

# YOUR LONDON AIRPORT *Gatwick*

5 October 2011

Ref: Q5-022-LGW016

Iain Osborne  
Group Director, Regulatory Policy  
Civil Aviation Authority  
CAA House, 45-59 Kingsway  
London  
WC2B 6TE

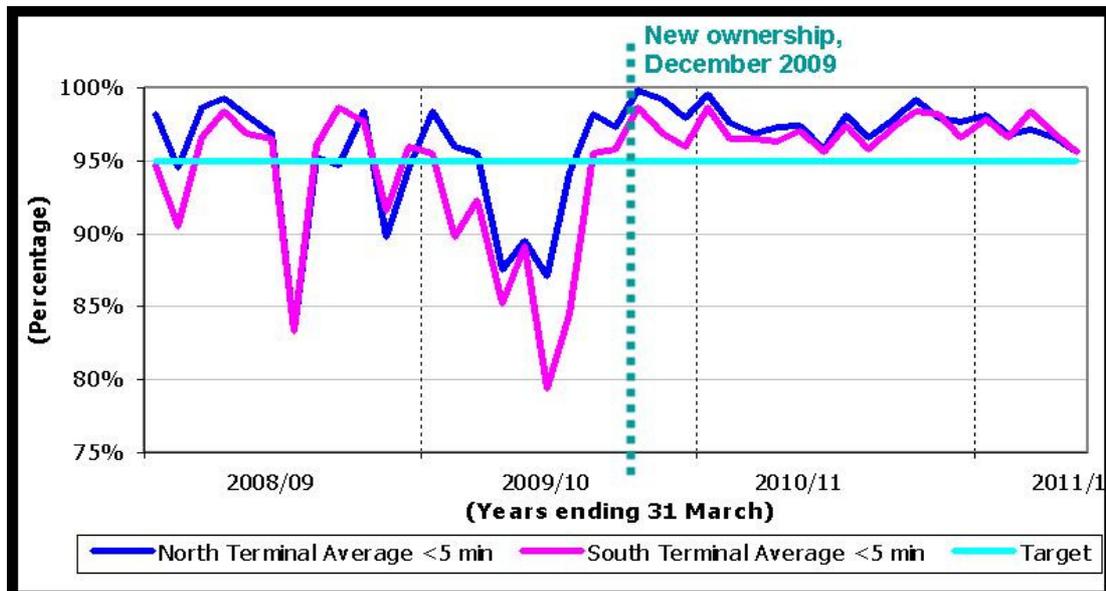
Dear Iain

## **Audit of Manual Security Queue Measurement – North Terminal, Gatwick Airport**

Thank you for your letter dated 3<sup>rd</sup> October with regard to the report completed by URS Scott Wilson following an audit of the North Terminal manual security queue measurement. We welcome the report and are happy to implement its recommendations. However, before I turn to the report, I want to take the opportunity to highlight some of the improvements in the passenger experience through our security lanes since Gatwick's change of ownership in December 2009.

Since the change in ownership, we have a new ambition – compete to grow to become London's airport of choice. This is intended to put the passenger experience at the heart of everything we do. The security experience was identified as an immediate priority by the new management team. Some of the improvements we have implemented are as follows.

We have an avid focus on reducing queue time at security. With new investment, and new processes, and training of our staff, we are proud to report an average queue time of 1 minute and 47 seconds in 2010. The improvement since the change in ownership can be seen in the figures below -



# YOUR LONDON AIRPORT

## *Gatwick*

We have undertaken major investment in our security area in the South Terminal with the aim of driving up service quality as well as improving productivity. Featuring state of the art technology – not seen elsewhere in the other London airports – the new £45m security area is delivering a fabulous passenger experience. This can be seen in the feedback we get directly from our passengers, as well as indirectly via social media. This improvement is directly related to a new competitive mindset under new management.

We have provided training for all our security staff on passenger engagement. 1600 of our staff have now been awarded City & Guilds level 2 training. This has led to security complaints down by 50%, with compliments about helpful staff up 64%. In terms of security, this means that we directly intervene and manage the security queues to ensure that all our passengers have the shortest possible queue time.

We have introduced passenger assistance lanes, which are proving very popular with families. Direct feedback from those passengers is that they are de-stressed as our lanes are wider, giving families the space and time to go through security. This intervention has the added benefit that our standard lanes are shorter as passengers without children do not get held up by large family groups. We note that another London airport is copying our innovation in this area.

We have recently introduced premium security lanes, which allows our airlines to offer a differentiating product, essentially to their first and business class passengers. Again, this has proved very popular with those passengers, while not in any way affecting the level of service we offer our standard passengers.

On a broader note, we are now achieving all the regulatory service quality targets set by the CAA. This was not achieved under previous management, and we note that we are the only regulated London airport that is meeting all its regulatory service quality targets.

Finally, we are already in the process of trialling automated queue measurement in the South Terminal and will, in due course, introduce such automation in the North Terminal.

I now turn to the URS Scott Wilson report that you are shortly to publish. I am pleased that URS Scott Wilson measurements during the audit validates the data provided by Gatwick to the CAA. As discussed between our teams, you will be aware that GAL have concerns that the URS Scott Wilson report makes other observations that are unsupported by sufficient data points to be robust, or draws conclusions from anecdotal observations. However, putting this to one side, we agree that manual queue measurement is not an ideal way to measure queues, hence, the investment in automation outlined above.

# YOUR LONDON AIRPORT

## *Gatwick*

I agree that everyone must continue to have confidence in the data provided by GAL to the CAA and therefore can confirm that GAL will be implementing the changes as discussed between our teams and outlined in your letter.

Yours sincerely



**Stewart Wingate**  
**Chief Executive Officer**  
Gatwick Airport Limited

Cc: Richard Moriarty  
Kyran Hanks (GAL)  
Jennifer Newman (GAL)  
Geoff Williams (GAL)