London Southend Airport

Annual Report
2021-22

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Chief Executive Officer's message

Welcome to London Southend Airport's tenth annual report; I am pleased to be able to provide an update on progress of the airport's performance against a number of planning conditions for the period March 2021 to February 2022, a period which coincided with the continued spread of the COVID-19 virus across the UK, Europe and indeed the world. The consequences of that for aviation and London Southend Airport in particular were unprecedented. The airport saw passenger numbers fall from 2.15 million in 2019 to 147,000 in 2020 and then to 95,000 in 2021. In addition, Ryanair announced the closure of its base at London Southend and other airlines withdrew. The airport saw a continued reduction in passenger throughput, to a new, post development low. Cargo operations also saw a decline following Brexit and private jet numbers remain suppressed.

Although the passenger terminal remained open through those periods when air travel was permissible, the retail and food and beverage offer available to passengers did vary, with concession operators responding to the variation in monthly footfall. However, with the termination of the Ryanair operation from November, and the fact that no passengers were anticipated for the winter period, the terminal was closed to manage costs. This did provide an opportunity to refresh and deep clean terminal facilities ahead of a restart of operations in May 2022. It also permitted a continued focus on learning and development for staff, with training carried out to develop cross-functional skills and therefore to improve ongoing efficiencies.

As a response to the very low levels of activity, employment at the airport company continued to fall, with some people choosing to leave aviation altogether in favour of what were perceived as more predictable industries. By the end of February 2022, full time equivalents had reduced year on year by a further 12%, from 217 to 190. Nevertheless, in the early part of calendar 2022, we again began recruiting, ahead of a May restart, to ensure our ability to return to passenger operations at the right time. Roles under recruitment include fire, security, air traffic control and facilities management, with an ongoing focus on apprenticeships. There were also some changes to the senior management team during the year, with a combination of internal promotions and new recruits joining the business.

Despite the low levels of passenger, cargo, and private jet activity, we continue to respond to the challenge of sustainability. In mid-2021, we published our Environmental Action Plan, setting out our overall ambitions in the areas of air quality, carbon, water, and noise. Across the year, we continued working towards Level Two of the internationally recognised Airport Carbon Accreditation scheme, which we seek to achieve in 2022. We also established an independent Community Noise Forum, which met twice in the course of the reporting year. More broadly, we significantly increased our work in the area of community engagement, for example entering into a partnership with local charity, SECE Mind, for whom our staff worked to generate substantial funding. We also engaged with local schools and colleges on employment, education, and skills, providing speakers at educational events and ran stakeholder events for local partners.

Towards the end of 2021, we ran a large-scale opinion survey, garnering contributions from over 7,000 people, which demonstrated very high levels of support for the airport. 90% of respondents indicated a level of favourability towards the airport of at least 80%. This level of support for the airport is exceptionally welcome as we begin to see some recovery from the impact of Covid-19. We have always been, and continue to be, guided by the principle that growth must be sustainable both socially and environmentally. As a consequence, a high level of community support for a thriving airport is very much appreciated and adds impetus to our determination to see at least the beginnings of meaningful recovery in 2022 and beyond.

Glyn Jones
Chief Executive Officer
London Southend Airport

1.
Development

London Southend Airport continues to invest with key focus on passenger experience and connecting communities.

Airspace

Controlled airspace

In March 2017, London Southend Airport submitted an Airspace Change Proposal (ACP) to introduce two areas of airspace that formed part of the original design but were not approved by the Civil Aviation Authority (CAA) in 2015.

The areas of airspace lie to the North East and South East of the airport. Permission was granted for the airspace to the north east, subject to yearly traffic levels reaching 2018 levels within three years of 27 October 2020, and there being no changes to the wider context which would have a material impact on the validity of the decision. The January – December 2021 movement figures exceed those of 2018, and as such the airport will now commence a review to ensure the criteria is achievable, before seeking to implement in the coming months.

Standard Instrument Departure Procedures (SIDs)

A project is ongoing to introduce Standard Instrument Departure Procedures (SIDs). The ACP is currently with the CAA awaiting their decision.

RNAV Instrument Approach Procedures

The procedure designs and ACP have been submitted to the CAA and are awaiting approval.

UK Airspace Modernisation Strategy (AMS)

London Southend Airport is also a stakeholder in the development of the wider UK Airspace Modernisation Strategy that is being sponsored by the Department for Transport and developed by the CAA. This will see a once in a lifetime opportunity to modernise airspace, in particular in the South East region of the UK, that has not had any significant changes for the last 50 years.

In December 2018, the airport filed an ACP with the CAA, to support this regional strategy along with 16 other airports in the South East of the UK. This was then delayed due to the COVID-19 pandemic. In 2021, the airport reactivated the ACP and re-commenced the project.

Engagement on the Design Principles (Stage 1B) was conducted during October 2021 and the report has been submitted to the CAA for their assessment. The airport has started work on Stage 2A, Options Development. It is expected that this project will take around 5-7 years to complete.

Port of Infrastructure Fund (PiF)

London Southend Airport was successful in its application for a Port Infrastructure Fund grant to support the transition of its cargo operations through Brexit. £1.8m was awarded to ensure that the new requirements for import and export around Brexit are addressed effectively.

Improvements

With the financial impact of the pandemic being felt across the aviation sector, London Southend Airport has constrained its airport project expenditure over the past 12 months. However, work has progressed in security and hold baggage areas to ensure the airport is ready to provide passengers with a fast and efficient service when they return in 2022.

Improvements to security screening

In 2020, London Southend Airport has made significant investment in security areas to maintain its quick and efficient processing of passengers through security.

The airport has installed a Hi-scan 6040 CTiX cabin baggage screening system that uses CT technology to provide advanced explosives detection and low false alarm rates. The HI-SCAN 6040 CTiX has both TSA AT-2 certification and ECAC EDS CB C3 approval, the highest defined security standards in the industry.

This new system enables passengers to leave large electrical items and all liquids in their hand luggage increasing efficiency and reducing waiting times in security, enhancing the passenger journey through the airport.

During summer 2021, passengers were able to make good use of the new system under an ongoing trial, working with the Civil Aviation Authority and the Department of Transport.

The airport aims to be the first UK airport to offer CTiX screening across all security lanes.

The CiTX system is further complemented by iLane.evo, a flexible and smart lane system with automated tray return and modular divestment counters so multiple passengers can put their belongings down for screening at the same time.

Work has progressed in security and hold baggage areas to ensure the airport is ready to provide passengers with a fast and efficient service when they return in 2022.

Flight Solutions

London Southend Airport is currently in the process of implementing a new passenger processing system that will support the passenger's journey through the terminal from check in, through security and boarding. The new system will be live and ready for when passengers return in May 2022.

Hotel planning application

The planning application for a second hotel at the airport has now been formally approved. The airport will now monitor demand for the Southend Airport Holiday Inn Hotel before progressing with plans to build the new hotel. The planning application will remain valid for three years. The new hotel would be expected to provide over 130 rooms, generate new local employment opportunities, and be located adjacent to the existing Holiday Inn.

Achievements

Despite the challenges of the pandemic and reduction in passenger services, London Southend Airport has been working hard behind the scenes!

ICAO CART

London Southend Airport has successfully completed the International Civil Aviation Organization (ICAO) Council Aviation Recovery Taskforce (CART) 'Take-Off' Guidance for Air Travel.

The work of the ICAO CART is aimed at providing practical, aligned guidance to governments and industry operators to restart the international air transport sector and recover from the impacts of COVID-19 on a coordinated global basis.

Measures are based around three key considerations:

- Remain focused on fundamentals: Safety, security and efficiency.
- Promote public health and confidence among passengers, aviation workers and the general public.
- Recognize aviation as a driver of economic recovery.

Following an on-site visit to London Southend Airport in July, the CAA and Public Health England determined that the airport has implemented the guidance material successfully completing the scheme.

London Southend Airport launched a 'Connecting Communities' commitment

The commitment encompasses a formal plan for the airport's environmental commitments, a local charity partner, plans for a community forum that will listen to and engage with local concerns.

The pillars of the commitment ensure the airport:

- Places environmental responsibility at the core of its operations.
- Engages regularly with the community on key issues such as noise.
- Consistently delivers community benefits alongside a local charity partner.

CONNECTING COMMUNITIES COMMITMENT

Launched an independent Community Noise Forum

In September 2021, an independent Community Noise Forum was launched. Community representation was invited from each SS0 – SS9 postcode areas that surround the airport and are overflown by aircraft. The Forum is led by an independent Chair and meets on a quarterly basis.

For more information see page 38 of this report.

Official charity partner announcement

In July 2021, London Southend Airport announced its official charity partnership with South East and Central Essex Mind (SECE Mind).

mind South East and Central Essex

For more information see page 60 of this report.

Signed the Armed Forces Covenant

In August 2021, London Southend Airport signed the Armed Forces Covenant demonstrating its support for the armed forces community.

For more information see page 28 of this report.

Local community airport survey

London Southend Airport used the winter months to take stock and find out what its local community thought about the airport.

In November 2021 the airport appointed SEC Newgate to assist in carrying out a consultation survey to gain a wide range of opinions. Ten questions ranged from how residents viewed the airport and its community work, to what routes they would like to see in the future.

Over 7,000 people participated in the survey, the results of which showed huge community support for the airport.

- Over 7,000 people took part in airport survey.
- 90% of local respondents scored at least 8/10 for overall favourability.
- 74% of local people gave 10/10 for airport contribution to the local area.
- 65% gave 10/10 overall favourability rating.
- Over 5,000 local people scored 8-10/10 for environmental management.

Respondents to the survey, designed to understand the views of local residents, also felt London Southend Airport delivered a valuable contribution to the local economy and jobs market. 74% of people living within the Southend borough and Rochford district gave the airport 10/10 for its contribution to the local area, with 86% scoring it between 8-10 out of ten.

View report at https://bit.ly/3O2HOT2

90% of local respondents scored at least **8/10** for overall favourability

74% of local people gave **10/10** for airport contribution to the local area

65% gave **10/10** overall favourability rating

Over **5,000** local people scored **8-10/10** for environmental management

Communicating with our customers

Social media

The airport has taken an informative stance across its social media platforms to offer insight and guidance during the pandemic and as recovery continues. This unprecedented time has impacted scheduling and changing government guidance across the world has seen increased customer service support.

Testing information, safety measures and mental health support are some of the many topics which have been shared ensuring an ongoing stream of information is available from the airport.

Social media channels were also utilised to gauge interest in opportunities such as terminal tours, runway fundraising events and careers fairs.

Website development

London Southend Airport kept customers up to date with alert banners, links to the latest requirements from gov.uk website and safety videos.

In July, London Southend Airport also launched its Connecting Communities Commitment (link on bottom of page), with a dedicated space on the homepage and further webpages to share further information on:

- Local Resident Survey See page 9
- Environmental Action Plan (EAP) See page 49
- Community Noise Forum See page 38
- Charity Partner See page 60

Advice about Covid-19 testing was also featured on the homepage with a direct link to make bookings at the new onsite private test facility managed by Prenetics.

Media broadcasting

London Southend Airport CEO, Glyn Jones provided a number of TV and radio interviews throughout the year across regional and national media from Sky News and the BBC to The Telegraph and ITV's The Tonight Program and the late debate. The airport quickly became a thought leader within the industry responding to government and promoting support and solutions for the industry.

Reach exceeded 172 million across various media outlets.

Glyn Jones provided TV and radio interviews with; ITV Anglia, Sky News, London Live, BBC, BBC Essex Radio, ITV London News, LBC Radio, BBC Look East, Radio Essex and Radio Times.

The airport quickly became a thought leader within the industry responding to government and promoting support and solutions for the industry.

Terminal tours

In July, London Southend Airport welcomed members of the public into the terminal ahead of flights restarting. The pandemic has caused increased anxiety and the tours provide a trial run without the added pressure of a flight.

The tours received over 200 applications with attendees ranging from couples to families with young children and elderly guests.

A full tour of check-in, central search, departures, and arrival areas was very well received by everyone that attended.

- 100% of attendees said they would feel confident travelling from London Southend Airport.
- The majority of attendees stated travelling through security was their favourite part of the trip, describing it as; 'Very convenient and efficient', 'Simple and fast' and 'Much easier'.
- The new safety measures also scored highly with feedback including: 'Phenomenal', 'Reassuring' and 'Lots of hand sanitising, clear signage'.

Feedback responses also described the airport as:

"The best airport in the London region, keep up all your excellent work, well done."

"Compact, efficient and relaxing. Great staff, very friendly."

"Clean, convenient and user friendly."

In September, the airport ran a second set of terminal tours specifically to support passengers with hidden disabilities, mental health, and anxiety.

The airport's mental health charity partner, South East and Central Essex Mind and Canine Concern therapy dog teams were both on hand to offer reassurance and advice.

Connecting Communities Commitment:
southendairport.com/corporate-and-community/connecting-communities

Quarterly stakeholder events launched

In November, the airport opened its doors to host local business and political representatives to discuss key topics for the region. The events will continue on a quarterly basis offering networking and development opportunities as the airport builds for the Southend City's future.

Guest speakers discussed their learnings from the pandemic and shared their thoughts on how they see the world of work continuing to evolve in a post-COVID 19 world.

The two major themes that emerged were how responsible businesses think about the mental health of their employees; and how to use technology to create opportunities for flexible and agile working.

As the first event of its kind since the pandemic, Glyn Jones, CEO, London Southend Airport was pleased with the result:

> **"We would typically host at least four events of this nature each year, however due to the pandemic it hasn't been possible. I am pleased to see a small and cautious return with yesterday's event and hope that we can build on this to continue to bring local businesses and councillors together to discuss key topics. Now more than ever networking and support is vital and the airport is pleased to host such events to bring people together."**

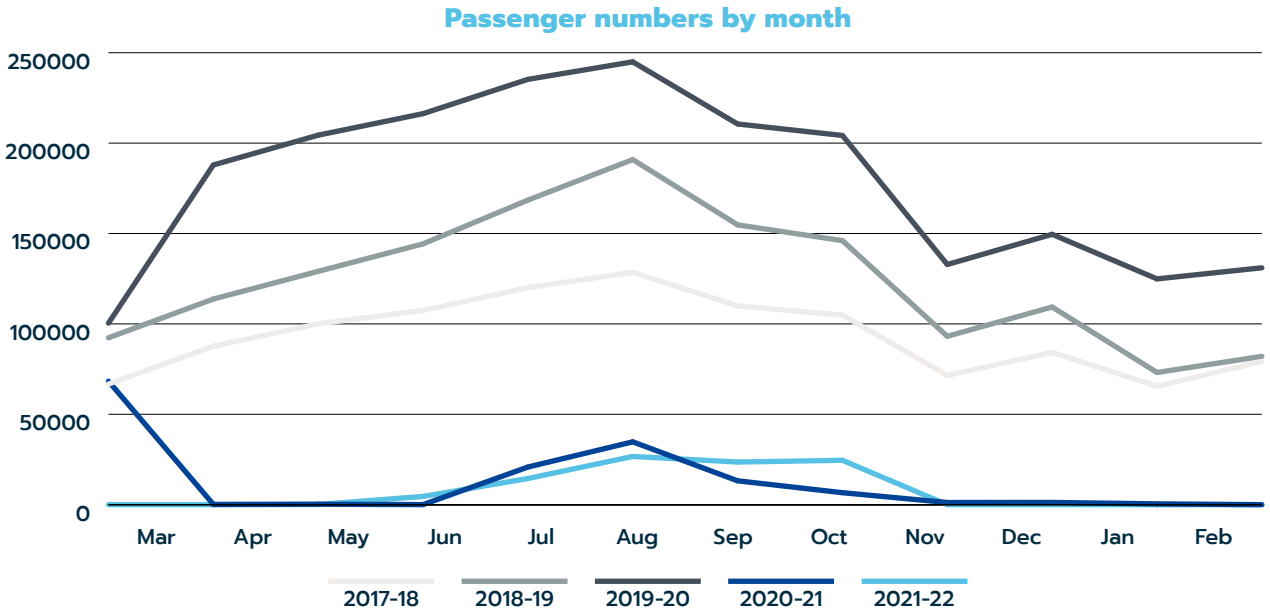
Community newsletter

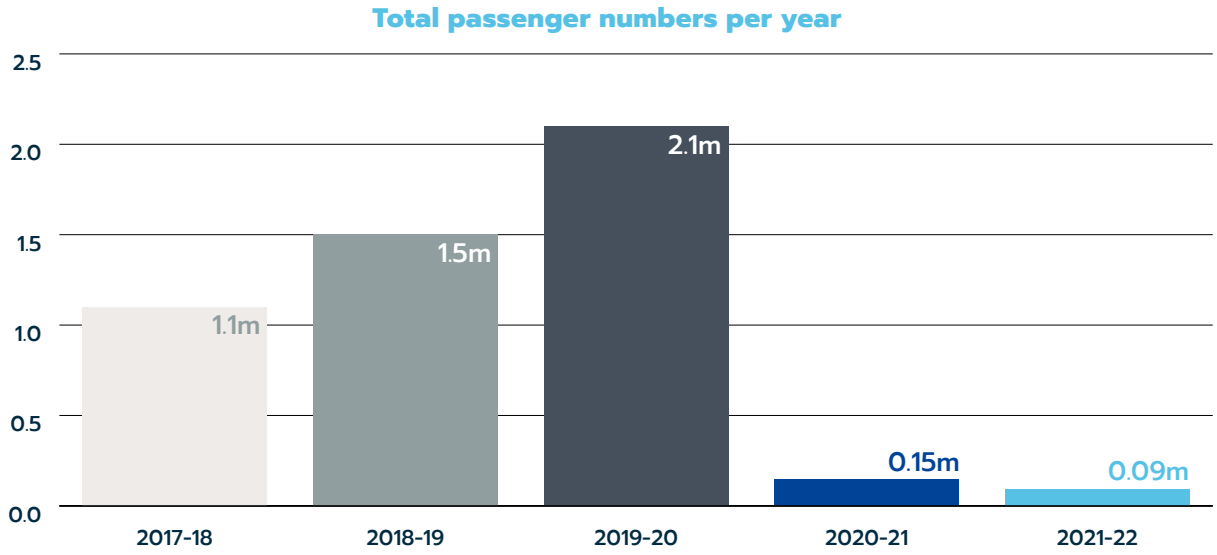
London Southend is working on a new community newsletter for Spring 2022, to keep local residents up to date on airport news and developments. The newsletter will be published at least twice a year via a mailing list and also made available through its website and social media channels.

Passenger numbers

London Southend Airport saw another fall in the number of passengers using the airport due to the COVID-19 pandemic. Passenger numbers fell to 94,000 in the year to February 2022, 36% lower than 2020/2021 where 147,000 travelled through the airport.

2022-23 will see the start of the recovery with travel restrictions, testing and quarantine requirements being removed by many countries around the globe. Passenger demand is expected to be strong, especially in short haul leisure and visiting friends and relatives segments. easyJet has announced a return to the airport with three destinations, operating 12 flights each week. The airport continues to talk to numerous airlines about new destinations.





Terminal

In May 2021, the terminal re-opened for the summer period, as travel restrictions eased slightly and London Southend welcomed back passenger flights operated by Ryanair and Wizz.

Shopping, food, and beverage outlets

Retail outlets were able to reopen to passengers. World Duty Free opened in mid-June 2021 followed by WHSmith in July and The Navigator (Pub) in August as indoor dining restrictions also eased.

From late June, the airport opened an insourced café named 'The Pilot', offering light food, snacks along with hot and cold drinks to departing passengers, ensuring that the airport's recognised high standard of customer service experience continued to be provided.

PCR COVID-19 testing

Private covid testing continued throughout the year inline with commercial flying, provided by Prenetics. The PCR testing service also supported our local community passengers travelling internationally via other UK airports.

NHS COVID-19 testing

London Southend Airport continued to offer free access and use of our Long Stay 3 car park to our local authority for DHSC & NHS COVID-19 testing throughout the year.

Disability Assistance

London Southend Airport recognises that passengers with either reduced mobility or hidden disabilities should experience the same great customer experience travelling through its airport as any other passenger and offers a whole range of special assistance measures.

Blue Band scheme

London Southend Airport offers a Blue Band Scheme to help assist disabled passengers. For passengers who may have a hidden disability such as autism, dementia, anxiety or have sight and/or hearing impediments, the unfamiliar, bustling airport can sometimes be a little overwhelming. A discreet blue wristband is available to wear by those with hidden disabilities, and/or their travelling companions. Airport staff, both air and landside, are fully trained to identify the bands and offer additional help and support as and when required by those wearing it. The free of charge scheme has been running since 2016 and has proved popular amongst passengers, helping to add to the stress-free airport experience. London Southend Airport is considering adopting the sunflower lanyard (first launched by London Gatwick) in the future as this is a now a more universally recognisable emblem.

Essex Therapy Dogs

London Southend Airport offers a weekly timetable of onsite therapy dogs. Known to reduce anxiety, therapy dogs can help even the most nervous of fliers regain their confidence. All of the therapy dogs are fully trained to bring comfort and reduce anxiety – particularly around nervous people, those experiencing stress, or those with hidden disabilities.

Visually impaired

Guide Dogs are more than welcome at the airport. The airport regularly works with the Guide Dogs for the Blind who bring their puppies along for familiarisation training. The airport also engages with a representative from Blind Welfare on airport transport forums to gain valuable insight on what challenges passengers with impaired sight may experience both at the airport and during their onward travel.

Hearing impaired

Hearing loops are situated at the ticket desk, check-in desks and boarding gates. Visual information is provided throughout the terminal via Flight Information Display Screens.

PRM (Person with Reduced Mobility) Committee

In 2019, London Southend Airport formed a Disability Awareness Committee to ensure that all passengers including those with reduced mobility and hidden disabilities, can access and travel through the airport with ease. Meetings took place twice a year and included representatives from the following groups:

- Blind/Impaired
- Autism and ADHD
- Dementia
- AGE Concern
- Action for Hearing Loss
- Reduced Mobility
- Young/Early on-set Dementia
- Anxiety and Mental Health

As soon as passenger services recommence in Summer 2022, the airport will restart the PRM Committee meetings.

Civil Aviation Authority (CAA) CAP1228

The CAA conducts an annual review of accessibility at UK airports. In April 2019 a revised version of CAP1228 was published and included more demanding performance standards. This update came into effect partly from April 2019 and then fully from April 2020. It was published after consultation with industry and the disability community. From the 2019/20 reporting year, airports have been assessed using stricter waiting time targets for assistance and the number of handovers allowed between staff and equipment will be reduced, so passengers experience a more seamless journey.

In 2019-20, the UK Civil Aviation Authority published its fifth annual report on the disability access of the UK's largest airports and concluded that three UK regional airports including London Southend were classified as 'needs improvement'. This was reflective of an increase in waiting times for passengers with reduced mobility (PRM) under the new criteria set out in CAP1228. The CAA was satisfied with the overall good quality of assistance service at the airport and London Southend Airport has since agreed to implement new long-term solutions that will ensure that waiting time data is accurately recorded and collated into a database.

There was no accessibility report for 2020-21 or 2021-22 due to the reduction of flights during the pandemic. The criteria for assessment by the CAA is 150,000 passengers per annum. London Southend Airport will continue to make improvements against the 2019-20 report findings.

Departing

2021	Standard (waiting time once PRM* made themselves known)	Target	Apr	May	Jun	Jul	Aug	Sep
Pre-booked	**Number of PRMs**		**0**	**5**	**47**	**87**	**71**	**151**
	10 mins	80%	100%	100%	100%	100%	100%	100%
	20 mins	90%	–	–	–	–	–	–
	30 mins	100%	–	–	–	–	–	–
Non pre-booked	**Number of PRMs**		**0**	**0**	**0**	**0**	**0**	**0**
	none		–	–	–	–	–	–

Arriving

2021	Standard (time assistance at gate or aircraft side from arrival on chocks)	Target	Apr	May	Jun	Jul	Aug	Sep
Pre-booked	**Number of PRMs**		**0**	**0**	**27**	**61**	**71**	**82**
	10 mins	90%	–	–	89%	51%	63%	45%
	20 mins	100%	–	–	89%	94%	96%	95%
	30 mins		–	–	100%	100%	100%	100%
Non pre-booked	**Number of PRMs**		**0**	**0**	**0**	**0**	**0**	**0**
	none	80%	–	–	–	–	–	–

Targets

The airport is committed to ensuring that everyone who has requested assistance in advance will reach their aircraft in time for departure. The airport will make every effort to provide assistance to its passengers who have not requested help in advance. The airport constantly monitors quality standards to ensure they are meeting targets and commitments to passengers with reduced mobility and other needs. Times are assessed on the last PRM passenger off the arriving aircraft. This ensures that the airport has an independent and accurate capture of the passenger journey and always captures the worst-case scenario of waiting times for all PRMs on any flight.

No departing PRM passengers missed flights or waited longer than ten minutes to board.

London Southend Jet Centre

As pandemic travel related restrictions begin to ease, confidence in travel is returning, especially within the private aviation sector.

After a challenging 24 months, the Jet Centre team have begun to see a steady increase in demand for private aviation travel again, with a recorded increase in movements up by 79% on last year's activity. There has also been a significant shift in the type of requests and aircraft types now flying into London Southend.

The type of private jet travellers on board private jet aircraft changed during the course of the pandemic, with some passengers choosing private jet charter over scheduled passenger flights given the reduced exposure to the virus that flying privately provides.

High customer service levels have been maintained throughout the pandemic and will play a key role for transforming those once first-time travellers into returning customers.

The Jet Centre team continue to provide ongoing support for flights that are critical to the global economy and governmental operations that were dominant throughout the height of the pandemic. A frequent visitor has been the HM Coastguard who carry out search and rescue missions along the Essex and Kent coastline.

During the reporting year, the Jet Centre supported 461 flights by HMS Coastguard and provided vital handling for humanitarian aid flights to Ukraine during the early days of unrest in the first quarter of 2022.

The Jet Centre continues to offer superior services with easy access to London by rail or helicopter and provide a solution to the shortage of available and affordable aircraft parking at other London airports. With focus on customer experience, value, quality service and efficiency the Jet Centre offers:

- Travel from plane to car in less than two minutes.
- Direct ramp access for vehicles.
- Less than 12 minutes flight time from Battersea via helicopter transfer.
- Knowledgeable and experienced team, providing 24/7 services.
- Located under 40 miles from the centre of London.
- VIP Luxury lounge.
- Onsite Immigration and Customs with pre-clearance available to qualifying passengers.
- More established departure routes resulting in shorter flight time and less fuel burn.

Global Logistics Centre

In 2019, London Southend Airport began a new partnership with a major logistics operator, initially providing hundreds of new jobs on the airport site. The logistics operation forms part of a wider global network which operates 24/7, to and from other airports within Europe.

Demand for online shopping increased during the pandemic, along with demand for next day deliveries. Cargo flights also supported the flow of essential medical supplies and necessary items for 'at-risk' residents who were quarantined at home.

In October 2021, the number of cargo rotations reduced from three to one. There is currently one daytime arrival and one night-time departure. This is expected to continue in 2022. Despite this reduction, cargo remains a key element of the airport's operational and financial performance and still employs over 80 local people as well as airline flight crews.

Utilising a Port of Infrastructure grant, London Southend Airport has begun works to improve the cargo centre and ensure that the new requirements for import and export around Brexit are addressed effectively. This will also provide for additional storage space for handling equipment.

	Day movements	Night movements	Total
2019-20 (5 months)	624	398	1022
2020-21	769	888	1657
2021-22	583	870	1453

2.
Airport Surface Access Strategy

The new fleet upgrade continued through 2021 offering a faster and more superior travel experience.

Travel to and from London Southend Airport continued to be severely impacted by the COVID-19 pandemic during the 2021-22 reporting period. The rail station and car parking facilities were maintained, to ensure safe travel. London Southend Airport invested in anti-virus protection at all touch points, establishing a protected and effective passenger flow system in line with all DfT COVID-19 compliance actions. Staff training remained a core focus throughout to ensure the continued safe operation of our rail station and our car parks in readiness for return to passenger flow.

Passenger travel

The Government message to minimise the use of public transport throughout the pandemic, had a massive impact upon the bus and rail services serving the airport, with most air passengers, still choosing to arrive at the airport by private car rather than public transport. However, the Government did provide funding for the rail network and local bus operators to ensure services continued to be maintained for key workers. The frequency of rail and bus services has been sufficient to meet the airport's needs.

Airport Surface Access Strategy (ASAS)

The Airport Surface Access Strategy (ASAS) was published in February 2020 following a review, triggered by 1.5 million passengers per annum in March 2019.

The strategy identified 32 targets for delivery in anticipation of passenger numbers rising to 2.5 million passengers per annum. As a direct consequence of the pandemic, the number of passengers per annum for the 2021-22 reporting period fell to 94,000 therefore some of the identified targets are not currently relevant to passenger demand and cannot be progressed until passenger and staff activity increases. A full list of the 32 targets can be found in Appendix A

Throughout 2021-22, the airport has continued to host quarterly meetings with the Transport Liaison Group (TLG) which includes Southend City Council, Rochford District Council and Essex County, to try and identify and progress any targets that will aid preparation for the return of passengers and increased employment opportunities at the airport post pandemic.

In February 2022, the airport hosted the Annual Transport Forum (ATF) at the Southend Airport Holiday Inn Hotel. The ATF was well attended by the local authorities, bus, and rail stakeholders, as well as bus user groups, residents, and disability groups. The ATF provided a good opportunity to re-engage with transport stakeholders to start preparing for the return of passenger flights and provision of sustainable public transport services.

Discussions centred around the provision of rail services and the return of the X30 to the airport forecourt. Greater Anglia committed to monitor passenger demand as it grows and provide additional rail services to meet passenger demand if required. Similarly, First will continue to provide a bus service to Eastwoodbury Lane and will monitor passenger demand with regard to a return to the terminal forecourt in the future.

Rail

Greater Anglia is five and a half years into the rail franchise which will run through to 2025, with £1.4 billion of investment promised. As part of the investment to the line, GA have implemented two new train washing facilities, along with enhanced bicycle parking and a 'talking benches' project providing passengers with local information.

The franchise arrangements were suspended by the Government with rail operators receiving emergency funding to operate on a management contract basis. Services continue to operate at a reduced level, but frequencies have been built up since the start of the pandemic. New rolling stock is progressively being introduced over the Greater Anglia network as part of the franchise commitment and new electric trains have started to operate between Southend and London Liverpool Street.

The new ten car Bombardier fleet have been rolling out across the GA network and after experiencing some delay they are hoping for completion by mid-2023. The new trains should help the airport reach its aspiration to reduce the journey time to/from London to under 50 minutes.

Bus/X30

The airport has supported Southend City Council with the Bus Service Improvement Plan offering feedback on areas of development that could support both the colleagues and passengers of the airport in their journeys, taking into consideration both timings and routing.

Service X30 linking Southend, Southend Airport, Chelmsford, and Stansted continues to operate at a reduced timetable, with the service no longer stopping at the terminal forecourt. Instead, an additional stop has been added adjacent to the airport in Eastwoodbury Crescent, with an aspiration to move the service back to the forecourt once credible commercial flying resumes.

Taxi

Taxis continue to run an on-demand service via an automated booking kiosk situated in the designated waiting shelter. The taxi APP supports contactless payments, live tracking and outlines current safety measures.

Car parking

Car parking usage remained low from the previous year.

London Southend Airport continued to support Southend City Council with the use of its Long Stay 3 car park to ensure that the community was able to access COVID 19 testing facilities, that continued to be in high demand. The facility remained open seven days per week throughout, with strict safety protocols always in place to ensure that the wider community were protected.

The airport is keen to see a return to four trains per hour and is working with GA to monitor passenger demand.

Air passengers and employee surface access

The latest data available for passenger and staff transport modes was collected via surveys in 2019. Due to the COVID-19 pandemic it has not been possible to monitor travel modes for the 2021-22 reporting year.

Air passengers pre-COVID-19, London Southend Airport boasted 33% of passengers arriving to the airport by public transport, 31% of which arrived via the Greater Anglia line to the Southend Airport rail station. 77% of passengers had a journey time of less than two hours.

Due to locality of residential properties to the airport, drop-off, and pick-up, along with taxis represent an attractive option to many local passengers. A small number of passengers walk to the airport.

As passenger numbers increase, the opportunity will be in encouraging confidence in rail and the growth of the airport's largest public transport modal share.

The 2019 ASAS sets out several targets to decrease the number of staff using single car occupancy. It is however noted that public transport options are very limited for many staff that work shift patterns and live to the north or south of the airport. London Southend Airport continues to work with the service providers to find solutions.

Airport Byelaws

Working with the Department of Transport, London Southend Airport has updated its byelaws to reflect the current and future operations of the airport.

The review process included looking at other airport operator by-laws for consistency and to ensure that the right bylaws were in place to protect the passenger experience and safety on the surface access roads within the airport site.

The updated byelaws were formally approved on 18 April 2021 and are publicly available on the airport website southendairport.com/corporate-and-community/byelaws

Street Parking Survey

During 2021 the airport undertook a street parking survey in eight of the residential roads surrounding the airport. The survey was conducted over two weeks in March, during lockdown, when there were no passenger flights operating, and over two weeks in August when lockdown eased and the airport was operating 26 flights a week.

Whilst the results show a slight overall 9% increase in the number of parked cars across all eight streets in August, the number of parked cars fluctuated each day, which indicates that they were not parked by passengers using the airport. Cars parked by passengers would usually remain in the same parking space for a number of days whilst their owners were abroad. There was no evidence to suggest that there was a significant increase in cars parked for longer than a 24-hour period during August when the airport was operating passenger flights.

3.
Employment

Aviation has been one of the industries most impacted by the Covid-19 pandemic with foreign travel restrictions and uncertainty leading to the collapse of airlines, travel agents and many other associated businesses across the UK and Europe. As a result, there has been a significant reduction in the number of people working on the airport site since 2020. (See page 31).

Whilst the number of staff redundancies have been minimised, staff attrition contributed to job losses as people sought what they perceived to be more secure employment opportunities elsewhere.

During 2021-22, London Southend Airport refocused its attention to developing confident and competent teams capable of future growth, improving the work experience for staff to improve retention and career development, and delivering a sustainable workforce planning strategy.

"Our values support London Southend Airport's vision and shapes the culture that will underpin our future success. I am committed to making our airport an even better place to work by having clear values that help us ensure all of our family are working towards the same goal."

Glyn Jones - CEO Aviation

Improving the experience our people have working at the airport

London Southend Airport endeavoured to retain as many staff as possible through a number of measures including maximising the utilisation of the Job Retention Scheme to balance operational staffing requirements with the financial challenges the pandemic caused. Some staff chose to leave the business due to the uncertainly in aviation and found jobs in other sectors.

As the airport recovers and grows back stronger it will serve as a driver of economic growth for the local community, with 83% of all staff working on the airport site, currently living in the Southend area.

The airport provides for an inclusive culture and is developing best practices and behaviours to fully support and enable all colleagues to flourish in the airport environment. The aim is to attract, develop and retain the best people from the local community, building inclusive capabilities and skills for all.

Employee survey

The 2021 employee engagement survey reported that the airport team care deeply about the future of the airport built from a strong relationship with managers and most encouragingly 89% of the team feel that the airport has an environment where people feel comfortable to be themselves at work.

The results showed an improvement on the 2019 survey however, the results also identified that communication between departments and managers could be improved. Colleagues also asked for a clear and transparent training and development plan.

In response, the airport is committed to further improving the experience staff have working at the airport. Improvements have been made to staff rest areas, a People Forum has been established and a monthly newsletter is being designed called 'Plane Talking' which will help to engage staff and keep them up to date with all airport activities and news.

The restart of passenger flights will enable better flexible working patterns for a work/life balance and a strong focus has been taken on employee skills development, ensuring that staff have the confidence and competence to work to their best ability.

The airport updates all of its latest news onto its web based collaborative platform SharePoint portal and encourages all employees to stay connected with each other using the online and mobile phone app, Yammer.

Six kiosks have been installed across the airport, in staff rest areas, offering employees that are not desk based, easy access to internal communications channels, Microsoft office and online training courses

Employee benefits

London Southend Airport offers all staff access to an Employee Assistance Programme (EAP). The EAP offers to help employees to deal with personal problems that might adversely impact their work performance, health, and wellbeing. The programme includes assessment, short-term counselling and referral services for employees and their immediate family. Details on how to use the 24-hour confidential helpline are available via SharePoint. Since roll out, the EAP has been well-utilised.

London Southend Airport employees also have access to an employee benefits portal, offering competitive discounts for various well-known retailers.

As part of the introduction to a new Employee Value Proposition (EVP), which was created to incorporate the company's core values, all staff were each delivered an eco-friendly, recyclable goody bag. The bag contained gifts from recycled materials to show how responsible procurement can play its role by contributing to a positive social impact and mitigating the airports environmental impact.

For the second year the airport has run the Cycle2Work scheme. It is an annual scheme to encourage colleagues to travel to and from the airport through more sustainable modes of transport, as well as to improve colleagues' health and wellbeing.

Through its partnership with South East and Central Essex Mind (SECE Mind) the airport has been able to provide mental health support to its employees via 'Coffee with Cath' sessions, and an online support video. The airport is also working on a volunteering programme to enable staff to spend time helping people in the local community.

For more information on SECE Mind see page 60

Family Day

Ahead of closing the passenger terminal for the winter period, the airport hosted a family day for airport staff. Over 30 children came along to the airport to see where their parents worked. The children were issued temporary airside passes and allowed to explore the security area, board a Ryanair B737 and visit the fire station. The Firefighters put on a demonstration for the children to show them the engines in action. The airport tour was fun filled with lots of interactive games and finished with hot chocolate and goodies in the Jet Centre.

Training

London Southend Airport actively promotes lifelong learning. With opportunities for all to fulfil their potential by taking on new challenges and developing their careers.

The Esken Management Essentials programme of short courses aims to provide core management and leadership competence across the business. All managers are now enrolled on this programme and have twelve months to complete it. They are supported by internal face to face sessions to discuss the application of learning and to link to Esken processes and procedures.

The Esken Learning Hub has been implemented and provides fully mobile training to employees at a time and place to suit them, it also provides a suite of reportable dashboards to manage completion and compliance. A Basic Training programme has been launched for all new starters. All current employees have also been assigned this training to ensure that everyone has a solid baseline of compliance training. The Learning Hub will be further developed to provide more analytical data on engagement as well as focussing on providing more on-demand content for employees to access outside of their directed learning programme.

2021 has seen over 2000 basic compliance courses completed, ensuring all staff have the skills and knowledge to be safe and compliant in the workplace.

Through 2021-22, a remarkable 22,203 hours of training and development was delivered through the airports industry leading trainers and coaches.

A total of £140,000 was invested in specialist training across Engineering, Airport Fire and Rescue, Air Traffic Control, Aviation Security, Customer Service teams, Rail Station, and support teams.

Air Traffic Control (ATC)

The support and influence of general aviation through the period of quieter commercial traffic enabled the ATC team to continue to train new staff, whilst maintaining overall currency and competency:

- Two ATC staff members completed the meteorological observer's course.
- Two ATC staff members completed assessor courses.
- One ATC staff member completed an online ATC incident investigations course.
- Three ATC staff members completed on the job training instructor courses.
- One ATC staff member completed initial controller training at the air traffic control training college.

Rescue Fire Fighting Service (RFFS)

Rescue Fire Fighting Service (RFFS) staff continued to maintain their training regime through 2021, which included onsite technical and practical training, using the airport specialist aircraft simulator for vehicle deployment training, and entry techniques.

RFFS welcomed five new recruits to its ranks in February 2021 who each began their five week on-station training program before heading to the International Fire Training Centre for their initial firefighter courses in 2022.

RFFS staff also attended the International Fire Training centre for their twice-yearly revalidation of competence scheme. This involved multiple live fire training scenarios, and both external and internal firefighting.

Through 2021 promotion courses took place for one crew manager and one watch manager along with one initial firefighter course.

RFFS staff also honed their driving skills with Emergency Response Driver Training delivered by our internal instructors and assessors.

Through 2021-22, a remarkable 22,203 hours of training and development was delivered through the airport's industry leading trainers and coaches.

Safety

The International Civil Aviation Organization (ICAO) is a specialized agency of the United Nations. It changes the principles and techniques of international air navigation and fosters the planning and development of international air transport to ensure safe and orderly growth.

The ICAO Global Reporting Format for runway surface conditions (GRF) mitigates the risk of runway excursions by enabling a harmonized assessment and reporting of runway surface conditions and an improved flight crew assessment of take-off and landing performance.

In 2021 ICAO changed its reporting format, necessitating a major project within the aviation team to ensure a smooth transition by the implementation date of November 4th.

Risk Assessments and procedures were established in line with the updated ICAO regulation. This enabled a bespoke training package for Air Traffic Control (ATC) and Airside Operations (AOPS) to be created.

The reporting system, via tablet from AOPS to ATC, allows the user to accurately report surface conditions on the runway. The entire AOPS team were trained to conduct inspections, however, only Watch Managers are authorised to report conditions to ATC.

Relevant members of ATC were also trained to understand the information received from AOPS.

Recruitment

As London Southend Airport recovers from the pandemic, it continues to advertise jobs via local recruitment providers, LinkedIn and social media channels as well as the Southend and Thurrock Careers Hub, which aims to deliver a careers platform system that has a measurable impact on young people - now and in the future.

In preparation for the return of passenger flights in spring 2022, the airport attended and hosted a number of careers events:

In February, the airport hosted its own virtual careers event which attracted over 60 online participants. The event was advertised through social cannels, the Southend Carers Hub and the Department of Work and Pensions (Job Centre).

Airport Managers gave the participants an idea of what it would be like to work at the airport and what training is provided to ensure that employees have all of the skills and confidence to offer a great customer experience.

The airport has also been involved in a number of careers events across south Essex supporting the commissioner for skills and development.

The airport has seen 1,321 applications for potential career opportunities, demonstrating how careers in aviation and in particular at London Southend Airport remain a popular career destination in the local community.

Vacancies on offer include careers in security, engineering, air traffic control, rail station, fire and rescue and finance.

The airport has seen over 1,300 applications for potential career opportunities, demonstrating how careers in aviation and in particular at London Southend Airport remain a popular career destination in the local community.

London Southend Airport announced two senior appointments and two internal promotions as part of a new operating model as it prepares to welcome back passengers for the summer season starting from April 2022.

In December 2021, London Southend Airport made two significant internal appointments. Marc Taylor, who has worked at the airport for just under 24 years, was promoted from Head of Asset Management to Operations Director, overseeing all airside and landside operations, asset management and safety and compliance. Caroline Fitzgerald, who has worked at London Southend Airport for just under five years, having previously held senior retail positions within the Arcadia Group, stepped into the role of Commercial Director. Caroline will be responsible for the airport's retail offering, the development of customer service standards, marketing and community and customer relations.

Phil Grewock joins the airport as Finance Director having worked across a variety of industries including aviation, property services, property development and construction with a rich mix of finance, commercial and leadership experience. Phil's experience includes Stansted Airport, DP World London Gateway and Countrywide PLC.

Nigel Mayes was appointed as Business Development Director. Nigel has over 25 years industry experience, having started his career with the route development team at Birmingham Airport before joining ASM & Routes in 2001. During his career Nigel has been responsible for the development of over 100 new air services for various clients.

Commenting on the airport's appointments and promotions, Glyn Jones, CEO of London Southend Airport said,

> **"The new operating model sets the foundation for the airport's return to passenger flying, providing direct accountability for operation excellence in specific areas of responsibility, underpinned by financial control and a strong focus on people".**
>
> **Phil and Nigel are significant appointments that will help drive London Southend Airport forward as we prepare to welcome passengers back in 2022, while the promotions of Marc and Caroline reflect our ethos of recognising, developing and valuing talented people."**

Nigel Mayes (Business Development Director) and Phil Grewock (Finance Director)

Education

Working with local schools and communities

Head of People, Stuart Moodie attended Chase High School in October to kickstart his role as one of their mentors. This is an inspiring mentoring programme delivered in partnership with Southend Council. The project matches mentors from the local business community to a group of students in Year 8 for a seven-month period. During this period, Stuart will have a number of mentoring sessions through a mixture of group and 1:2:1's with young people who have been identified as being 'at risk of disengagement'.

Industry Enterprise Advisor
In November, Stuart Moodie, also enrolled as an Industry Enterprise Advisor. This national programme pairs business leaders with schools and colleges to build a robust careers plan that ensures all young people receive the experiences and information they need to make informed decisions.

Sutton House Academy
Sutton House Academy supports students with specific needs and barriers to learning, they focus on enabling their students to reach their full potential both academically and in terms of managing their behaviour. Stuart Moodie will be working with the school to help support and advise their curriculum, and ensure students have aspirational destinations for their careers.

The Fitzwimarc School
Also in November, Sarah Wright, Terminal and Surface Access Manager, Henry Spurgeon, Air Traffic Controller and Sally Clarke from HR, attended a careers fair for years 10, 11 and 12 at The Fitzwimarc School in Rayleigh. It was attended by around 500 students and their parents. Sarah and Henry talked to the students about potential career opportunities in the future and what qualifications they may need to the many various roles on offer at an airport.

Amongst the 34 different organisations, the airport proved to be one of the most popular!

Sweyne Park School
In January, Stuart Moodie spoke with over 260 year 9 students at Sweyne Park School in Rayleigh, as a key note speaker in their Career Options programme. The programme's primary objective was to assist young people to make an informed decision about the subjects to take at GCSE prior to them selecting their options. The students also learnt about the diverse opportunities the airport has on offer.

South Essex Technical University Partnership Board

As a major employer in the Association of South Essex Local Authorities (ASELA) area, we are proud to be working in partnership with further education providers with aim to develop local talent who are equipped to build meaningful careers at the airport.

London Southend Airport represents one of the five major employers on the South Essex Technical University Partnership Board. The Partnership Board is an informal body that provides strategic oversight to the development of an employer led and focused, Technical University committed to supporting inclusive growth and improving life chances of South Essex residents.

The proposed Technical University would partner with local businesses to offer the kind of technical and commercial courses that would directly benefit students in finding the kind of highly skilled jobs which are set to flourish across south Essex.

The airport is also represented on the partnership board of the Institute of Technology (IoT) which is to be established by South Essex College. The IoT aims to specialise in higher technical qualifications and higher apprenticeships – i.e., Level 4/5 qualifications, whilst the new Technical University will focus on degrees and degree-level apprenticeships at Level 6/7 HE qualifications.

Military Covenant

London Southend Airport is proud to join over 4500 UK organisations that have signed the Military Covent at Bronze level. It is a pledge that together we acknowledge and understand that those who serve or who have served in the armed forces, and their families, should be treated with fairness and respect in the communities, economy and society they serve with their lives.

Many of the airport's employees are ex-military or have a spouse or family member within the armed forces. The airport's rich history dates back to the first World War. The Southend RAF Air Cadet Squadron 1312 is the largest in Essex and has been on site at the airport for many years.

As the Ministry of Defence's official provider of Armed Forces Resettlement, the Career Transition Partnership (CTP) has the unique position of being able to connect the airport with a diverse and experienced pool of ex-military talent. The airport will be advertising job vacancies through CTP.

London Southend Airport has worked with Southend City Council to support a number of initiatives the council has developed to help drive economic growth through skills development in the borough. These have included:

Industry Champion Programme

The Industry Champion Programme enabled local business people to support a number of school and college career activities that offered young people from low-income backgrounds support and guidance to build meaningful careers.

Enterprise Adviser Network

The Enterprise Adviser Network is a national programme that pairs senior business leaders with schools and colleges to build a robust careers plan for young people and enhance the careers provision.

The 60 Minute Mentor

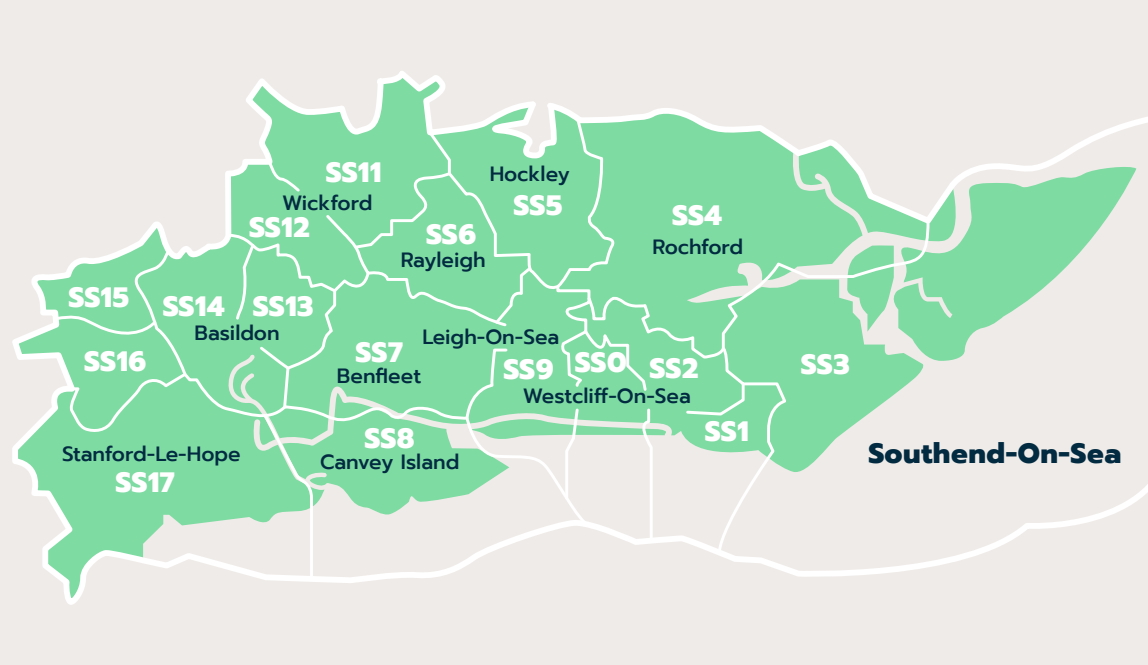
The 60 Minute Mentor is an employer led mentoring programme which pairs local business leaders with disengaged year 8 students, who would benefit from a role model to talk about career options and choices around post 16 education or training.

PAVE

PAVE is an employment and skills programme, funded by DWP and delivered by Southend City Council that works in partnership with local employers to support unemployed over-25's back into work.

Local staff directly employed by London Southend Airport

In February 2021, London Southend Airport itself employed 178 people, of which 51 were part time. 80% were from the SS postcode area, 15% were from the wider Essex area and only 5% were from outside of Essex.

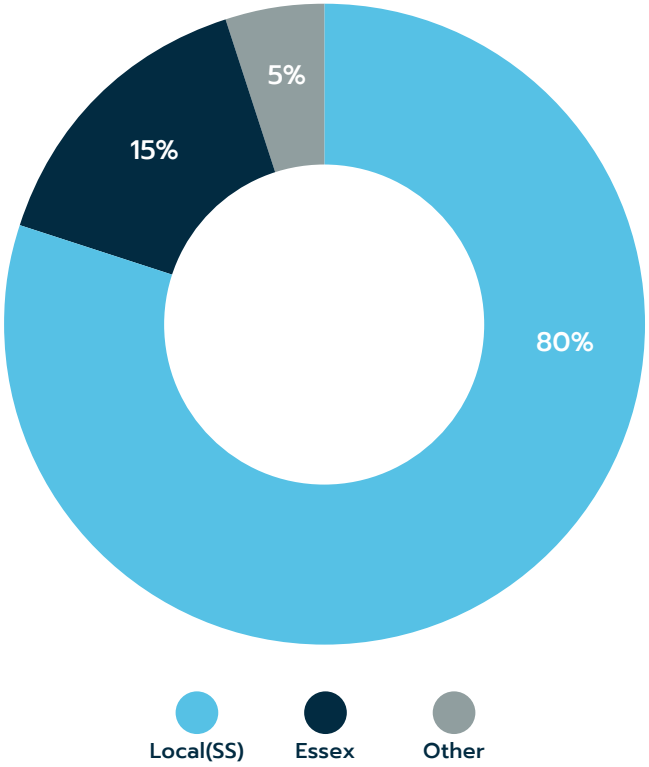


The number of people directly employed by London Southend Airport has decreased by 27%. The table below shows the number of staff directly employed by London Southend Airport between 2017–2022. Data is provided for staff as at the end of each reporting period i.e. 28/29 February.

	As at 28 Feb 2018	As at 28 Feb 2019	As at 29 Feb 2020	As at 28 Feb 2021	As at 28 Feb 2022
Total	316	220*	270	244	178
Full time staff	246	171	220	163	127
Part time staff	70	49	50	81	51
Full time equivalents	275	195	239	210	150

*Note that the number of directly employed staff reduced in 2018–19 as staff previously employed in food and beverage departments were re-employed by TRG Concessions and Front of House, Ramp and Aircraft Operation teams were transferred to the employment of Stobart Aviation Services.

Locality of London Southend Airport employees



General airport employment

The number of people employed on the airport site is 520, a decrease of 349 (42%) from the previous reporting period.

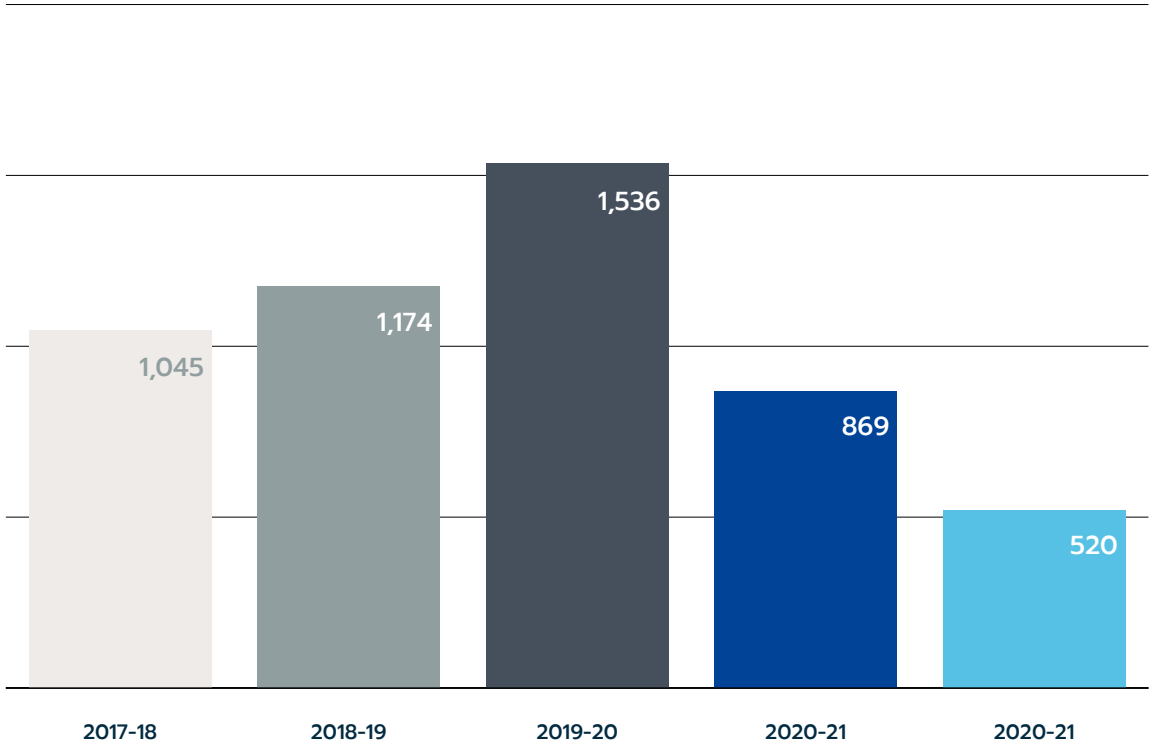
Following the loss of easyJet as a based airline in 2020, the impact of the pandemic also saw the closure of the Ryanair base in November 2021. Without any based operators during the winter, the airport saw a reduction in staff employed in airline and passenger related services.

The reduction in cargo flights has also had an impact with just over 60 job losses on site and 100 related to the cargo airline operator.

Despite the pandemic, the Southend Airport Holiday Inn Hotel has recently increased staff numbers by six as Covid restrictions eased. On the airport site, aircraft maintenance company Inflite is also seeing growth in employment numbers by 26 as the business see the benefits of a hangar overhaul which has enabled it to attract more customers.

Airport employment	2020-21	2021-22
Airport operations, terminal and handling	249	159
Terminal concessions	51	18
Aircraft support and catering	1	0
Onward travel	9	1
Hotel	58	64
Airlines	89	0
Cargo	259	96
Rail station	9	6
Control authorities	34	23
Aircraft maintenance	79	108
Private charter	0	0
Flying clubs	8	15
Travel agents	2	2
Other	21	28
Total	**869**	**520**

Airport employment 2017–2022



4.
Quiet ground operations

London Southend Airport has put a wide range of measures in place to control and minimise ground noise. Airport ground noise is defined as any noise, other than that which is generated by aircraft in flight, taking off or landing.

The main sources of airport ground noise are:

- Aircraft taxiing.
- Aircraft mounted auxiliary power units (APUs).
- Testing (ground running) of aircraft engines.

Aircraft taxiing is minimised where possible. Following discussions with local residents, the use of the Charlie taxiway (situated close to Wells Avenue) is restricted between 23:00 – 06:30 (unless alternative taxiways are closed for maintenance).

Larger passenger jets are expected to utilise single engine taxiing for arrivals however this is dependent on the type of aircraft and ability to power down during the relatively short distance between the runway and aircraft stand.

To ensure that the use of diesel fuelled Ground Power Units (GPUs) and aircraft Auxiliary Power Units (APUs) are kept to a minimum, all passenger/terminal contact stands are fitted with Fixed Electrical Ground Power (FEGP).

The number of based aircraft significantly reduced, due to the COVID-19 pandemic, the closure of the easyJet base in August 2020 and the removal of Ryanair based aircraft in November 2021. Where FEGP is installed on aircraft stands, it was available for 100% of the time over the 12-month reporting period.

The cargo logistic business continued to operate from the north side of the aerodrome on the dedicated cargo stands numbered 101 and 102 which have the capability of operating 2 x 737-400F simultaneously for loading and unloading cargo.

Use of Auxiliary Power Units (APU) on the cargo stands is required as the aircraft is towed to stand and shutdown. This is immediately replaced by Ground Power Units (GPU) until the aircraft has been loaded and prepared for departure. The use of GPU reduces the noise impact on the surrounding neighbours and is also more cost effective for the airline.

The existing Quiet Ground Operations Scheme limits the use of APU to 30 minutes for passenger aircraft. To minimise impact an Aerodrome Directors Notice has been issued to all airlines to reduce APU use to 15 minutes.

London Southend Airport will continue to review its aircraft operations to seek further ways to mitigate ground noise, especially during the night-time period.

Engine testing

The airport ensures that all engine testing is carried out in accordance with our Engine Testing Best Practice Plan which stipulates the location of the testing site and the permitted testing times. For the 12-month period starting from 1 March 2021 there have been no incidents where the conditions of the Engine Testing Best Practice Plan were not fully met.

5.
Noise

London Southend Airport is committed to reducing noise at and around the airport. While noise can't be eliminated completely, our goal is to reduce it as much as possible.

London Southend Airport works with airlines that use the latest, cleanest, and quietest commercial passenger aircraft and adopts the ICAO balanced approach to noise abatement and is one of only four UK airports to have established an independent community noise forum.

The number of flights and type of aircraft using London Southend Airport throughout its long history has varied greatly; from Lancaster bombers in the 1940's, 'drive-on' Carvair aircraft in the 1960's to today's modern Airbus and Boeing passenger jets. As a result of planning permission being granted for a 300m runway extension in 2010, a Section 106 agreement was entered into between the airport and local authorities.

The S106 Agreement includes controls to minimise any negative impact on the surrounding communities that the airport development might bring.

Night noise restrictions

The night-time period is classified as 23:00 – 06:30.

- The number of night-time operations is capped at 120 per month.
- Only aircraft classified with a Quota Count of one (QC) or less are permitted to take-off or land. Aircraft are assigned quota count (QC) classifications as shown in the table below.

Certified noise level (EPNdB)	Quota count
96–98.9	QC/4
93–95.9	QC/2
90–92.9	QC/1
87–89.9	QC/0.5
84–86.9	QC/0.25

- London Southend Airport may not schedule passenger flights during the night period. Up to three arrivals per night may be scheduled between 23:00 –23:30 hours, scheduled arrivals within this time period would be counted towards the monthly night-time quota.

A summary of the operational controls which were agreed by Rochford District Council, Southend-on-Sea Borough Council and London Southend Airport can be found on the Southend-on-Sea Borough Council website: southend.gov.uk/downloads/download/224/london_southend_airport

Preferred runway scheme

During the night period, when weather and safety conditions allow, London Southend Airport is committed to operating all aircraft movements from and to the north east (over Rochford) as this is a much less densely populated area than that to the south west of the airport.

During the daytime, when weather and safety conditions allow, and movement volumes allow the runway direction to be changed, London Southend Airport agreed to ensure that more than 50% of aircraft operations occur to and from the north east of the airfield over Rochford.

Noise preferential route

Introduced to minimise the number of local residents being overflown by departing aircraft.

ILS – Instrument Landing System

The ILS utilises three radio beams which are emitted from ground-based infrastructure located within the airport boundary. The first beam ensures that the aircraft is aligned with the runway centreline, a second beam creates a "glide path" for aircraft to follow to allow them to descend at the correct speed and angle and a third beam gives distance away from touch down. This system works in conjunction with specialist systems on board the aircraft and allows for a consistent flight path. The ILS approach is used for all arrivals during low visibility and low cloud and is classed as a precision approach.

Noise Action Plan

In accordance with the terms of the Environmental Noise (England) Regulations 2006, the 2018-2023 London Southend Airport Noise Action Plan is published on London Southend Airport's website: southendairport.com/corporate-and-community/noise#noise-action-plan

All airports will be required to update their five year plans in 2023.

Community Reporting

London Southend Airport is engaged with local councils, MPs, and community groups to understand local concerns about aircraft noise and to seek ways in which it can work to minimise disturbance.

The Airport Consultative Committee (ACC) meets every three months. Membership of the Consultative Committee includes representatives from all the following authorities and organisations:

- Essex County Council
- Castle Point Borough Council
- Maldon District Council
- Rochford District Council
- Southend-on-Sea Borough Council
- Rochford Hundred Association of Local Councils
- Leigh Town Council
- Southend Flying Clubs
- Residents Assoc (to include West Leigh)
- Rochford Board of Trade
- Essex Chambers of Commerce
- UK Border Force
- Independent Representatives

Minutes of the quarterly ACC meeting are available on London Southend Airport's website: southendairport.com/corporate-and-community/community-reports

Data relating to noise and track keeping complaints is regularly reviewed by the committee.

Noise Complaints Handling Service - WebTrak

London Southend Airport provides an online self-service complaint system called "WebTrak".

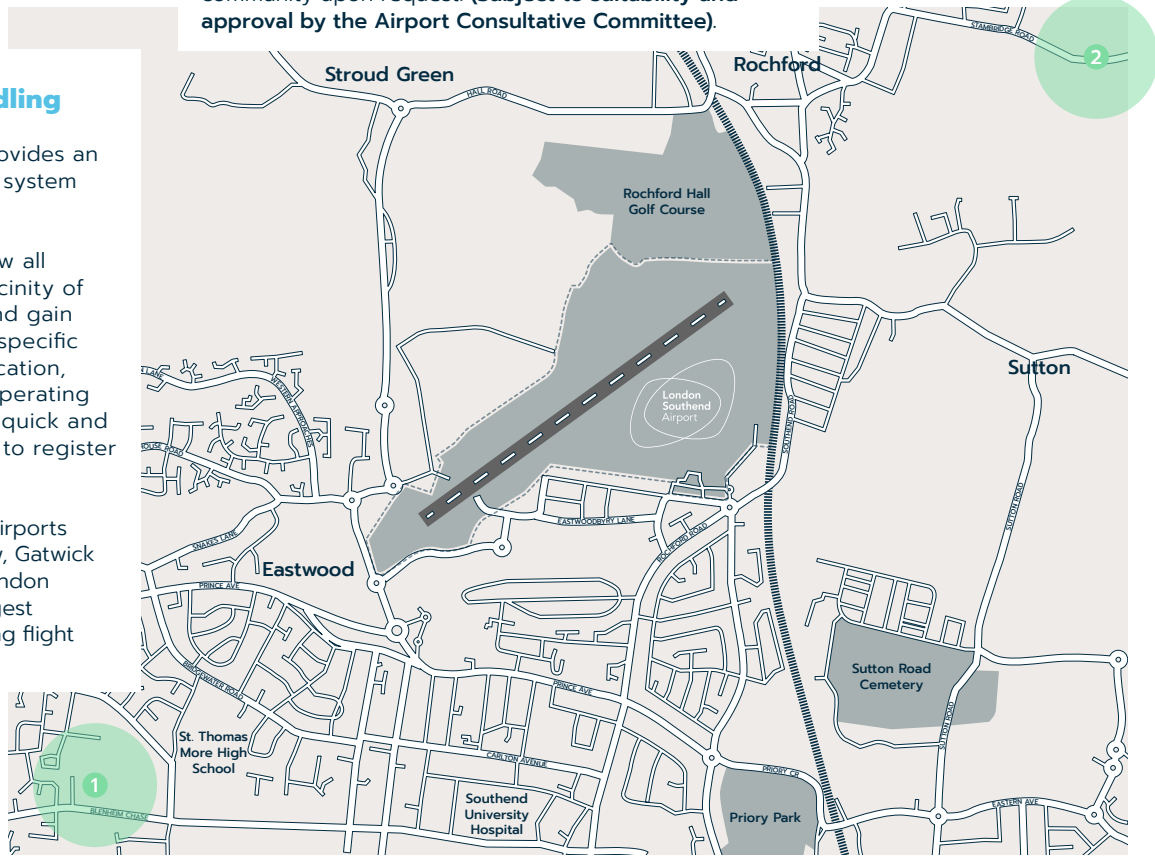
WebTrak can be used to view all aircraft movements in the vicinity of London Southend Airport and gain further information about a specific flight e.g., aircraft details, location, height and whether it was operating compliantly. It also provides quick and easy access to a noise form to register a complaint if necessary.

WebTrak is used by over 60 airports worldwide including Heathrow, Gatwick and Stansted which brings London Southend in line with the biggest airports in the UK on managing flight tracking and noise enquiries.

Noise monitoring

London Southend Airport operates a noise and track keeping system which takes radar data from air traffic control and combines it with flight information such as a call sign, tail number, type and destination. Data is captured from two fixed noise monitors which are located approximately one mile from each end of the single runway.

In addition to the fixed monitors, the airport has a Mobile Noise Monitoring Unit which can be deployed in the local community upon request. **(Subject to suitability and approval by the Airport Consultative Committee)**.



London Southend Airport is committed to working with its local community on noise matters

The impact of the COVID-19 pandemic continued to impact the number of passenger flights, although the overall number of aircraft movements increased slightly from 26,109 to 28,775 (10%).

The cargo flights form part of a European network and are scheduled to fit into the wider logistic network. It is not possible to reschedule all cargo flights during the daytime due to scheduling constraints and overnight delivery demands. There is currently just one cargo departure between 23:00 – 06:30, six days a week.

In addition to operational controls agreed within the S106 planning document, London Southend Airport continues to work in partnership with its airlines, ground handlers, and regulators to reduce noise disturbance, resulting in the implementation of new, additional noise mitigation measures:

- Reduced the use of the Charlie taxiway at night.
- Reduced the use of reverse thrust at night.
- Reduced the maximum APU usage from 30 mins to 15 mins for all aircraft.
- Published new price list to incentivise quieter and cleaner aircraft.
- Published a formal application process for deploying the mobile noise monitor.
- Established a Community Noise Forum.
- Adopted the ICAO 9829 Balanced Approach as the basis for noise planning.
- Commissioned an independent report by airport noise specialists Andersons Acoustics to measure the airport's performance against the ICAO Balance Approach and seek ways to improve noise management.

New noise tariffs

Through engagement with its airlines, the airport has introduced a new tariff incentivising the use of quieter and cleaner aircraft. The new noise surcharges, that include significantly higher fees relating to night-time operations, will help encourage the use of quieter planes and daytime operations.

London Southend Airport Community Noise Forum - LSACNF

London Southend Airport is one of only four UK airports to have established an independent community noise forum.

The LSACNF has been established to create and maintain an impartial pathway for local communities to engage with the airport, and to increase trust, transparency and clarity on noise issues associated with London Southend Airport.

The LSACNF meets on a quarterly basis and is led by an independent Chair. Vacancies for the LSACNF were initially advertised across all social media formats, LinkedIn and in the local press. Membership was sought from each of the SS0 - SS9 postcode areas around the airport location. The LSACNF has been formed to listen and engage with local residents, seeking understanding and, where possible, improvements and/or resolution on aircraft noise matters.

The inaugural meeting was held on 2 November 2021 and was led by an independent Chair. The meeting was well attended by local residents from SS postcode areas, local resident groups from Thorpe Bay, Chalkwell and Leigh-on-Sea, Department of Transport (DfT), Envirosuite (WebTrak provider), Anderson Acoustics and key members of the airport management team.

The agenda is set around questions raised by the forum and presentations on current topics are set to provide better understanding of how the airport operates against controls set by the local authorities (S106), the CAA and DfT. At each meeting Glyn Jones, CEO of London Southend Airport provides a frank and honest airport update and is available to answer any questions. The forum is also attended by the airport's Head of Air Traffic and Noise Manager.

The second quarterly meeting was held on 15 February 2022. Minutes for each meeting are available on the airport website Connecting Communities page. southendairport.com/corporate-and-community/connecting-communities

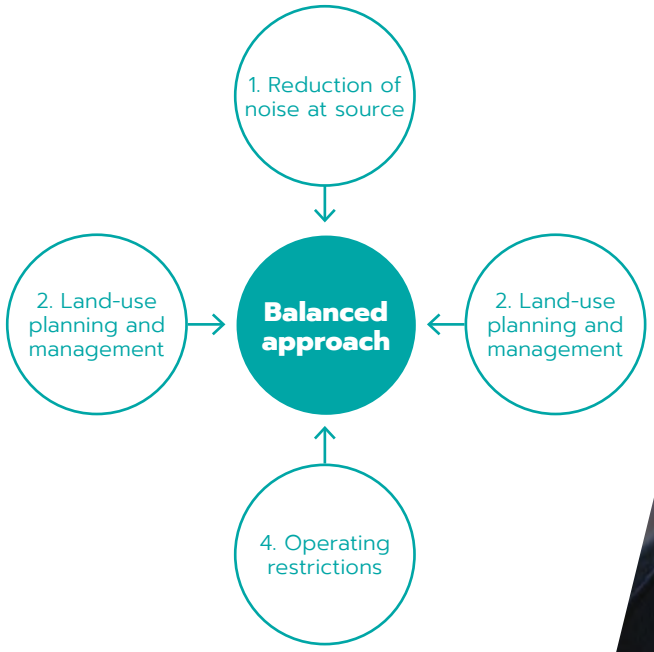
Glyn Jones, CEO of London Southend Airport,

> **"The airport delivers clear social and economic benefits to our communities, but we are well aware that its operation also causes concern to some of our neighbours. We are keen to address this to the greatest extent possible. Whilst aircraft will make noise, we hope the LSACNF can work with us to identify opportunities and solutions."**

Review of noise measures against the ICAO Balanced Approach

The airport has proactively engaged with airport noise specialists Andersons Acoustics to measure its performance against the ICAO Balance Approach and seek ways to improve its noise management.

The Balanced Approach consists of identifying the noise problem at a specific airport and analysing various measures available to reduce noise, which can be classified into four principal elements, described in Figure 1. The goal is to address noise problems on an individual airport basis and to identify the noise-related measures that achieve maximum environmental benefit most cost-effectively using objective and measurable criteria.



Over the years, another element which has been identified through work that other airports have carried out, is highlighting the importance of working with those living in proximity to airports and is labelled as 'the fifth element - Community Engagement', which is included in the London Southend Airport review.

The report was commissioned in 2021 and sought to measure London Southend Airport's existing noise mitigation controls against five other UK airports (with passenger levels between 4mppa* to 9 mppa.) for the purpose of exploring the airport's comparative performance and to identify potential areas for further consideration. Several interviews were also conducted to better understand how various stakeholders view the airport's noise management. Interviewees included local authorities and residents that had been in contact with the airport on noise matters.

The results of the review found that London Southend Airport measures very well against other airports in terms of noise management however it could do more to improve community relations by:

- Building trust.
- Setting a clear noise objective.
- Building a noise management framework.

Progress against these recommended actions has already begun through the airport's new Community Nose Forum and will continue through its Environmental Social Governance (ESG) framework.

*mppa – million passenger per annum

Noise complaint statistics

Noise complaints for the reporting period March 2021 – February 2022 fell by 34% from the previous year. A total of 10,547 noise complaints were received and investigated. Of those, 10,438 related to aircraft operating in or out of London Southend Airport.

Of 28,775 aircraft movements, 1,949 (6%) generated noise complaints.

There were 197 complainants from 174 households. 8,759 (over 83%) of all complaints derived from 20 addresses, and over 3,800 complaints (36%) were from just three residents.

120 individuals submitted five or less complaints in the 12-month reporting period, (72 people submitted just a single complaint).

109 of the complaints submitted specified times when no aircraft were operating within 30 minutes earlier or later than the time provided.

All 10,438 complaints related to aircraft that were found to have been operating legitimately, within the airport's agreed control framework.

By far, the most noise complaints (72%) were in relation to night time cargo flights.

Against a generally quiet background during the daytime, complaints about light aircraft training increased. A total of 265 complaints were recorded in relation to light aircraft (below 5700kg) performing training circuits.

There were just three non-compliant aircraft movements in the reporting year, that breached noise abatement controls by initiating an early turn before reaching the required 2.5 mile straight departure when taking off towards Leigh-on-Sea. There were no noise complaints received in relation to any of these flights. Full details of all non-compliant departures can be found on page 58.

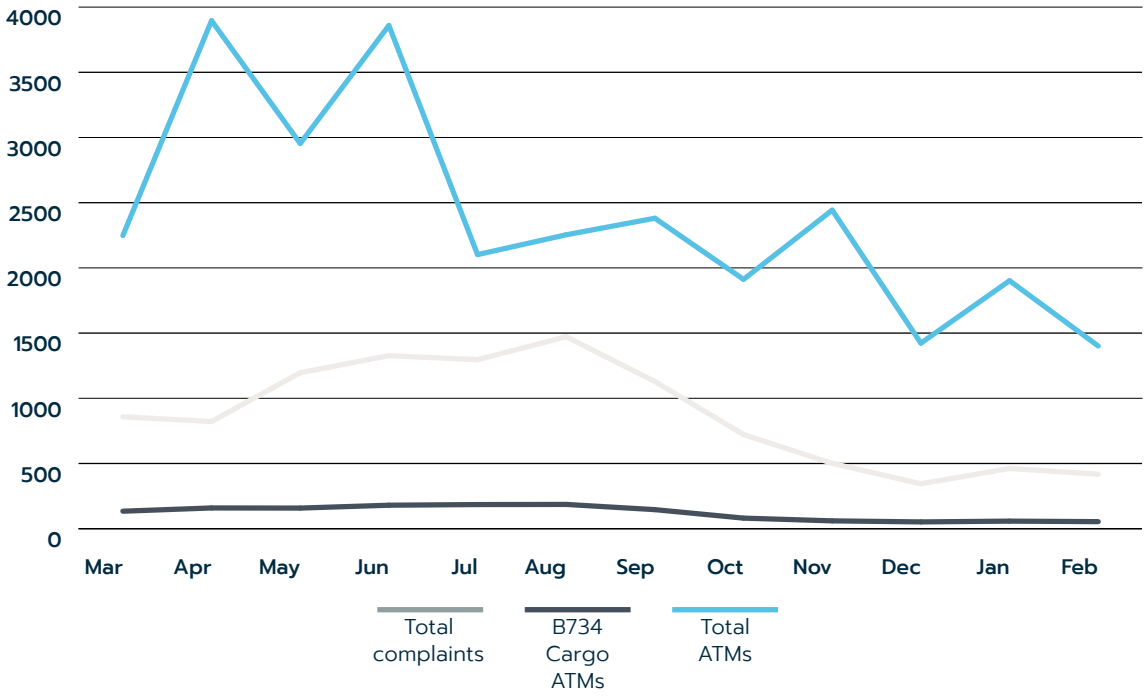
Whilst all of the noise complaints relate to compliant aircraft operations, data relating to noise complaints help the airport to better understand which aircraft operations cause the most disturbance and ensure that the best available noise mitigation measures are in place.

43% reduction in the number of households complaining.

34% reduction in noise complaints.

100% of complaints relate to aircraft operating within the airport's agreed controls.

Noise complaints 2020-21



- 85% of all complaints were about night-time operations (between 23:00 – 06:30).
- 87% of all night-time complaints were about cargo operations.
- 803 night-time complaints were received about aircraft operated by HM Coastguard and the police.
- 36% of all flights operated to/from the south west, over Leigh-on-Sea, however 66% of all complainants live in the Leigh-on-Sea area (SS9 postcode).

85% of all complaints were about night-time operations.

87% of all night-time complaints were about cargo operations.

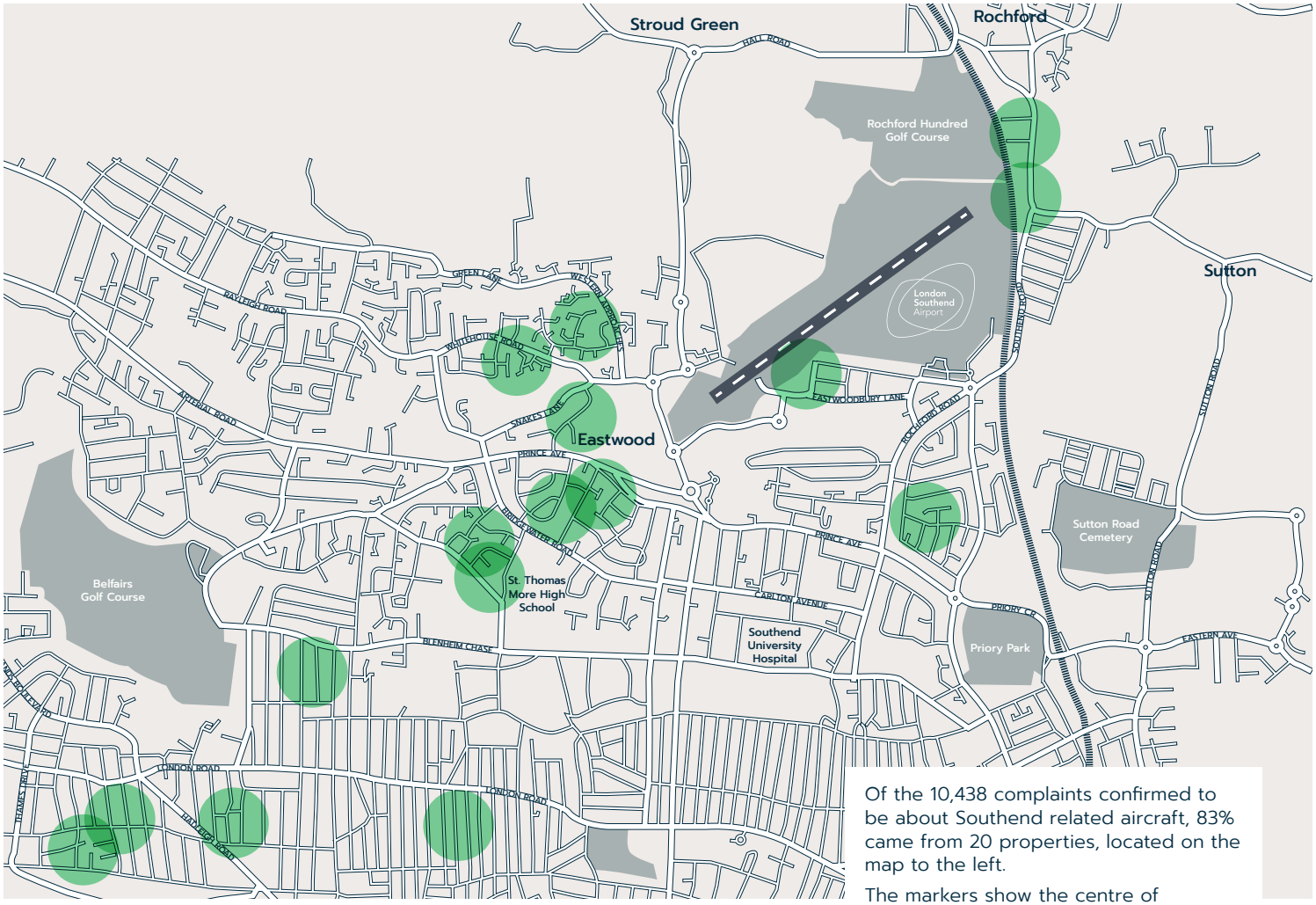
Postcode areas for noise complaints

2021–22	SS0	SS1	SS2	SS3	SS4	SS5	SS6	SS7	SS8	SS9	CM
Complaints	2535	1	1142	2	2012	27	1	7	1	4807	12
Complainants	20	1	10	2	21	1	1	5	1	131	4

The graph below shows the number of individuals complaining and volume of complaints received and investigated by the airport over the past five years to February 2022.

	2017–18	2018–19	2019–20	2020-21	2021-22
Complaints	278	1,505	6,711	15,373	10,547
Complainants	75	213	708	431	197

Complainants map



Of the 10,438 complaints confirmed to be about Southend related aircraft, 83% came from 20 properties, located on the map to the left.

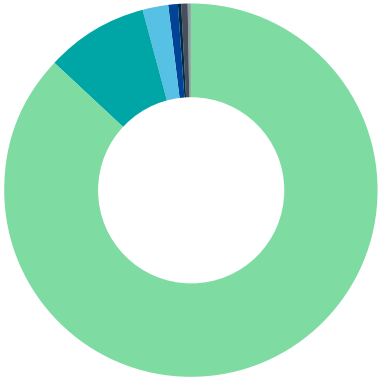
The markers show the centre of a postcode area only and do not represent a specific address.

Night-time noise complaints

A total of 1,162 aircraft movements operated within the agreed night-time period 23:00 – 06:30 (this includes passenger arrivals scheduled between 23:00 – 23:30 and delayed, diverted and exempt aircraft).

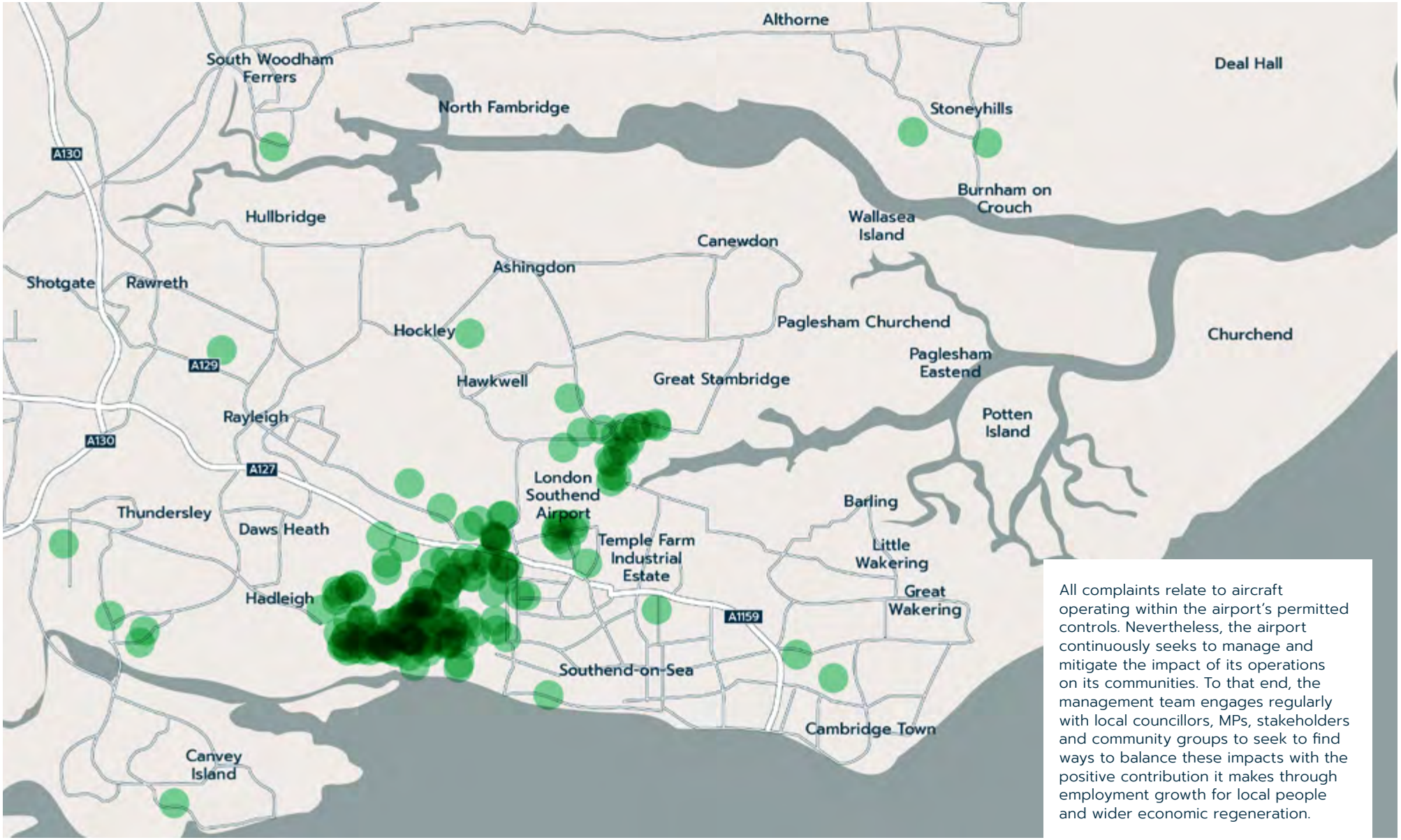
Of the 10,438 noise complaints identified, 8,841 (84%) related to night-time operations.

Breakdown of night-time complaints



- **ASL** (7,693)
- **HM Coastguard** (787)
- **Passenger** (195)
- **Ground** (84)
- **Calibration** (29)
- **Private charter** (29)
- **Survey** (5)
- **Grass cutting** (3)

Map of all complaints received 2021–22



All complaints relate to aircraft operating within the airport's permitted controls. Nevertheless, the airport continuously seeks to manage and mitigate the impact of its operations on its communities. To that end, the management team engages regularly with local councillors, MPs, stakeholders and community groups to seek to find ways to balance these impacts with the positive contribution it makes through employment growth for local people and wider economic regeneration.

Sound and thermal insulation grant scheme

In accordance with the conditions set out in the Section 106 Planning Agreement, London Southend Airport commissions an independent firm of aviation noise specialists to produce noise contours every two years for the summer period. This started in 2012 when the runway extension was opened. These contours have been used to identify any properties which are in residential, educational or hospital use that qualify for either;

- Property Acquisition – for properties that fall within the 69dB LAeq 16 hr noise contour*.
- Sound and Thermal Insulation Grant Scheme – for properties that fall within the 63dB LAeq 16 hr noise contour*.

*LAeq 16 hour is the standard way of measuring aircraft noise around airports and is the measurement the airport is required to use under the Section 106 legal agreement. It is the 'equivalent continuous sound level', i.e. the average sound level calculated over a defined measurement period. In the UK, LAeq noise contours are produced for the average summer day, where 'summer' is defined as the 92–day period from 16 June to 15 September and 'day' is defined as the 16–hour period 0700–2300 (GMT).

In accordance with the agreement, London Southend Airport commissioned Bickerdike Allen Partners (BAP) to produce the summer 2012, 2014, 2016, 2018 and 2020 noise contours. BAP is widely recognised within the aviation industry and has undertaken strategic noise mapping and noise action plans under the European Noise Directive for numerous airports in the UK and Europe including Manchester, Stansted and London City. BAP is a founder member of the Association of Noise Consultants and bound by their Code of Ethics. BAP is also a member of the British Standards Institute.

New noise contours were produced for the summer 2020 period. The noise contours for summer 2020 reflect the decrease in scheduled passenger flights due to the COVID-19 pandemic. The timing of the noise contour assessment is determined by the S106 planning agreement.

Based on Ordinance Survey mapping, the results of the 2020 noise assessment carried out by BDA identified no properties that fell within the 63 dB LAeq noise contour and therefore qualified for inclusion within the Sound and Thermal Insulation Grant Scheme.

26 residential properties have previously qualified for the Sound and Thermal Insulation Grant Scheme and remain eligible to apply.

There are currently no properties within the 69dB LAeq 16 hour noise contour.

The properties currently included in the scheme are shown in the table below.

Properties within 69 dB LAeq 16 hour that qualify for property acquisition

Street	Number of properties	Numbers
N/A	0	N/A

Properties within 63 dB LAeq 16 hour that qualify for sound and thermal insulation

Street	Number of properties	Numbers
Southend Road	9	45–61 (even)
Southend Road	14	66–92 (even)
Eastwoodbury Road	3	13,14 and 14A

The airport has written to all of the properties that qualified for the Sound and Noise Insulation Grant Scheme between 2012 – 2020. Six properties have now had sound and thermal insulation improvements completed, at a total cost to London Southend Airport of £19,828.14.

Part 1 land compensation act 1973

The Lands Tribunal has issued its decision in the 10 test cases that were brought before it in relation to claims for property devaluation following the extension of the runway at London Southend Airport. This decision will be applied to the remaining 177 cases. Esken anticipates that the settlement amount for the 187 claims will be approximately £1.16 million with an additional amount payable in respect of the claimants' costs. These costs will be the subject of a separate hearing and assessment. At this stage, Esken is not able to estimate what these costs will be.

Wake Vortex Compensation Scheme

Wake Vortices are turbulence in the air formed behind an aircraft, particularly when landing. Many of the new aircraft that usually operate at London Southend Airport, such as the Airbus A319/A320, Boeing 738 and Embraer 170/190, are equipped with winglets. These winglets improve aerodynamics and reduce the intensity of the wake vortices and reduce the likelihood of a wake turbulence impacts.

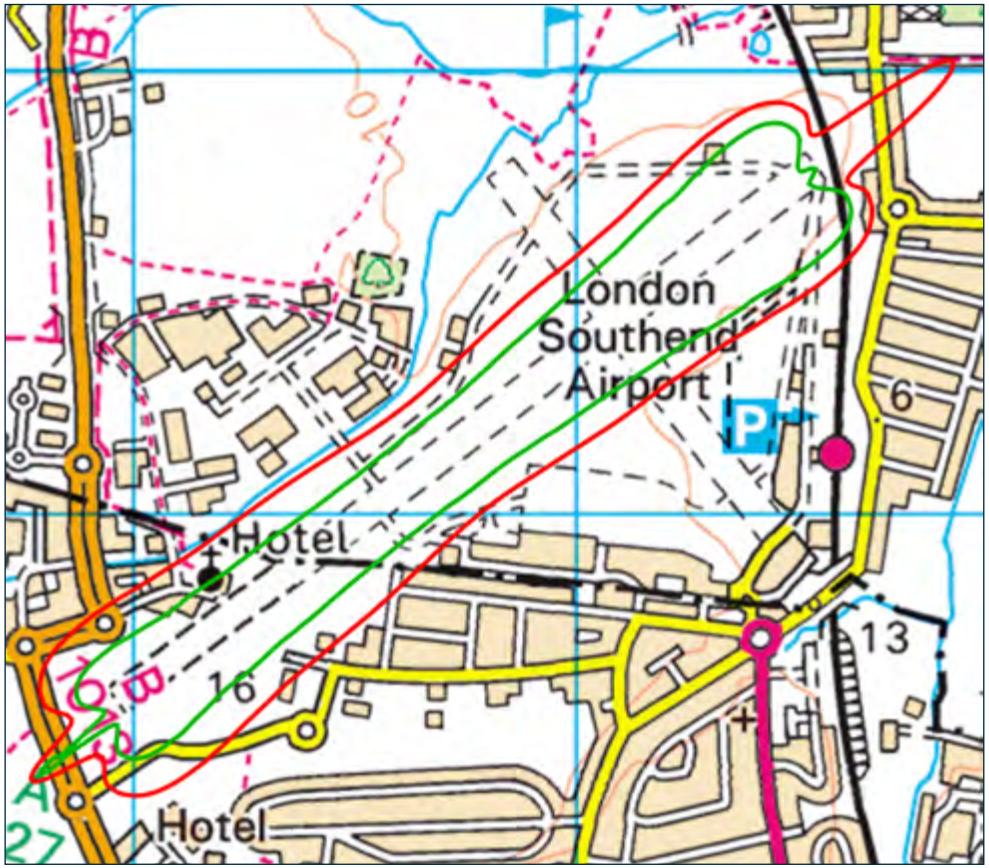
Wake turbulence damage is usually verified by its pattern of damage. Only traditional slate or tiled roofs can be damaged, and this damage is usually in the centre of the roof.

The legal liability for damage caused by wake vortex is with the aircraft operator but, because of the difficulty in establishing which aircraft may have caused the damage, the airport provides a scheme to ensure that damage is repaired.

Since the scheme was established in 2012, there has been just two reported incidents of damage to any properties in the vicinity of the airport. In both cases, a local qualified surveyor was commissioned to carry out an independent inspection of the property and provide a full report. The reports concluded that there were no areas of the roof with a pattern of damage associated typically with trailing

Summer 2018 and 2020 noise contours

The 2020 contour areas are smaller than those produced for 2018, this is a direct result of the downturn in aircraft movements due to the COVID-19 pandemic.



Legend

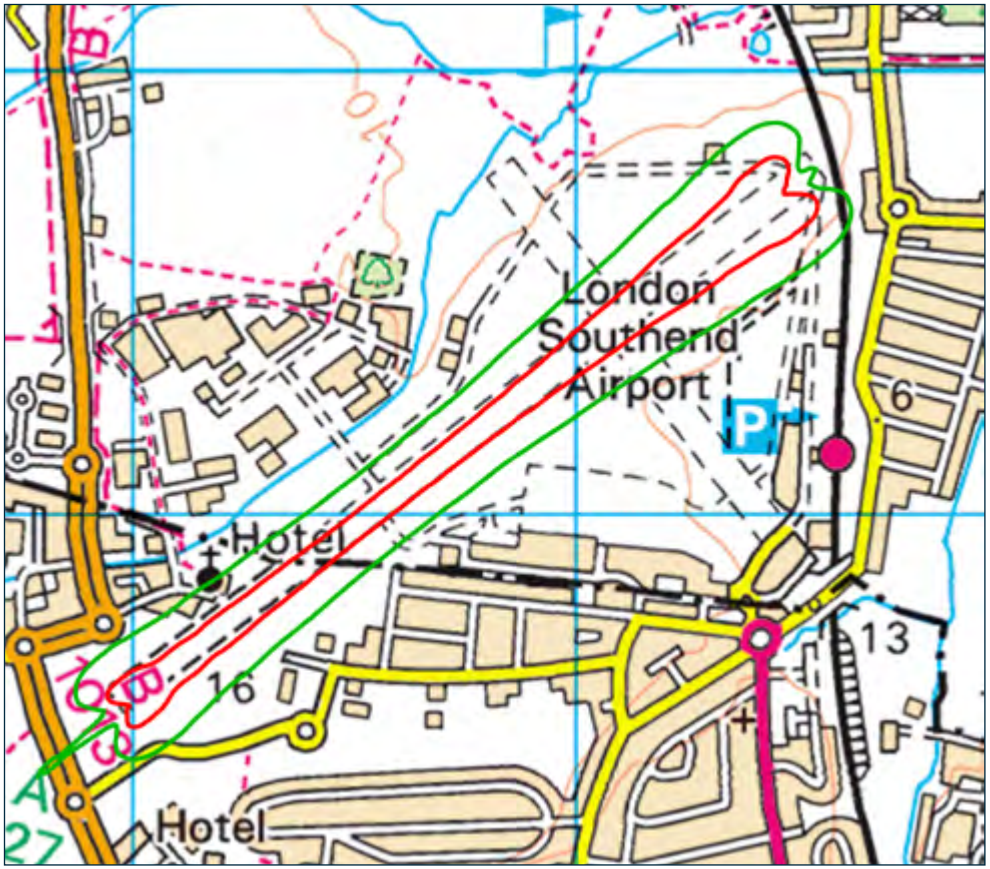
— 63 dB LAeq 16hr noise contour, 2020
— 63 dB LAeq 16hr noise contour, 2018

Figure A

London Southend Airport summer noise contours 2020. Airborne aircraft noise contours summer average daytime. Contour comparison 2018/2020– 63dB. This drawing contains Ordnance Survey data © Crown Copyright and database right 2014.

Summer 2020 noise contours

The map (Figure B) shows the daytime airborne aircraft noise contours for summer 2020.



Legend

— 63 dB LAeq 16hr noise contour
— 69 dB LAeq 16hr noise contour

Figure B

London Southend Airport summer noise contours 2020. Airborne aircraft noise contours summer average daytime. This drawing contains Ordnance Survey data © Crown Copyright and database right 2014.

6.
Air quality

London Southend Airport recognises that air quality is important to everyone and that poor air quality can impact upon health.

London Southend Airport recognises that air quality is important to everyone and that poor air quality can impact upon health. The air quality in the area surrounding London Southend Airport is generally good and consistently remains below the 40 µg/m3 value limit of NO_2 at which the Government would require further assessment and the implementation of an Air Quality Action Plan (AQAP) to reduce air pollution concentrations so that the objectives are met.

The airport is committed to monitoring air quality around site and ensuring that it remains below all of the guideline values within the Government's Air Quality Strategy. The airport Section 106 planning agreement commits us to:

- Develop a Surface Access Strategy that promotes a move away from the private car to less environmentally damaging forms of travel.
- Adopt operational practices that seek to minimise the polluting emissions from airport operations.
- Undertake regular air quality monitoring and share the results with both Rochford District Council and Southend City Council.

Nitrogen dioxide (NO_2)

To safeguard health, the Government's Air Quality Strategy establishes a limit for nitrogen dioxide. Legislation is set at National and European levels to limit emissions of NO_2.

Legislation	Annual limit
EU First Daughter Directive (99/30/EC)	40 µg/m^3
Air Quality (England) Regulations (2000) (as amended)	40 µg/m^3

The objective therefore, is not to exceed an annual mean average of 40µg/m^3 for NO_2 levels.

The airport tests for NO_2 at a number of permanent locations.

Testing sites

These locations were selected due to their proximity to the residential properties which are closest to London Southend Airport. As the primary source of nitrogen dioxide is road transport, the testing sites were located where the greatest impacts from the runway extension were expected – mainly as a result of any changes to traffic on the roads, but also taking into account emissions from the operation of the airport.

The location of each testing site is shown on this map.

Air quality testing is carried out at each of these locations on a monthly basis. As agreed, the airport share these results with both Southend-on-Sea Borough Council and Rochford District Council.

- Anne Boleyn Drive
- Eastwoodbury Crescent
- Rochford Road
- Eastwoodbury Lane

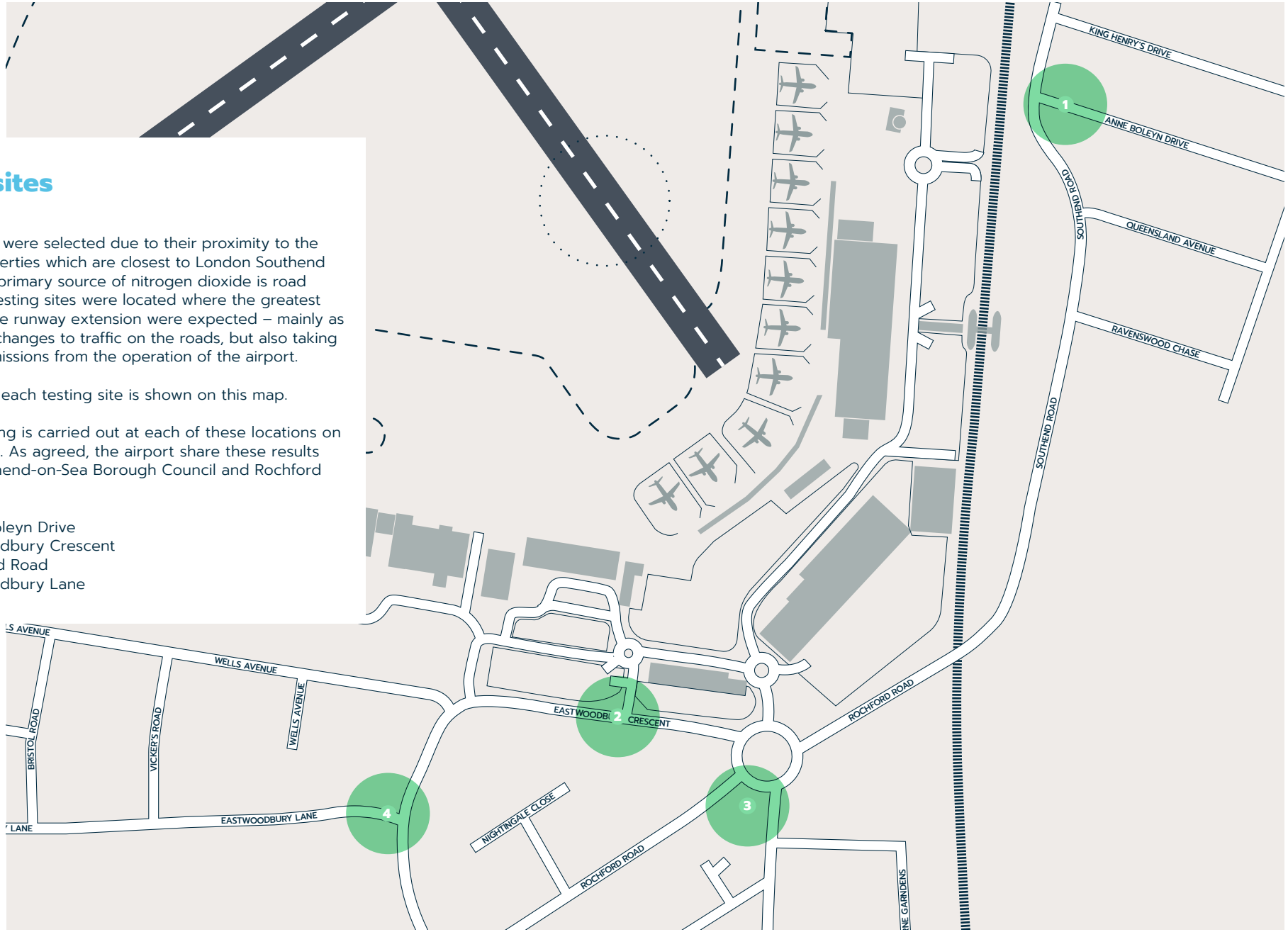


Figure 1. Results of nitrogen dioxide (NO_2) testing

Site	2011 (µg/m³)	2012 (µg/m³)	2013 (µg/m³)	2014 (µg/m³)	2015 (µg/m³)	2016 (µg/m³)	2017 (µg/m³)	2018 (µg/m³)	2019 (µg/m³)	2020 (µg/m³)	2021 (µg/m³)
Anne Boleyn Drive	22.9	26.3	24.8	23.6	22.1	22.3	22.5	20.0	21.9	18.6	17.7
Rochford Road	34.2	32.4	32.7	32.6	28.4	30.4	30.7	28.9	26.8	20.5	21.3
Eastwoodbury Lane	31.6	28.3	28.0	28.4	24.3	27.4	28.8	25.7	24.9	20.7	21.4
Eastwoodbury Crescent	33.6	30.9	29.4	29.5	25.8	29.4	27.2	25.0	26.7	19.8	19.8

Results

Concentration levels of NO_2 measured around London Southend Airport have consistently remained below Government limits.

The recorded annual mean values for each testing site have been adjusted by the relevant bias adjustment factor following DEFRA guidance.

The pollutants of greatest concern in the local area are oxides of nitrogen. The majority of pollutants in the local area come from road traffic.

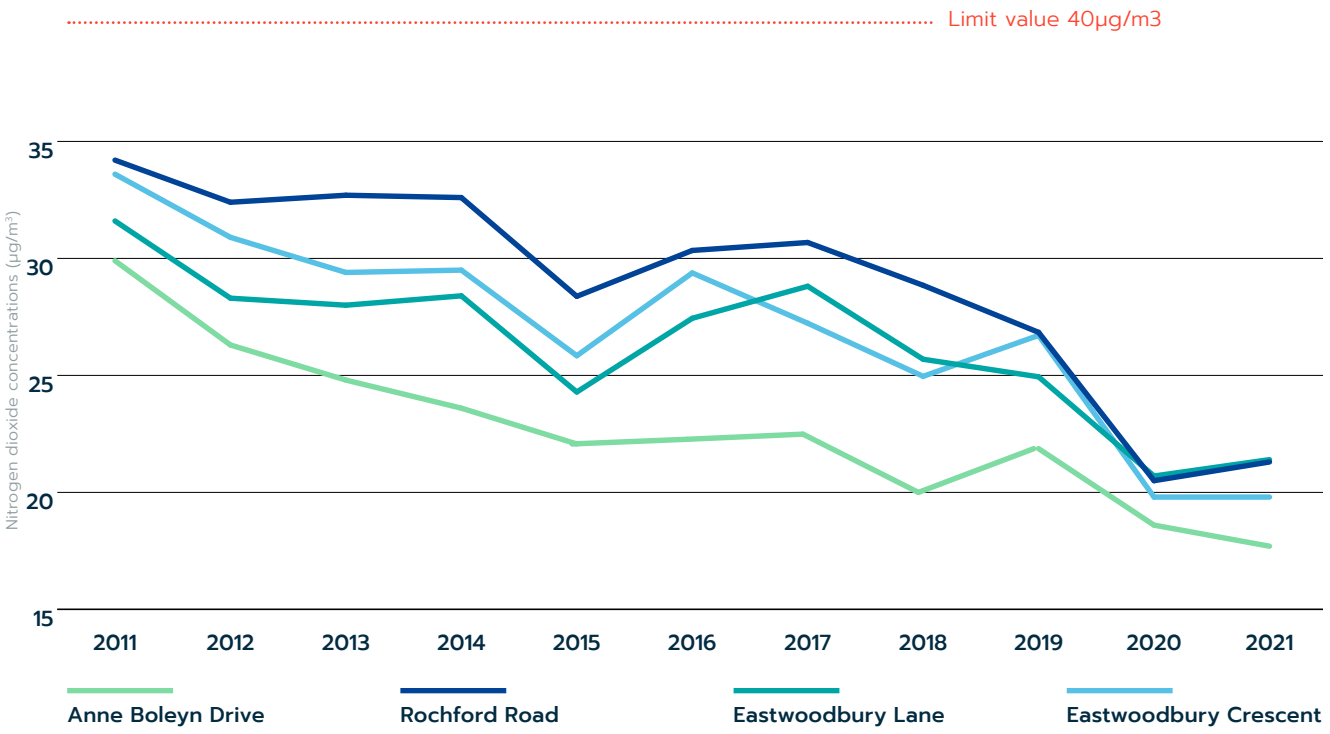
The annual results for NO_2 monitoring at all four testing sites around the airport are reported in the table (Figure 1).

The number of scheduled passenger flights during 2021 almost halved from the previous year and the number of passengers dropped by over 70%.

The 2021 results compared to the previous year remain largely consistent with just a -0.04% to +0.04% increase/ decrease across all four testing sites. This would suggest that the inactivity to and from the airport site has been offset by an increase in non-airport related road traffic, using the surrounding monitoring streets, which has generally increased following the easing of lockdown restrictions.

These results are also plotted on the graph (Figure 2), which also demonstrates that NO_2 levels at all four sites continue to remain well below the 40 µg/m3 Government limit value.

Figure 2. Annual mean nitrogen dioxide concentrations 2011–2021 (µg/m³)



7. Environment management

As air travel resumes, and with it our ambition to grow, we re-affirm our commitment to make that growth sustainable.

Airport Carbon Accreditation

Airport Carbon Accreditation is the only institutionally endorsed, global carbon management certification programme for airports. It independently assesses and recognises the efforts of airports to manage and reduce their carbon emissions through a structured programme.

London Southend Airport achieved Airport Carbon Accreditation in February 2021 and aims to continue to level 2, demonstrating the airport's carbon reduction.

London Southend Airport recognises that it has an important role to play in protecting the environment, whilst creating economic benefits and social and employment opportunities.

Air quality (NO_2) around the airport site consistently remains below Government guidelines and is lower in comparison to other monitoring sites in the local area.

London Southend Airport uses renewable energy generated by an on-site solar farm and continuously improves energy management and operational practices to reduce greenhouse gas emissions.

Environmental, Social, and Governance (ESG)

Focus on Environmental, Social, Governance Framework is at the core of the airport's business decision making. The ESG Framework is shaped into 'Five Pillars' Developing Our People, Supporting Sustainable Communities, Taking Climate Action, Excelling in Health & Wellbeing, Safety and Security, Minimising Our Environmental Footprint.

Through a governance structure, London Southend Airport has established working groups focussed on energy, air quality, noise, waste and water. The aim being to monitor, report and establish methods for reduction. A certification working group has also been established to help verify ESG programmes and map progress against external targets.

Environmental Action Plan (EAP)

The airport has evaluated how it can grow sustainably and how that can benefit the community. As the airport continues to recovery from the pandemic and regrow passenger numbers, it will support jobs for local people both directly and indirectly and contribute to the UK economy. But it's important that the airport delivers that growth responsibly. To do that, London Southend Airport has set out its Environmental Action Plan (EAP).

The EAP is very much part of a wider approach to Environmental and Social Governance and will evolve alongside that wider agenda.

Its key priorities for sustainable growth are to:

- Progress toward a carbon neutral airport operation.
- Ensure air quality around the airport continues to be within government limits.
- Minimise the number of households impacted by noise and phase out all aircraft over 85 decibels.
- Ensure efficient water use and manage impact on local watercourses.
- Play a leading role in supporting employment, education and community care in the Southend area, developing education and skills initiatives to support local residents into work.

The Environmental Action Plan is published on the airport website southendairport.com/corporate-and-community_connecting-communities

Responsible Procurement

London Southend Airport understands the importance of working with our supply chain to positively contribute to our positive social impact and mitigating our environmental impact.

London Southend Airport operates a Sustainable Procurement Policy in accordance with Section 106 planning conditions. The policy applies to airport development projects as well as the procurement of goods and services by London Southend Airport Company Limited.

This year a new Supplier Code of Conduct was introduced into the supply chain. The document sets out what suppliers can expect from London Southend Airport as well as the importance of fairness, social responsibility, sustainability and transparency that the airport expects from its supply chain.

Energy efficiency

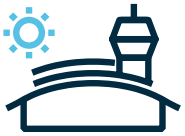
The main source of energy at London Southend Airport is electricity. Electricity is sourced from onsite renewable generation and from the grid. The airport monitors its consumption and works to continuously improve energy efficiency, including through use of its sophisticated building management system.

The kWh per passenger has reduced by just under 10% on last year. During lockdown periods, electricity consumption was kept to a minimum by switching off non-essential lighting and heating across the business. Total kWh used in the terminal dropped by 42% whilst passenger numbers dropped 36%.

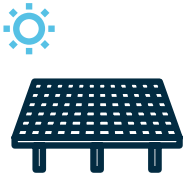
	2017–18	2018–19	2019–20	2020–21	2021-22
Total kWh (passenger terminal)	2.87m	3.18m	3.04m	1.59m	0.9m
Total passengers	1.13m	1.49m	2.14m	147,018	93,957
kWh per passenger	2.55	2.13	1.42	10.82	9.84

Renewable energy

The total consumption of electricity across the airport site (including our tenant's operations) was 8,079,691 kW/h. Across the whole airport site, the energy contribution from renewable sources i.e., on-site solar panels was 25% during the 2021-22 reporting period.



496 Solar panels on terminal roof – 107,840 kwh.



9,500 Panel solar farm – 1,875,218 kwh.

Electricity supplied – **6,096,633**.

62% of the total energy consumed on site was used by London Southend Airport Ltd, Stobart Aviation Services and the Rail Station.

25% of the total energy consumed across the site came from on-site solar panels.

Efficient airport operations

The way in which the airport operates can have a significant impact on carbon emissions.

- Uncongested airspace at Southend means that aircraft are rarely delayed on approach or required to enter a holding pattern on route. This helps to reduce track miles and emissions.
- London Southend Airport benefits from having spare slot capacity, this allows for efficient departures and reduces the risk of delays due to runway congestion.
- The taxiway network allows space to 'remote-hold' aircraft with engines off, if longer delays are necessary (e.g. due to European air traffic control industrial action).
- Aircraft also benefit from a short taxi to the terminal facilities which reduces aircraft energy consumption.
- Runway lights are turned off during the night-time period and only turned on 15 minutes before and after an aircraft operation.
- All new passenger aircraft stands are fitted with fixed electrical ground power (FEGP). These fixed supplies allow the aircraft to use London Southend Airport's electricity supply and benefit from its onsite renewable generation. This reduces the need for aircraft to generate power from running auxiliary power units which need only be switched on to start the main engines just before departure.
- All of the vehicles used to transport luggage between the terminal and the aircraft are electric powered.
- London Southend Airport is committed to exploring further opportunities to improve efficiency of airport operations including further transitioning to electric vehicles and improving lighting efficiency.

Air quality

Concentration levels of NO_2 measured around London Southend Airport have consistently remained well below Government limits.

The airport will continue to seek ways to reduce its carbon footprint through its dedicated environmental, social, governance working groups and through its Environment Action Plan.

To support carbon reduction Esken Group have invested in public affairs monitoring to help prepare for any regulation and public policy changes.

Water usage

London Southend Airport limits water discharge and continuously reduces the water footprint of its operations. In addition, and as part of the Environmental Action Plan incentive, the airport will evaluate all opportunities to minimise the use of water and maximise use of grey water as part of that process.

London Southend Airport utilises two 60,000 litre underground water reservoirs that hold rainwater collected from the new terminal roof for use on site. The harvested water is fed through a series of filters in a Stormsaver rainwater recovery system, making it suitable for use on site including for flushing toilets.

Managing waste

Since December 2015 zero waste, collected from the airport, has been sent to landfill.

During 2021, London Southend Airport issued new recycling bins across the airport with clear signage to aid the disposing of items correctly and responsibly for recycling.

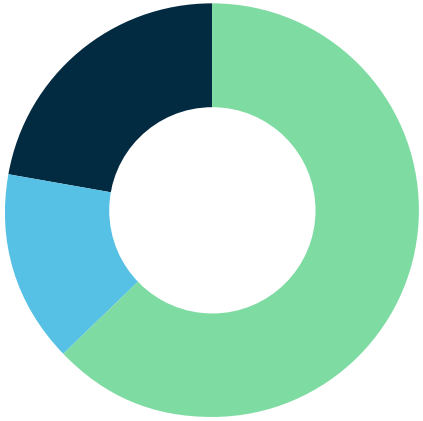
Recycling is key to managing waste as a sustainable resource, whether it is glass, plastic, cans, printer cartridges, batteries or cardboard.

Admin staff that worked from home during the pandemic found new ways of working that massively cut down on printing and sending paperwork through the post. There was an almost natural progression to move over to a paperless business, helped by new incentives as staff come back to the office.

It's the little things that can make a big difference! New paperless initiatives include:

- Laminated toilet check sheets – saving over 5,800 A4 sheets a year!
- Paperless meetings – advice sent with meeting invitations stating that spare paper copies of minutes and agendas etc. will no longer be provided.
- Monitoring use of office photocopier – use of ID passes.
- On-line newsletters, training courses, note taking and idea sharing through Teams channels.
- On-line onboarding process for new starters - new employee contracts sent electronically with digital signatures.

Waste Management 2021-22



General (WtE) (63%)
Paper and cardboard (15%)
Plastic (22%)

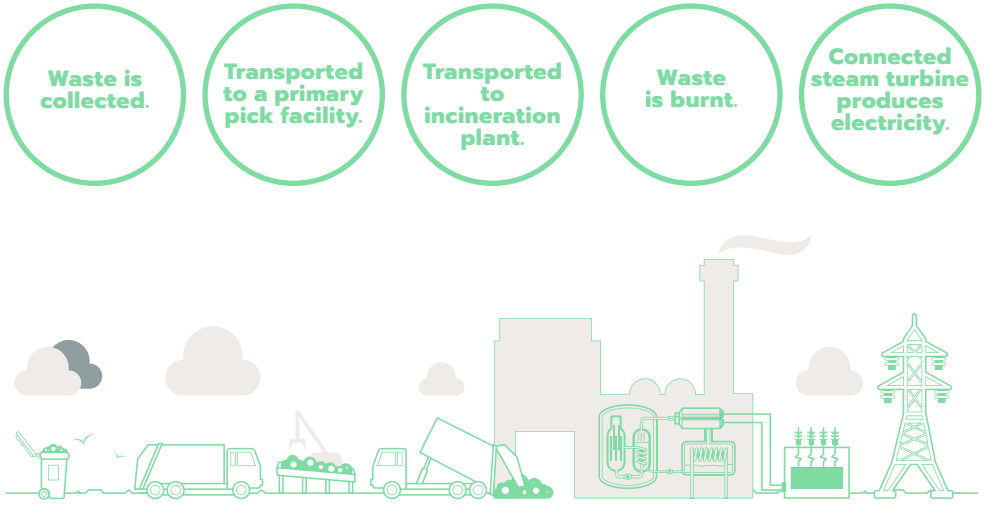
As part of an ongoing commitment to further reduce plastic waste, London Southend Airport actively encourages passengers to refill their plastic water bottles. A 'pour away sink' facility is available before entering security, allowing passengers to empty bottles to then re-fill once they are in the departure area. As the terminal reopens in May 2022, London Southend will once again focus on reducing plastic waste and single use items in all food outlets.

London Southend Airport contracts a local waste provider that operates a waste-to-energy (WtE) system, thus avoiding any waste being sent to landfill sites. All waste is either recycled or used to produce energy. Waste practices include:

- **Cardboard:** The airport has implemented a system for segregating and bailing cardboard for collection and recycling.
- **Paper:** Locked recycling bins are provided for the collection of papers including confidential waste, newspapers and airline magazines.
- **Glass and metal:** Separated from general waste for recycling and re-use.

In addition to on-site recycling systems, valuable materials including electronic items, wood, plastics and cans are extracted from general waste by our waste management company. Only the residual waste is processed as Waste to Energy (WtE), meaning that absolutely nothing goes to landfill from London Southend Airport.

Waste to energy process



To support carbon reduction Esken has invested in public affairs monitoring and will help London Southend Airport prepare for any regulation and/or public policy changes.

Building sustainability

London Southend Airport recognises the importance of the sustainability of its built infrastructure at the airport. The passenger terminal is certified by BREEAM (an international scheme that independently assesses the sustainability of buildings) as "very good" with an overall score of 57.9%. A project's overall BREEAM score is based on ten criteria, with categories including land use, ecology and water. It encourages low carbon and low impact building design that minimise the energy demand created by the building itself, whilst maximising energy efficiency and utilising low carbon technologies. Green building features at London Southend include:

- Air source heat pumps: which take heat from outside air to warm the interior of the building.
- Extensive use of LED lighting.
- Dimmable concourse lighting to react to daylight.
- Motion sensor activated office lighting.
- A highly insulated building envelope.
- Tinted glass and solar shading to reduce solar gain and limit our cooling requirements.

Protecting biodiversity

Protecting biodiversity London Southend Airport protects biodiversity and enhances conservation through careful planning and management of its operations. London Southend Airport is proud to be a member of the Essex Wildlife Trust and has created a wildflower meadow to increase the biodiversity of the site.

The airport must balance the need to protect biodiversity while ensuring safety of aircraft operations. This includes an ongoing management of birds and other species that pose risks to air operations.

London Southend Airport operates a Wildlife Hazard Control Management Plan which seeks to;

- Monitor habitat changes on and in the vicinity of the aerodrome.
- Manage long grass on the airfield.
- Log all wildlife control activities.
- Conduct regular surveys of wildlife concentrations and movements of wildlife in the local area.

8.
Air traffic movement controls

London Southend Airport is working well within its agreed S106 controls and quota limits.

During the planning consultation for the runway extension at London Southend Airport, a number of new controls were agreed to reduce the impact of the development on the local community. An annual cap on the total number of aircraft movements was introduced at 53,300. This is about half of the total of aircraft movements recorded at London Southend Airport in 1989.

Only **53%** of the airport's permitted ATMs were used in the 2021-22 reporting period.

B737-300 operations are limited to 2,150 per annum

There were no B737-300 aircraft movements during 2021-2022.

Quarterly reporting

In accordance with our S106 planning agreement, London Southend Airport regularly reports its performance against its agreed controls to the Airport Consultative Committee. These reports are also shared with our local councils and made publicly available on the airport website. southendairport.com/corporate-and-community/community-reports

Annual reporting

The table below shows London Southend Airport's performance and compliance against the total Aircraft Traffic Movement (ATM) controls for March 2021 – February 2022.

Ref.	Air traffic movement type	Quota annual limit	Annual total Mar 2021 – Feb 2022	% of agreed annual limit
i	Total ATMs (excluding exempt ATMs)	53,300	28,353	53%
ii	Cargo ATMs (permitted lesser of 10% of total ATMs or 5,300 p.a.)	2,877	1,453	50%
iii	Boeing 737-300 ATMs	2,150	0	0%

The table below shows London Southend Airport's performance and compliance against the total night-time Aircraft Traffic Movement (ATM) controls for March 2021 – February 2022;

Flights in night quota period (23:00–06:30)	Quota annual limit	Annual total Mar 2021 – Feb 2022	% of agreed annual limit
Total night-time ATMs		1,121	
Diverted ATMs (of which all were QC1 or less)		12	
Delayed ATMs (of which all were QC1 or less)		1	
Exempt ATMs (of which all were QC1 or less)		234	
Night-time ATMs to be included in quota total (120 per quota month)	1,440	915	64%

Whilst the annual total of night-time movements fell well below the annual quota, there were four consecutive months of the reporting year when the monthly quota was exceeded. There is provision within the S106 that sets out a penalty for any monthly exceedances, which reduces the monthly quota limit for the following month.

Diverted ATMs
Unforeseen diversions of ATM' s from airports to London Southend Airport due to weather conditions, industrial action or temporary runway closure/repairs.

Of the three diverted ATMs, all were diverted to London Southend Airport as a result of being unable to land at their destination airport. The destination airport being defined as a London airport other than Southend.

Delayed ATMs
An ATM where the aircraft was scheduled to take-off or land prior to the agreed night-time period, but was delayed due to unforeseen weather conditions, industrial action, temporary runway closure/ repairs at the airport or air traffic control delays or clearances beyond the control of the aircraft operator and/or the owner or the operator (as the case may be).

Of the 10 delayed ATMs, all fall within the criteria that allows passenger aircraft to return to London Southend Airport during the night-time period due to unforeseen weather conditions, industrial action and/or unforeseen air traffic control delays.

Exempt ATMs
ATMs by the police and/or HM Customs and/ or the Coastguard and/or the military and/or the Air Ambulance Service and/or ATMs collecting or delivering human blood and/ or organ transplants and/ or ATMs carrying or meeting officials on Government business and/ or any ATM which is made an emergency consisting of an immediate danger to the life or health of humans or animals.

Of the 81 exempt ATMs, all aircraft operated on behalf of the police, military, and/or HM Coastguard, or operated an air ambulance flight.

During the daytime

During the daytime, in total fewer than 50% of all landings and less than 50% of all ATMs may be over the South West area (e.g. Leigh-on-Sea) when assessed cumulatively throughout each entire Quota Year. During the 12-month period from March 2021 to February 2022, all ATMs remained within the required percentages for the daytime period.

Daytime ATMs	Annual total Mar 2021 – Feb 2022	% of ATMs to/from the South West (Leigh-on-Sea)
Total daytime arrivals	13,687	
Arrivals from South West (over Leigh-on-Sea)	4,955	36%
Total daytime arrivals and departures	27,612	
Arrivals and departures to/from South West (Over Leigh-on-Sea)	13,199	46%

During the night-time

During the night-time quota period, all ATM's will be to and from the north east of the airfield (e.g. Rochford), unless for safety or weather exemptions set out in the S106 agreement.

ATMs operating during the night quota period (23:00 – 06:30)	Annual total Mar 2021 – Feb 2022	% of ATMs to/from the South West (Leigh-on-Sea)
Total ATMs	1,162	
Number of aircraft which did not take-off towards, or land from the North East (over Rochford)	280	24%

Just **4,955** arrivals **(36%)** over Leigh-on-Sea during the daytime period.

Fewer than half **(46%)** of all ATMs operated over Leigh-on-Sea.

280 (24%) of night-time ATMs that operated over Leigh-on-Sea did so under agreement exemptions.

9. Departures

Since 2012, 99.8% of all passenger flights have departed London Southend Airport within their agreed NPR.

All aircraft departing from London Southend Airport (which have a maximum take-off weight in excess of 5,700kg) follow initial flight paths known as Noise Preferential Routes (NPRs).

The NPRs at London Southend Airport were agreed with Southend-on-Sea Borough Council and Rochford District Council during the consultation process for the runway extension. The routes have been designed so that the number of large aircraft overflying residential areas is reduced to a minimum and that departing aircraft are using the same flight path as arriving aircraft for the initial phase of their departure. These routes were introduced when the extended runway was opened in March 2012.

There can be some variation between the various aircraft operating on the NPR. This is because all aircraft perform differently and they may also be affected by weather conditions, which can cause them to drift to the left or right. This is why each NPR extends in width as it proceeds from the end of the runway. As long as an aircraft flies within the agreed NPR zone it is considered to be on-track.

Since introducing the Noise Preferential Routes in March 2012, 99.8% of all passenger flights have departed London Southend Airport within their agreed NPR.

There were more than 14,300 departures from London Southend Airport for the 12-month period March 2021 – February 2022, of which over 7,800 related to aircraft (above 5,700kg) that were required to depart within the agreed NPR. During this period just three (0.04%) aircraft turned on departure before exiting the NPR zone due to non-compliance i.e. pilot turned early without instruction by ATC.

Noise preferential routes

London Southend Airport has two noise preferential routes, one at each end of the runway. Aircraft (which have a maximum take-off weight in excess of 5,700kg) must follow the NPR controls applicable to the runway in use at that time.

When departing on Runway 05 towards the north east (e.g. Rochford area), aircraft must maintain a straight departure heading until at least 1,500ft altitude and one mile in distance.

When departing on Runway 23 towards the south west (e.g. Leigh-on-Sea area), aircraft must maintain a straight departure heading until at least 1,500ft altitude and 2.5 miles in distance.

Once aircraft have cleared the designated NPR zone, Air Traffic Control (ATC) can instruct the pilots to fly a more direct heading towards their destination – this is known as 'vectoring'. However, ATC may direct aircraft off the NPR at any time if this is required for safe separation from other aircraft or for other safety issues (such as avoiding adverse weather). Track keeping is taken very seriously and it is closely monitored and logged by the airport's dedicated system.

The map on the right shows the two NPR zones at London Southend Airport with their agreed coordinates.

London Southend Airport
The preferential routes.
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NPR results

Date	Operator	Aircraft Registration	Aircraft	Runway	Flight type	Infringement notice issued	Cumulative total y/e 2020	Satisfactory action taken	Reviewed by ACC	Fines Issued	Off track complaints received
07/04/21	Catreus	VCGAZ	E55P	23	Private executive	✓	1st	✓	✓	n/a	0
05/10/21	NL Ministry of Defence	PHCGC	D228	23	Military	✓	1st	✓	✓	n/a	0
30/01/22	Air Hamburg	DAZUR	E35L	23	Private executive	✓	1st	✓	✓	n/a	0

Fines relating to NPR infringements

London Southend Airport operates a scheme to fine airlines which continue to operate off track despite previous warnings.

The airport works closely with all aircraft operators that breach noise abatement controls. A full investigation is carried out to conclude the circumstances under which the breach occurred, and measurements are put in place by the operator to ensure that the risk of further breaches is minimised. Where further breaches do occur, the airport may issue fines to the operator in accordance with guidelines agreed by the Airport Consultative Committee (ACC).

All monies collected from NPR fines are held in a community pot to be distributed to local charities selected by the ACC.

Scale of fines Mar 21 – Feb 22	1st fine	2–5 fines	5+ fines
Aircraft QC1 or less	£500	£1,000	£2,000
Aircraft QC1 – QC2	£1,000	£2,000	£4,000
Aircraft QC2+	£2,000	£4,000	£8,000

For information about Quota Count (QC) rating please see page 34.

There were just three first time breaches and therefore no fines issued during the reporting period 2021–22.

10.
Charity and community

Since 2014, the staff at London Southend Airport have raised over £95,000 which has been shared between 57 different local charities, including £7,000 which was donated to the NHS in 2020.

As part of its Building Sustainable Communities commitment, London Southend Airport has chosen a local charity to work with for a two-year period, building a partnership that can provide meaningful benefits for the charity, local community, and the airport employees.

Airport staff were asked which local charity they would like to support. Given the impact of the pandemic on mental health, the airport staff decided overwhelmingly to support a local mental health charity.

mind
South East and
Central Essex

Charity Partnership with South East and Central Essex Mind (SECE Mind)

In July 2021, London Southend Airport announced its two-year partnership with South East and Central Essex Mind (SECE Mind). SECE Mind is a local mental health charity offering information and advice to people with a range of mental health problems whilst lobbying government and local authorities on their behalf.

The airport team meets with SECE Mind every month to review fundraising ideas, mental health awareness events, staff support, volunteering ideas, donations and opportunities to support passengers with hidden disabilities.

Terminal Tours

In September, the airport welcomed members of the public into the terminal for dedicated tours to support mental health and anxiety for anyone feeling nervous or anxious about a return to flying after the pandemic and those with hidden disabilities that want to familiarise themselves with an airport prior to travelling.

The team from SECE Mind set up an information stand and were able to offer advice on managing anxiety and other mental health conditions. Information leaflets and gift bags were handed out to tour visitors.

Nelson Gate – wellbeing garden project

As part of the community services at SECE Mind, the charity provides supervised residential housing for adults with a mental health condition who are unable to cope with living independently, comprising of eleven flats at Nelson's Gate in Southend-on-Sea.

COVID-19 has highlighted the importance of gardens and green space in helping nurture positive mental health and wellbeing. The charity has allocated some space at Nelson Gate which London Southend Airport will turn into a 'wellbeing garden' for the residents to use, benefit from and tend to. Once completed, the garden will also provide volunteering opportunities for airport staff, such as, gardening, seeding, planting and ongoing maintenance work.

The site of the wellbeing garden is currently approx. 8m x 8m of unused, overgrown space to the rear of the flats.

The airport team plans to turn this space into a relaxing, tranquil garden with raised flower beds, seating and a canopy, using recycled materials where possible.

The bulk of the project work is due to get underway in spring 2022 with the help of local contractors, W&H Roads who are also working onsite at the airport, upgrading the cargo facilities.

The airport will host fundraising events to cover the cost of the project.

Donations

London Southend Airport gathered essential items to share with the residents of Nelson's Gate in Southend as part of its ongoing partnership with SECE Mind.

Catherine Weir, Services Manager, SECE Mind,

> **"These donations make a big difference to our tenants, especially in the current climate where people need to make choices between essentials. Special items such as toiletries can be seen as a luxury that people struggle to prioritise, so this is a little piece of luxury that can help to make people feel special."**

The SECE Mind team have made up care packages for new residents using the donated items.

Volunteering

In February, the airport cleaning team volunteered to spring clean the communal areas of Nelson Gate residential flats.

Three members of the team each donated a full day to the project.

Laura Lewsey, Senior Housing Support Worker, SECE Mind, "The team did a fantastic job and the residents have really noticed a difference. It's amazing how much they achieved in a short space of time. Having a clean environment goes a long way to making people feel calm and more positive".

Liam Quick, Cleaning Supervisor London Southend Airport,

> **"We really enjoyed having the opportunity to help SECE Mind and the residents at Nelson's Gate. It was a great experience and we all left with a great sense of wellbeing and achievement."**

Photo – Tina Hindle, Maria Lewis, Liam Quick (LSA) and Catherine Weir (SECE Mind)

£15,015.13
Total raised for Elf Run event

£6,742
JustGiving page donations (including ticket sales)

£773.13
Additional Gift Aid from JustGiving

£2,500
Donation from airport partner, Prenetics

£5,000
Match funding from Esken Group

Mental Elf fundraising Event

In December, the airport hosted a 'Mental Elf' event on the airport runway to raise funds for SECE Mind.

Over 90 tickets were sold. Members of the public dressed for the occasion and enjoyed a morning of fun, exercise and festivities, rounded off with a hot chocolate and mince pies in the Jet Centre. All participants received a medal and certificate as well as a free goodie bag.

MP James Duddridge joined the runners on the runway,

> **"I would like to congratulate everyone who took part in the Mental Elf Event on Wednesday, clocking up a combined total of 393.16 miles! It certainly was a cold morning, but I soon warmed up after the first lap."**

Caroline Grant, CEO, SECE Mind,

> **"The event was a huge success, and it was a truly unique experience to join participants on the runway to help raise awareness of mental health."**

Glyn Jones, CEO London Southend Airport,

> **"Thank you to all who took part, donated and of course our volunteers, without whom, the event couldn't have taken place."**

Our charity partnership with SECE Mind has offered valuable opportunities to raise awareness of mental health and the partnership has already delivered some fantastic campaigns for both airport employees and the community. We look forward to building on these successes in the new year."

'Coffee with Cath'

Catherine Weir is the Services Development Manager for SECE Mind and has a wealth of knowledge about mental health and strategies for managing stress and anxiety. Through the charity partnership, the teams at SECE Mind and the airport have established a series of relaxed, friendly, drop-in meetings for airport staff to meet Catherine, grab a coffee and talk openly about mental health. These sessions have been aptly named 'Coffee with Cath'.

In October, the airport hosted the first 'Coffee with Cath' in the Skylife lounge.

To an audience of employees and management, Cath answered questions ranging from, managing busy workloads, looking forward to the future in times of uncertainty (the Locus of Control concept), and managing anxiety. The discussion was interactive, and Cath provided meaningful explanations to behaviour traits and helpful advice on how to manage emotions and wellbeing.

It was a successful event which united airport colleagues with our charity partners, providing support and understanding. Gift bags containing leaflets on how to get additional support after the meeting were made available.

Time to Talk video

As Covid-19 infections rose during the winter and social distancing measures were reinstated, the airport sought to share mental health support online. In February, as part of the national 'Time to Talk' campaign, the airport team and SECE Mind made a mental health advice video that was shared to employees over Yammer, and SharePoint. Within the 10-minute video Cath talks about the importance of mental health and five things staff could do every day to improve their wellbeing.

time to talk day 03/02/22 mind Rethink Mental Illness.

Guide Dogs for the Blind

The airport continues to support Guide Dogs for the Blind. During the summer when the terminal was open to passengers, £314.86 was collected and donated to the organisation.

GUIDE DOGS

11.
Feedback

Thank you for taking the time to read London Southend Airport's Annual Report.

We would welcome your comments and feedback, you can contact us:

By email
lsaenquiries@southendairport.com

By post
London Southend Airport Co. Ltd.
Southend-on-Sea
Essex
SS2 6YF

Appendix. ASAS summary of new targets, commitments and actions

No.	Target/commitment/action	Target timescale	Progress
Mode share			
1	Air passenger public transport mode share should be at least 35% by 5mppa.	Review when passenger numbers reach more than 5mppa or within three years (whichever is earlier)	
2	Staff mode share should not exceed 65% using single occupancy vehicles.	Ongoing	
Sustainable modes			
3	100% of new developments will include good pedestrian access. Terminal, railway station and associated forecourt and vehicular facilities to be DDA compliant. Policies related to walking routes for the JAAP area will be supported.	Ongoing	
4	100% of new developments will include provision for secure cycle parking (Section 106 Agreement target), showers and lockers. The Travel Plan Coordinator will arrange cycle promotions and activities for staff. Demand for cycle parking will be monitored and additional cycle racks provided when required. Policies related to cycle routes for the JAAP area will be supported.	Ongoing	
5	The airport will engage and liaise with stakeholders to identify gaps and develop a bus and coach strategy for the JAAP area.	Ongoing	
6	The Travel Plan Co-ordinators will investigate and develop car sharing scheme options (Lift Share, Carbon Heroes etc.) and Car Clubs as well as encouraging the growth of informal car sharing. Companies operating at the airport will be encouraged to designate the best parking bays for car sharers.	Ongoing	
7	Work with taxi companies to reduce empty running.	Ongoing	
8	Establish surface access partnership arrangements to encourage all employers on airport to engage with the ASAS.	Ongoing	
9	Review pedestrian access routes between bus and train services and terminal and place of work and provide additional infrastructure where required.	Ongoing	
10	Work with bus and coach operators to aim for a 4% mode share by passengers and staff.	Ongoing	
11	Work with C2C to identify how to encourage use of the Essex Thameside rail service for the airport.	Ongoing	
12	Work with train operators to achieve 30% rail passenger mode share and develop train services that support passenger and staff travel demands.	Ongoing	
13	Work with the bus operators and relevant local authorities to maintain / improve facilities at bus stops serving the airport with travel information. Work with bus operators and local authorities on measures required to improve bus service reliability. Encourage staff for whom bus services represent a realistic travel option on existing services and work with Arriva and First to market services to those members of staff.	Ongoing	
14	Promote public transport integrated ticketing availability to staff and passengers.	Ongoing	
15	Encourage employees to walk and cycle to work.	Ongoing	

No.	Target/commitment/action	Target timescale	Progress
Car parking			
16	Install electric car charging point(s) for employees and passengers in any new staff and/or short stay car parks and where feasible, in other areas (including as part of any 'meet and greet' offers).	Ongoing	
17	Sufficient car parking spaces (including DDA compliance) will be provided to meet demand from air passengers, so as to avoid the need for off airport fly parking. The airport will closely monitor on-airport demand and will have contingency plans for additional spaces to be brought into use if required.	Ongoing	
18	The airport will support and financially contribute to the Southend City Council's monitoring of street parking.	Ongoing	
19	Ensure safe drop off and pick up arrangements are maintained.	Ongoing	
Travel planning and information			
20	Work with local authorities to promote public transport links to the airport.	Ongoing	
21	Maintain/improve onward travel information in baggage reclaim area.	Ongoing	
22	Continue to engage with active travel organisations to deliver a lifestyle approach to travel planning for staff.	Ongoing	
23	Seek views of Southend Bus Users Group on Bus Services for the airport.	Ongoing	
24	Engage with Airport Consultative Committee to seek views on surface access.	Ongoing	
25	Use emerging technology to review and develop travel information.	Ongoing	
26	Maintain DDA compliant real-time and web-based onward travel information in the rail station and terminal, in particular to provide live onward travel information in the landside arrivals area.	Ongoing	
27	Work with relevant parties to provide smart ticketing facilities in the rail station and terminal.	Ongoing	
Surveys, monitoring and reviews			
28	Annual Passenger surface access travel surveys to be undertaken by CAA on a continuous basis.	Ongoing	Suspended
29	Staff travel surveys to be undertaken at least every three years or more frequently if the TLG agree.	2022 or earlier	
30	Continue to hold annual ATF meetings.	Ongoing	
31	Continue to hold quarterly Transport Liaison Group meetings to review performance of ASAS targets.	TLG to meet quarterly	
32	Review the Airport Surface Access Strategy in accordance with the S106 Agreement requirements (at 1mppa and every additional 500,000 ppa thereafter).	The next review will be at 2.5mppa then every additional 500,000 ppa thereafter	Not due

Notes

London Southend Airport

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esken

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