

8<sup>th</sup> December 2014

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

Dear Iain

### **Service Quality Improvements**

Thank you for your letter of 7<sup>th</sup> November 2014 regarding service quality at Heathrow. I apologise for the delay in responding to you.

You will be aware that service levels at Heathrow have significantly improved since 2006 when just 41% of passengers rated their journey through Heathrow as very good or excellent. Today, 78% rate their experience through Heathrow in these top two categories and importantly no passenger rates Heathrow in the bottom category anymore. Heathrow has gone from being rated the worst major hub airport in Europe to the best, in the latest ASQ result (Q3 2014).

At Terminal 4 over 90% of passengers currently rate all aspects of Flight Information as either good or excellent, and yet the 'regulatory reality' seems to be disconnected from the passenger reality, to the extent that we are now corresponding on Terminal 4 flight information. Whilst I acknowledge this is an important topic for passengers, the MAA has been raised significantly by the CAA in Q6, I would argue to an unnecessarily high level (from a QSM of 4.15 in Q5 to 4.30 in Q6).

A number of initiatives have been implemented in order to improve Flight Information performance at Terminal 4. Additional banks of mobile Flight Information screens have been located in those areas where research has shown that improvements can be delivered. Feedback from passengers has been positive and we are in the process of making these screens permanent.

Additional Passenger Ambassadors have been deployed airside to proactively provide information to passengers, and to capture insight regarding the provision of Flight Information. We are also currently evaluating how we can improve the way information on departure gates is provided to passengers.

Looking at the results in T4, I would invite you to review how we can be reasonably expected to move the MAA within a year despite all the remedial actions we have taken. Paying rebates to airlines for this is, in my view, unreasonable.

That being said, we continue to improve Flight Information in T4 as well as in other terminals and we are open to any ideas you may have that will help us improve quality of the service.

Yours sincerely



Normand Boivin  
**Chief Operating Officer**