



**Gatwick Airport's Response**  
**to the**  
**CAA Consultation Document, Heathrow and Gatwick Airports CAA**  
**proposals following the service quality audit, Nov 2009**

**Reference: Q5-006-LGW03**

**January 2010**



The CAA published their Consultation Document for Heathrow and Gatwick Airports incorporating their proposals following the service quality audit in November 2009. Gatwick's response is set down below and follows the sections in the CAA document.

## **CALCULATION AND PUBLICATION OF REBATES & BONUSES (Section 2.0)**

### **CAA Assessment (2.20/1):**

*QSM year-to-date scores to be weighted by the number of passengers in each month from 1 April 2009 onwards.*

### **Gatwick response:**

GAL can confirm this is the way the QSM scores are now weighted.

### **CAA Assessment (2.22):**

*"Spreadsheets used to calculate the rebates and bonuses should be constructed to keep the risk of manual input errors limited to a minimum"*

### **Gatwick response:**

A revised spreadsheet has been designed and is submitted with this submission as Appendix 1.

### **CAA Assessment (2.24):**

*Where the Statement of Standards and Rebates allows for local agreements these should be formally documented, ratified by the airport AOC and the CAA should be informed. Local agreements which would amend the Statement must be approved by the CAA and a revised Statement issued.*

### **Gatwick response:**

The local agreement regarding periods of time for which performance accounts for rebates has been documented, ratified by the airport AOC and submitted to the CAA on 20<sup>th</sup> October 2009. Any local agreements proposing amendment to the Statement will be submitted to the CAA for approval prior to issuing a revised statement.

### **CAA Assessment (2.25):**

*Interpretation of the service quality schemes would be made more transparent by the airports producing a summary process document for its own managers setting out how data will be collected and processed, which should be copied to the AOC's and CAA for information.*

### **Gatwick response:**

The action plan for this is as detailed below:

18<sup>th</sup> January – 22<sup>nd</sup> January 2010: validate current documents and pull together into one summary whilst standardising the format.

25<sup>th</sup> January – 12<sup>th</sup> February 2010: produce process maps for all of the measures, covering data collection, reporting and publication.

15<sup>th</sup> February – 26<sup>th</sup> February 2010: seek feedback from responsible managers



1<sup>st</sup> March – 5<sup>th</sup> March 2010: incorporate feedback and amend as required

8<sup>th</sup> March – 26<sup>th</sup> March 2010: circulate to AOC & CAA for comments, amend as required

29<sup>th</sup> March 2010: circulate final document to GAL managers sending copy to AOC/CAA for information

**CAA Assessment (2.26/7/8):**

*Posters displayed in the Terminals should present the service quality scores in a manner more relevant and immediate to passengers passing through the airport; be present in both Terminals on a monthly basis; report on the eleven relevant scores for Gatwick; (where 12 month lagged standard), publish relevant month also and test different formats with members of the airport passenger consultation bodies before finalisation.*

**Gatwick response:**

GAL began consultation with the Passenger Advisory Group (PAG) in October 2008 with regard to revision of the posters, with the proposed posters being shared with PAG representatives in March 2009. Following feedback these were revised, also to incorporate GAL's new status as an airport outside of the BAA group (June 09). Publication of the new posters was then put on hold until the sale of Gatwick had been completed. The posters were displayed in the Terminals on 15<sup>th</sup> December and Peter Hall (on behalf of PAG) confirmed their satisfaction with the new design. An example of the new poster is attached to this submission as Appendix 2.

**SECURITY QUEUEING (Section 3.0)**

**CAA Assessment:**

*By 1 April 2010, Gatwick to have gone through the set down process to determine a fully validated set of unimpeded times. Gatwick will produce an Action Plan with timetable for introduction of automatic measurement of the delay imposed by security queuing.*

**Gatwick response:**

The action plan for the unimpeded times work is as follows:

Dec 09 – 8<sup>th</sup> January 2010 – scope survey and place work order to assess free flow transit of person from security portal to roller bed (B in the CAA document) (Advise Service Quality Working Group (SQWG) of process and seek feedback)

11<sup>th</sup> January -12<sup>th</sup> February 2010 – carry out surveys of all of the passenger and staff search points to collate data for unimpeded walking times using the criteria set down in the CAA document. (Advise Terminal AOC's of process and seek feedback)

15<sup>th</sup> February – 26<sup>th</sup> February 2010 – analyse data and present to Terminal AOC's for agreement

March 2010 – submit allowances for walking times for each security portal to the CAA



With regard to the introduction of automatic measurement, GAL note that the rules for how this should be measured were published by the CAA in their consultation document, this coincided with GAL learning that due to the sale completion being imminent (and now completed) that BAA would not be sharing the investigative study commissioned into potential technology to resolve this issue. GAL has now initiated a separate project to identify the solution. This project is further complicated by the unprecedented volume of IT change required to manage the technological separation of Gatwick from BAA. It is our intention that automated measurement capability forms part of an integrated suite of systems required to deliver operational efficiency at the Airport.

GIP, as GAL's new owner, is focused on improving standards at the Airport, however has recognised that BAA have spent a significant amount on trying to find a solution to this problem and have not yet succeeded, so delivering a successful solution will not be easy. Our first step is to commission an investigation into all possible technologies that fit the brief. The action plan is as follows:

4<sup>th</sup> January 2010 – 2<sup>nd</sup> February 2010: engage consultancy to investigate all available technologies

3<sup>rd</sup> February 2010 – 10<sup>th</sup> March 2010: complete business brief & take through internal governance

11<sup>th</sup> March 2010 – 4<sup>th</sup> August 2010: assess options, OJEU (tender) & supplier selection

4<sup>th</sup> August 2010 – 8<sup>th</sup> September 2010: prepare & complete internal governance

9<sup>th</sup> September – 22<sup>nd</sup> September 2010: communicate implementation plan (inc. to CAA)

#### **ASSET AVAILABILITY (Section 4.0)**

##### **CAA Assessment:**

*GAL to document the measures it has taken to address the recommendations made by the auditors below and an action plan on how it expects to meet the recommendations further.*

- *Process changes to ensure greater consistency of approach between asset types*
- *Correction in the adjustments for FEGP and stand entry guidance systems downtime*
- *Improving information flow between the airports' management and airlines or their agents on notification of airside asset return to service, and reporting of airside asset failures; and*
- *Formalisation of the process for recording project overruns*

##### **Gatwick response:**

GAL believes the first three items were not issues for Gatwick, but only for Heathrow.

With regard to the last point, we believe this is currently covered by the monthly SQR exclusions meeting that occurs between GAL development and the Airline/AOC representatives. These meetings are minuted and project overruns recorded. However, in order to fulfil the full recommendation from the auditors, at the next SQR Exclusions meeting (8<sup>th</sup> January 2010), a template will be presented. The intention is that the relevant project leader will complete this with full details should a project overrun occur and present to the meeting for the group's consideration. Following agreement of the new template a copy will be forwarded to the CAA for your records.



## **QUALITY OF SERVICE MONITOR (QSM) (Section 5.0)**

### **CAA Assessment:**

*On passengers arriving late to gate being under represented in the QSM. GAL to investigate this issue by way of a discrete supplementary survey to consider to what extent the views of late arrivals at the gate are substantially different from the cross section of passengers sampled. The CAA is willing to consider the preparatory work required now in order to make potential changes to the QSM survey in Q6 by way of:*

- a) switching to a shorter period moving average to make the measures more sensitive to changes in performance*
- b) and extending the scheme to include additional QSM measures which are significant to the passengers, within the management of the airport and which are not covered by other measures include elsewhere in the scheme.*

### **Gatwick response:**

Prior to undertaking a sampling of late to gate passengers, GAL intends to investigate and gauge the size and nature of the issue of passengers arriving late to gate. We need consistent definition and implications of 'late to gate' (as this may vary by airline) – are these the final boarders, those from airline lounges or those not allowed on the plane? Once this has been completed we will have a better understanding of how much this might impact upon the QSM scores.

The current process at Gatwick does everything possible to minimise passengers time in the gate room so we need to look further into the reasons as to why some passengers are 'later' than others. In order to do this GAL proposes to work with our top 6 (by passenger volume) airlines to fully understand the size and nature of this issue, we intend for this work to happen over the next 4-6 months.

Once we have established that there is an issue which impacts upon the validity of our QSM measurement, we would want to, in conjunction with the CAA, review the plan to undertake a shortened QSM. At this point we will have a clearer understanding of how to structure an appropriate sample quota (which airlines; routes; passenger types) and interview method, (if they arrive really late then we might need to fall back on a self-completion questionnaire). The shortened survey will be designed to pick up the key QSM points for those passengers arriving late to gate and would be carried out over a trial period of 3 months. We would anticipate the analysis from this research to be completed by September 2010 with the conclusions published to the CAA shortly after.

With regard to the preparatory work required in order to consider any changes to be made to the QSM for Q6, GAL intend to consider these issues within the same timescale as the above and report back to the CAA with our initial thoughts in September 2010.

## **AERODROME CONGESTION CHARGE (ACT) (Section 6.0)**

### **CAA Assessment:**

*Encourages GAL to involve the participation of stakeholders with the appropriate operational expertise at an early stage when a potentially contentious material event is thought to have occurred.*



*Proportionate processes should be put in place to allow the parties to escalate and resolve and disputes, use of the CAA to reach a final decision should be used sparingly to deal with material differences as operational people on both sides are best equipped to assess the facts and the judgements involved.*

*There should be a clear mechanism to inform the airlines when a rebate has been paid and when judgement has been exercised by the AOC in agreeing a reduction in rebates.*

*From 1 April 2010 the base year standard rate in the current statement will be treated as if they are in 2006/7 prices, the annual uplift thereafter should be based on the RPI of the August proceeding the relevant year. (i.e. for 2010/11, the uplift would be based on RPI for August 2009).*

**Gatwick response:**

The current process is a monthly meeting between GAL and the chosen airline representative; (currently Simon Elliott AOC Executive), and a meeting as soon as possible after a potential material event. The proposal is to record the output of the monthly meeting in a summary report for circulation to the airlines via the AOC, any further discussion required would then follow. This allows the wider airline population to comment prior to any final decisions being made regarding a material event.

If a potential material event occurs then a full report would be prepared, circulated and then brought to the next monthly Service Quality meeting where the rebate would be agreed as appropriate. The rebate judgement would be recorded in the minutes and reported to the JSG and AOC under the current process.

**FUTURE AUDITS (Section 7.0):**

**CAA Assessment:**

*Commission an annual investigation and audit for which primarily focuses on the calculation of rebates and the progress in addressing the findings of this audit against each airport's action plan.*

*A fuller audit is still anticipated at the end of the fourth year of Q5.*

**Gatwick Response:**

Noted, we look forward to continue to work with the CAA in this regard.