services
- Congestion in the central Manchester rail hub
- Best for journeys over 1 hour or 30 miles from the Airport

**Opportunities**
- 6 million rail passengers targeted by 2015
- 3rd Platform at The Station and other capacity and station improvements across the network
- Congestion charging (TIF bid)
- Fits with the development of strategic park and ride and off-site check-in
- New products and stronger marketing
- Long-term developments such as the Western Rail Extension

**Threats**
- Continued capacity constraints
- Increased London services use up local capacity
- Cost time and risk delivering new infrastructure
- Local services eroded to cater for long distance services
- Peak time overcrowding on some routes into Manchester such as Leeds and Bolton
- Lack of investment inhibits or delays improvements

Our target for rail is to increase its modal share to 15% for air passenger trips by 2015. In the long-term, rail could increase its modal share to 25% if the benefits from TIF and other congestion management schemes are reinvested in major network and capacity increases. Our targets are:

- Deliver a 3rd platform by December 2008
- In 2009 recast the timetable to optimise the use of available rail capacity for Airport services, building on the availability of the third platform to accommodate longer trains and to improve performance.
- In the medium to long term, our priority is additional capacity on Transpennine routes; and new services south from the Airport, to Stoke, The Potteries, West Midlands, and North Wales.

- Establish business development plans for key rail corridors to increase penetration and build patronage
- Develop and implement joint marketing plans in conjunction with airlines, train operators and tour operators.
- Support a programme of targeted improvements and investment at rail stations with significant use by air passengers or staff use e.g. Manchester Piccadilly, Leeds, York, Sheffield and Crewe to improve airport access, by providing flight and airport information and, where the business case supports, check-in facilities.
- Assess the feasibility and future demand for new infrastructure in the Manchester rail hub, including the Airport western rail link, that will support and grow Airport rail use from key rail hubs and strategically located remote park and ride sites.
Our strategy recognises the importance of the Greater Manchester Authorities’ submission to the Transport Innovation Fund (TIF) that will provide regional investment in infrastructure improvements and rolling stock, linked to a programme of behavioural change. In the long-term this could deliver a significant step-change in rail facilities and in passenger use.

Addressing the challenges in the short-term

Infrastructure

In 2007 work started on the construction of a third platform at The Station, which will be operational by December 2008. This is a £15m partnership scheme funded by Network Rail, GMPTE, ‘The Northern Way’ and Manchester Airport. The third platform will improve performance, reliability and timetabling, allow for better train planning and longer trains.

Timetable & Rolling Stock

As a result of the West Coast Mainline modernisation programme, frequency of London to Manchester trains will be increased and, following the recommendations in Network Rail’s North West Route Utilisation Strategy (May 2007), from December 2008 the Airport timetable will be restructured to make more effective use of the track capacity between the Airport and Manchester City Centre. From December 2007, our direct rail services will be extended to include Glasgow and Edinburgh as TransPennine Express take over Scotland services currently operated by Virgin Cross Country.

Our strategy supports the position that significant capacity gains would be achieved through lengthening trains, particularly on key TransPennine Express routes which experience overcrowding at peak times where commuters share services with air passengers. We welcome the strengthening of Northern Trains services with additional and improved rolling stock.

TransPennine Express has successfully delivered service improvements and increased rail mode share on key Airport routes to Lancashire, Yorkshire and the North East. Our strategy aims to grow rail mode share on these routes through the continued provision of direct services and faster journey times. In addition, rail services to Merseyside, a key part of our catchment area, need to be improved with reduced journey times and better quality rolling stock.

Interchange

Whilst there is an obvious preference from passengers to use a direct service to travel to the Airport, it is unrealistic to provide direct train services to every destination in our catchment area. There is need to make interchange easier and clearer for Airport passengers at major stations. There are over six trains per hour between the Airport and central Manchester, and these offer excellent connections, not only to other train services but also to bus, coach and Metrolink services. We will work with Network Rail, the train operators and GMPTE to enhance the signing between Airport trains and all other modes generally and at Manchester Piccadilly rail station in particular. Crewe has the potential to become a key gateway and interchange for passengers from Cheshire and the Midlands. In the long-term some of the strategic gateways may have the potential to serve as strategic park and ride sites.

Facilities

Attracting passengers to rail requires a high standard of facilities and there is a need to continually improve the standards of waiting and security at stations as well as enhancing those elements that increase the attraction of rail for air passengers such as catering, information
provision, and interchange which will help extend rail’s penetration. Our strategy is to support targeted investment at key stations and to develop an Airport presence at key rail interchange points with facilities such as lounges, check-in and long-stay car parking.

Promotion

We will continue to work with train operators and airlines to explore ways to increase awareness and encourage rail use through promotion, marketing and integrated ticketing.

Addressing The Challenges In The Long Term Beyond 2015

We will continue to work in partnership with local government, regional agencies and operators to identify suitable cost-effective surface access solutions that will support the Airport and the region. We will work with stakeholders in the North West Rail Campaign to identify the key strategic schemes that are needed to unlock rail capacity in central Manchester.

Infrastructure

Resolving the capacity bottlenecks in central Manchester is one of the highest priority transport interventions in the North West and is critical to realising the potential of rail to the Airport. We will continue to promote the case for major investment in the Manchester Hub to relieve congestion on the approaches to Manchester Piccadilly, and on the Oxford Road and Deansgate corridor through to Salford Crescent and Bolton.

We are keen for the development of The Western Rail Link, which would connect the Airport directly to the West Coast Main Line, and would improve rail access from key passenger markets in the south and west, and North Wales. The location of the third platform is compatible with these longer-term proposals. In the long-term we will work with Network Rail, GMPTE and rail operators to research strategic park and ride as part of a wider integrated transport strategy for the region.

Services

Rail access from south of the Airport is limited with direct services running as far as Crewe. We believe that there is a viable opportunity to provide direct rail services further south improving access to our air passenger markets of the West and East Midlands, Staffordshire and Wales. However, the Department for Transport currently has no plans to include direct southbound links from the Airport within the new rail franchises commencing in December 2007.

Coach

Coach patronage has declined over recent years largely due to the strong development of rail. Coach services are used mainly by air passengers. In 2005 the Airport coach services carried just over half a million passengers. Developing the inter-urban bus and coach network is a key element of our strategy. We believe that coach can complement rail by serving key areas of our catchment area not effectively covered by the rail network but easily accessible from the motorway network. There are also opportunities for coach to develop as part of our park and ride strategy and for new products to be developed to broaden the market.

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<tr>
<th></th>
<th>Actual Coach Mode Share</th>
<th>Target Coach Mode Share</th>
<th>Target Coach Mode Share</th>
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</thead>
<tbody>
<tr>
<td>Passenger</td>
<td>2.5%</td>
<td>4%</td>
<td>8%</td>
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</table>
Delivering the Strategy

**Coach**

All our coach services operate on a commercial basis and although attempts have been made to introduce new services and operators, the indigenous coach or express bus network in the North West remains much less well developed than in the South East.

**Strengths**
- The Airport has good accessibility to the motorway network
- A high quality interchange (The Station) is in place at the Airport
- A flexible network 254,000 airport journeys
- A loyal customer base
- New services can be introduced quickly

**Weaknesses**
- An immature market in the North West
- National Express are the only Airport operator
- New routes may need subsidy
- Public perception that coach services are a niche market

**Opportunities**
- Operators are looking to develop new products and services
- TIF Funding
- Complements the rail network
- Dedicated bus and coach lanes on the M56 and M60
- Destinations that currently have no direct rail services
- An opportunity to introduce competition into the market
- Links to off-site car parking locations and strategic park and ride
- Largely untapped market

**Threats**
- Affected by growing road traffic volumes and congestion on the strategic road network
- Airport services depend on the operator’s wider network
- Competes with enhanced rail services and wider car and taxi use

Our target for coach is to increase use by passengers from the current 2% to 8% by 2015 and to 10% by 2030. To do this we need to:

- Develop new coach links into underserved Airport public transport markets. In particular to Merseyside, North Wales, the Potteries, Central and East Lancashire and West Yorkshire
- Increase frequency and reliability on key routes to meet the needs of air passengers.
- Use coach as a feeder service from strategic park and ride sites.
- Develop new and innovative products and services such as smaller high quality vehicles providing frequent inter urban services throughout the North West and Cheshire.
- Provide remote check in for coach passengers.
- Provide bus and coach information to passengers and employees through printed and electronic media, and on our website.
Addressing The Challenges In The Short Term

Services

Coach services are flexible so they can be launched relatively quickly and cheaply to meet demand. Our research has identified Merseyside, North Wales and Staffordshire as target areas for the introduction of new high-speed commercial coach services and we will work with operators to develop and promote a more comprehensive network tailored to air passenger needs.

Addressing The Challenges In The Long Term

Infrastructure

As outlined earlier, congestion on the motorway network could affect the success of high-speed coach connections. Therefore to ensure reliability and convenience, we will work with the Highways Agency to explore the feasibility of dedicated bus / coach lanes on key sections of the strategic road network, in particular the M56.

Bus

The well-developed local bus network is the most popular non-car option for employees with over 800,000 staff journeys in 2005.

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<th>Actual Bus Mode Share</th>
<th>Target Bus Mode Share</th>
<th>Target Bus Mode Share</th>
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<tbody>
<tr>
<td></td>
<td>2005</td>
<td>2010</td>
<td>2015</td>
</tr>
<tr>
<td>Employee</td>
<td>10%</td>
<td>12%</td>
<td>15%</td>
</tr>
<tr>
<td>Passenger</td>
<td>0.8%</td>
<td>2%</td>
<td>4%</td>
</tr>
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In the long term our strategy for local bus will be influenced by the expansion of Metrolink, which would switch the emphasis away from the current core staff routes. However, in the short to medium term the flexibility and quality of the local bus network remains vital and we will continue to work with operators and GMPTE to improve the bus provision to the Airport.

Alternatives to conventional bus routes are developing. GMPTE has secured Urban Bus Challenge funding from Government to provide a demand responsive service from Wythenshawe, and we have provided partnership funding for an early morning service, the Wythenshawe Night Link.
Delivering the Strategy

**Local bus forms the main public transport network for airport staff, especially those living in South Manchester. Over the years we have steadily improved the network, introducing branded quality services in conjunction with the main operators.**

### Strengths
- A growing network and growing market for Airport passengers and employees
- 800,000 bus passengers in 2005 and used by 10% of staff
- Night services operate on some routes
- Many of the buses on Airport routes are modern high quality vehicles
- High quality passenger facility at The Station
- Radial routes into the City Centre dominate the network
- Links to the south and Cheshire are ‘thin’ compared to Manchester
- Passenger volumes are light on some routes
- Current regulatory framework
- Congestion on the road network
- Some routes reliant on subsidy, particularly off peak and at weekends
- Poor public image

### Weaknesses
- Reliability affected by growing road traffic congestion
- Future competition from Metrolink
- A fragmented and de-regulated market creates a lack of certainty and instability

### Opportunities
- TIF led initiatives and Quality Bus Corridor projects in Greater Manchester
- Restrictions and controls on staff car parking
- A growing market
- Opportunities for demand responsive services on low volume routes
- Potential for dedicated bus lanes on the M56 and M60
- Interchange with Metrolink at key stations

### Threats
- Work with Cheshire County Council to improve bus and Demand Responsive services for rural locations to the south of the Airport and a link to the mid Cheshire rail line.
- Develop the network to complement, and feed into Metrolink where appropriate.
- Identify and promote alternatives to conventional buses in areas, or at times, of low demand.
- Use our continuing financial support to boost services during non-commercial off-peak periods when airport staff still need transport for work.
- In partnership with GMPT and the bus operators provide real time bus information at The Station, at key Airport route bus stops, through the internet and intranet and by mobile phone SMS text messaging.

Our target for local bus is to increase use by employees from the current 10% to 25%. Further increases may be achievable with investment in services and infrastructure through TIF. To achieve this we need to:

- Work with GMPTA/E to ensure our bus route subsidy complements investment through TIF to develop a coherent range of Airport bus services for Greater Manchester.
- Build on partnerships with bus operators and local authorities to identify core routes and measures to increase the frequency and reliability of services.
- Work with GMPTA/E, Manchester City Council, Stockport MBC and Trafford MBC to deliver the 59 km of Quality Bus Corridor improvements for Airport routes recommended by SEMMMS.
Addressing The Challenges In The Short-Term

Infrastructure

Road congestion is a significant barrier to bus reliability and increased use. Surveys undertaken with GMPTE and local highway authorities have identified congestion hot spots and recommendations for improvement are contained within the current Greater Manchester Local Transport Plan.

Quality Bus Corridor projects recommended in SEMMMS have received £23m funding that has so far benefited Airport routes with major improvements to bus stops and waiting areas. Highway junction improvements are planned in 2007/08. Further dedicated bus lanes, provision of real-time information and improved waiting facilities will help attract passengers and counter negative perceptions.

Services

Rural areas to the south and west are a challenge, and conventional local bus services are not an easy solution to improving access from the smaller towns and villages in Cheshire. We look to find new and innovative solutions, in partnership, to improve access from these areas.

Addressing The Challenges In The Long-Term

Services

Assuming the Metrolink extension to the Airport is realised, our bus strategy will focus on:

- New routes to staff areas not served by rail or Metrolink
- Introduction of conventional or demand responsive services linking areas of Cheshire

Cycling and Walking

Although cycling and walking represents only a small proportion of employee journeys, our strategy is committed to improving accessibility for both cyclists and pedestrians.

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<tr>
<th></th>
<th>Actual Mode Share</th>
<th>Target Mode Share</th>
<th>Target Mode Share</th>
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<tbody>
<tr>
<td></td>
<td>2005</td>
<td>2010</td>
<td>2015</td>
</tr>
<tr>
<td>Cycling</td>
<td>2%</td>
<td>3%</td>
<td>4%</td>
</tr>
<tr>
<td>Walking</td>
<td>1%</td>
<td>1%</td>
<td>2%</td>
</tr>
</tbody>
</table>
Cycling and walking are most likely to be used by employees living close to the Airport, although there is a smaller air passenger market from inbound visitors to the region on cycle touring holidays. 30% of our employees live within a reasonable cycling or walking distance, and we aim to provide safe routes into the Airport from local communities along with convenient parking, locker and shower facilities.

**Strengths**

- Low infrastructure construction and operating costs
- Cheaper to buy and run than a car
- Health benefits
- Emission free
- Minimal road space
- Flexible parking locations
- Can be quicker door to door than using the car for short journeys

**Weaknesses**

- Not effective or practicable for trips 5 miles from the Airport
- Perception that cyclists are at risk from other road users
- Less popular in winter
- Lockers and showers essential for some users
- Secure parking areas needed to generate user confidence

**Opportunities**

- Increased numbers of local employees
- Improved local cycle routes
- Accessible and convenient cycle parking across the Airport
- Increasing popularity as a leisure pursuit
- TIF funding to help behavioural change

**Threats**

- Traffic congestion
- Restricted space on public transport for cycles
- Poor air quality from traffic pollution on major roads

**We will:**

- Increase cycling by employees from 2% to 4% by 2015.
- Increase walking by employees from 1% to 2% by 2015.
- Complete the Airport Orbital Cycleway by 2010
- Establish and maintain a network of safe and convenient cycling and walking routes from local communities within 5 miles of the Airport.
- Promote and maintain the Airport Cycle Centre as a resource for employee and passenger cyclists
- Work with neighbouring local authorities to improve access by cycle and by foot
- Promote cycling by inbound and outbound air passengers via route information, bike and equipment hire.
Addressing The Challenges

In order to ensure that cycling remains an attractive option for employees, we will continually improve and extend our cycle facilities with secure parking, lockers and showers. We will also review the opening hours of our Cycle Centre and the range of products and services available.

As the Airport grows and develops, the network of footpaths and cycleways must be adapted with links to the wider network. Off site, we will continue to work closely with the highway authorities responsible for the maintenance and development of the links to the Airport in order to extend links to surrounding residential areas and ensure that they are safe, well signed and kept in good condition.

Our Bicycle User Group has proved effective in supporting and promoting cycle use. We will continue our programme of events and promotions, including recreational cycling.

Metrolink

The extension of Metrolink to the Airport is a pivotal element of our Ground Transport Strategy – particularly for employees where we forecast an 8% mode share by 2015. It will complement our heavy rail services and penetrate areas of highest employee density, enhancing the accessibility of the Airport and offering opportunities for employment for residents of Wythenshawe, Chorlton and Trafford. It offers the potential to secure a major shift away from employee car use with significant savings in emissions, congestion and pollution.
The Metrolink light rail system is one of Greater Manchester’s transport success stories, offering an attractive, safe and convenient alternative to the car. The existing network caters for 20 million trips every year. Phase 3 will extend the South Manchester line to the Airport.

**Strengths**
- An attractive product, especially for staff
- The route runs through the areas where most airport staff live
- Strengthens the links between the Airport and Wythenshawe
- Provides a high quality and a reliable service
- Lower emissions
- Fixed dedicated track

**Weaknesses**
- Best suited to staff
- No links to the south of the Airport site
- Not suited for the longer journeys to the City Centre
- Needs fixed links
- Costly and takes time to deliver

**Opportunities**
- £520 million committed for Phase 3a works including the first section of the South Manchester line
- Advanced works at The Station have been completed
- Further development of the network including links to Stockport, to west Wythenshawe and to Altrincham
- Provides wider network benefits, and interchange with other modes e.g. rail at Manchester Piccadilly

**Threats**
- Lack of funding through TIF causes further delays to delivery of Phase 3
- Capacity constraints within the system
- Expensive infrastructure
- Restricted operating hours

Our target for Metrolink is to have the Airport line open by 2015, and used by 8% of employees for their journey to work. To do this we need to:

- Continue to work with GMPTA/E and the Greater Manchester Authorities to secure and support funding for Metrolink Phase 3 extension through the TIF bid.
- Facilitate construction within the Airport site on time and with minimal disruption, and ensure quality and design standards in keeping with the existing airport environment.
- In partnership with GMPT and the Metrolink operator, establish a service timetable and promotional campaign to stimulate and grow patronage by airport employees and passengers.
- Assess the options for extending the Metrolink Airport line to Stockport and other lines recommended by SEMMMS.
- Identify and maximise opportunities for integration of other modes with Metrolink.
- If an integrated Metrolink system is developed, our long-term target is for it to be used by 20% of staff and 5% of passengers.
We are firmly committed to the expansion of Metrolink and have pledged substantial financial support and undertaken advance works on-site including a 75 metre long tunnel as part of The Station project.

The extension plans for the Metrolink network have been split into two Phases: Phase 3a for lines to Chorlton and Droylsden and 3b completes the lines to the Airport, Rochdale and Ashton. Government funding of £520m has been approved for Phase 3a, construction of which is due to commence during 2008 with the lines planned to be fully operational by 2012.

There is currently no funding for Phase 3b. However, a successful bid by the Greater Manchester Authorities to the Transport Innovation Fund (TIF) would enable Phase 3b to proceed as an addition to the Phase 3a project. We will continue to support the TIF submission and work to secure appropriate partner contributions to complement TIF funding.

Beyond Phase 3, we support the extension of the Metrolink system to Stockport and in the longer term, we will review the feasibility of providing a direct link from Stockport to the Airport. This would provide a quality fixed direct public transport link from Stockport to compete with the private car.
The objectives outlined in this strategy will be monitored and reviewed to ensure that they continue to fit with future local, regional and national transport strategy and policy. We will continue to work with the Greater Manchester authorities to ensure our strategy fits with the TIF objectives and measures. This Strategy will therefore need to be kept under review, and any need to amend or change the document will be considered both carefully and openly.

The delivery of our Ground Transport Plan crucially depends on a number of key stakeholders. We will continue to work in partnerships to achieve our goals. Although the preparation of the Master Plan and the Actions Plans is now complete, we will continue to welcome constructive dialogue on how we can develop and deliver our objectives. We will produce regular reports on our Master Plan progress.

How To Contact Us

We can be contacted at:

Planning and Infrastructure
Manchester Airport Developments
Olympic House
Manchester Airport
Manchester
M90 1QX

Telephone: 0161 489 2708
Fax: 0161 489 3568
e-mail: planning@manairport.co.uk
Multi Modal Studies

In 2006 the Government proposed a series of ‘Multi Modal Studies’ to develop sustainable long-term solutions to problems identified on key parts of the strategic road network.

The studies aimed to produce long-term transport solutions for the areas they covered. They looked at the contribution which each transport type or “mode” could make to tackling transport problems and, in particular, at opportunities for modal shift. The modes considered include roads, rail, buses, cycling, walking and waterways. The studies also examined the relationships between future land use and transport options. The programme of studies was largely complete by mid 2003. Recommendations from the South East Manchester (SEMMMS) and West Midlands to North West (MIDMAN) have informed the development of Local Transport Plans for Greater Manchester and Cheshire.

South East Manchester Multimodal Study

The South East Manchester Multi Modal Study (SEMMMS) recommended more than £1 billion of investment on a wide range of measures across all modes of transport in South Manchester, including significant spend on behavioural change and demand management. SEMMMS promotes improved Airport access through a range of measures including:

- Constructing the A555 Manchester Airport Link Road West, but at a lower standard than the original Highways Agency scheme; generally to dual carriageway standard with ‘at grade’ junctions.
- Extending Metrolink to the Airport, along with a proposal for an east – west link between Stockport and the Airport.
- Bus priority measures and quality transport corridors on key routes between the Airport and main residential areas in South Manchester.
- New lines both east and west of the Airport to create new orbital rail routes around Manchester.
- Dispersal of non-core Airport activity to off-site locations, such as the creation of park and ride sites with check-in facilities and the development of clusters of Airport activity in ‘Airport villages’.
- Behavioural change through travel plans across the area, in particular those companies employing large numbers. This will include a number of our on-site service partners.

The Secretary of State for Transport endorsed the SEMMMS report in 2002. There has been progress on a number of recommended schemes:

- The local highway authorities have submitted outline route proposals for the A555 to Government, and are awaiting approval to move to an outline design and public inquiry on the roads.
- Quality bus corridor projects have benefited from £23 million of funding. Airport routes have so far benefited from major improvements to bus stops and waiting areas. Highway junction improvements are planned for 2007/8.
- Government has approved £520 million funding for Metrolink Phase 3a lines, which will fund construction of the Airport line up to St Werburgh’s Road, Chorlton. However, further phases are dependent on a successful TIF bid in 2007.

West Midlands to North West Multimodal Study - MIDMAN

The MIDMAN multi modal study examined strategic transport flows along the M6 motorway corridor between the West Midlands (Junction 11) and the North West (Junction 19).

It recommended widening the M6 to four lanes between Junction 11 and 19, and the enhancement of Junction 20 as an alternative to upgrading the A556 to motorway standard between Junction 19 on the M6 and Junction 7 on the M56.

The Secretary for State for Transport rejected both an enhanced Junction 20, and a motorway standard A556. The Highways Agency was instead remitted to undertake a route management strategy for the A556, and an evaluation of the benefits of a parallel M6 Toll Road as an alternative to widening the M6.

The Highways Agency is now progressing a series of improvements to the A556, which in time will upgrade the road to full segregated dual carriageway with local relief roads. Plans for a parallel M6 Toll Expressway have been dropped in favour of a motorway-widening scheme.

Local authorities were asked to come forward with proposals to enhance public transport in the study area. Cheshire County Council has developed a scheme to significantly enhance passenger facilities and provide new car parking at Crewe Railway Station due to start in 2010/11.

Cheshire County Council commissioned a study (C-Net) into potential inter urban bus routes connecting key towns in Cheshire with Manchester and Manchester Airport. The C-Net Study identified a number of routes that could develop over time into commercial services, however none have materialised so far.

North West Route Utilisation Study

The Route Utilisation Strategy (RUS) provides a 10-year strategy for development of the railway in the North West. The North West RUS covers Manchester, the city lines into Liverpool Lime Street and radial routes extending into Cheshire, Lancashire and Derbyshire. The West Coast Main Line is excluded from the RUS, and the Transpennine routes into Yorkshire are included in a separate Yorkshire and Humberside RUS.

The RUS sits within DfT’s long-term strategic planning framework as set out in its Regional Planning Assessment. It identifies a series of generic gaps between what the railway can deliver and what is required if there is significant growth across the network. The RUS uses two alternative growth scenarios. The reference or ‘base case’ is based on central Government forecasts on economic, population and employment growth. The ‘Alternative Scenario’ is based on regional growth scenarios used in Northern Way and the City Region Development Programme. The forecast growth in air travel will influence demand on the Airport line. The growth on the Manchester to Manchester Airport section ranges from 3.5% in the ‘base case’ to 5.5% per annum under the ‘alternative scenario’. However, given the recent growth in rail patronage with in the region, and the increasing importance of rail to the Airport, we will need to revisit the growth assumptions for Airport travel.

The RUS has specifically identified that Airport rail services are insufficient for the market, and highlights the poor performance of Airport services. It recommends provision of the third platform, and restructuring of the timetable north and south of the Airport. However, the RUS also identifies that much of the rolling stock in the region is inadequate, and not well suited to current use.
Train lengthening to deal with overcrowding is urgently needed on the core routes serving Manchester City Centre.

**Eddington and Stern Reports**

Two Government commissioned reports by Sir Nicholas Stern and Sir Rod Eddington were published in late 2006. The Stern report addressed the impact of climate change on the economy and the environment. The Eddington Report examined the long-term links between transport and the UK’s economic productivity, growth and stability. Both reports will influence Government policy on transport in the future, and the Secretary of State for Transport will publish a response in early 2007. This will take forward the 2004 Future of Transport White Paper and set out plans for transport improvements that minimise carbon emissions and sustain economic growth. The Eddington report highlighted the important role that both city regions, such as Greater Manchester, and aviation play in the economy, and notes that the potential economic benefits from aviation capacity expansion are significant, and will outweigh the cost of disbenefits including the cost of carbon emissions. It remains Government policy that aviation will meet its external environmental costs.

**The Northern Way**

The Northern Way is a strategy that was produced for Government by the three Northern Regional Development Agencies in 2004 to support regional growth across the North Of England. It sets out an ambitious vision:

“To establish the North of England as an area of exceptional opportunity, combining a world class economy with a superb quality of life”.

The Northern Way gives particular priority to improving access to the Airport. It highlights the need for investment and more capacity in our key road and rail routes. It supports the long-term objective to increase the use of rail, and the additional investment required throughout the North. Transport improvements mean that Manchester can serve many of the City Regions in the North West, North East, Yorkshire and Humber.