List of OBR measures and comparison of stakeholder views: 18th June 2021

Red shading = Divergence of opinion, Not agreed		
Amber shading = Both parties working through		
Green shading = measure accepted by both parties		
Grey shading = no longer considered		

Origin of proposed measure	Within HAL's direct/full control?	Measure	Status	Airline Consumer Outcome					Airline commentary: June 2021	Incentive Type
				Safe/ comfortable	Responsible	Reliable	Seamless	Accessible/ connected		
HAL Feb21	No	Overall Satisfaction								-
Airline	No	NPS: On a scale of 0 – 10, how likely are you to recommend Heathrow to a friend or relative?	Difference of opion on the value of NPS for measuring LHR satisfaction. Airlines support use of NPS.	Y	Y	Y	Y	Y	We believe that NPS is the most appropriate measure of overall satisfaction and the challenges in using NPS need to be worked through	Financial
HAL Feb21	No	Customer Effort (Ease)							Not appropriate; this is effectively covered in other measures	-
HAL Feb21	No	Future Intent to use Heathrow							Would naturally form part of NPS, so not needed separately	-
HAL Feb21	No	Value for money of Overall Journey							Rejected: not an appropriate measure	-
HAL Feb21	No	Offers flights that I want							Rejected: not at all in HAL's control	-
HAL Feb21	No	Reducing Heathrow's Carbon Footprint							We recognise the importance of having a carbon measure, but feel this should be specific to non-aircraft produced carbon	-
Airline	No	Percentage reduction in non-aircraft produced carbon footprint	HAL would like aircraft related carob in scope, airlines disagree	Y						Reputational
HAL Feb21	No	Ease of access to the airport							Rejected: too high level	-
HAL Feb21	No	% of the UK population within 10 miles of a direct connection to Heathrow	Agreed					Y	Accepted	Reputational
HAL Feb21	Yes	Cleanliness								-
Airline	Yes	Customer rating as to what degree LHR feels clean and sanitised for your safety	HAL want to use Q6 measure	Y			Y		Considered overall, with the benefit of understanding more about COVID-19 impacts, we stil believe the combination of airline measures are more appropriate. However, we recognise that these need revisiting regularly due to the dynamic situation	Financial
HAL Feb21	Yes	Hygiene Safety Testing (Amber Test results resolved < 24 hours and Red Test results resolved < 4 hours)	HAL suggest 4 hr and 24 hr resolution period is achievable, airlines prefer a tighter time frame							-
Airline	Yes	Hygiene Safety Testing (Amber and Red Test results resolved <1 hour		Y			Y			Financial
Airline	Yes	Minimum number of tests per day per terminal		Y			Y			Financial
HAL Feb21	No	Able to social distance if I want to	HAL would like to re-instate this measure, airlines offer an alternative.						The suggested change is only textual, but we feel it make the measure clearer	-
Airline	No	Satisfaction with ability to socially distance	Agreed	Y			Y	Y		Financial
Airline	Yes	Ease of understanding of Heathrow's COVID-19 safety information		Y		Y	Y	Y	Important but will diminish over time	Financial
HAL Feb21	No	An Airport that meets my needs	Agreed	Y	Y	Y	Y	Y	Aligns well with one of the airline outcomes	Reputational
HAL Feb21	No	Number of passenger injuries per 1,000,000 passengers (excl. ill health)		Y			Y		Important to include staff in this measure	Reputational
HAL Feb21	No	Feeling safe and secure		Y	Y	Y	Y		Accepted, but mustn't be financially incentivised	Reputational
HAL Feb21	Yes	Pier service – % passengers accessing pier served stand (excl. T5)							The suggested change is only textual, but we feel it make the measure clearer	-
Airline	Yes	Pier service – % passengers receiving on-pier service (excl. T5)	Slight change in wording by airlines, HAL checking it is acceptable		Y	Y	Y			Financial
HAL Feb21	Yes	Runway operational resilience (was previously called Aerodrome Congestion)	Agreed		Y	Y	Y		The measure is required, but we need to discuss in detail what sits underneath it and appropriate targets. No rebates had to be paid in Q6, so maybe the measure should be re-focused.	Financial
HAL Feb21	Yes	Stand Availability	Agreed		Y	Y	Y		Accepted	Financial
HAL Feb21	Yes	Provision of stand facilities							We believe it is important to specify the elements that are required to make an effective stand available. One of these is PCA, which needs to be included given the joint aspiration to implement a workable solution. We need to review the time window definition to ensure that it accurately	-
Airline	Yes	Availability of stand facilities when required (e.g. SEGs, PCA, FEGP, EV & Motortok charging, jetty availability)	HAL understand request, awaiting support from operational colleagues		Y	Y	Y			Financial
HAL Feb21	Yes	Wayfinding								-
Airline	Yes	Ease of departures journey: I was able to go to the right place to check-in and catch my flight, first time.	Agreed	Y	Y	Y	Y		We believe that the airline proposals offer a better set of measures to monitor performance against the desired consumer outcome.	Financial
Airline	Yes	Ease of transfers journey: I was able to go to the right place to catch my flight first time.		Y	Y	Y	Y			Financial
Airline	Yes	Ease of arrivals journey: I was able get to immigration and through the baggage hall and then to the exit, first time.		Y	Y	Y	Y			Financial
Airline	Yes	Availability of check-in infrastructure (05:00 - 23:00): desks, self-service bag drops and kiosks (hardward and software)	No conversations so far on this subject		Y	Y	Y		These new measures are important to ensure that HAL delivers the facilities airlines require to offer the fundamental parts of their service. We acknowledge that the details need further discussion.	Financial
Airline	Yes	Availability of departure gate facilities when required: gate bag cages, hand baggage gauges and weigh scales, announcement microphones and self-boarding gates (terminal / gate specific)			Y	Y	Y			Financial
HAL Feb21	Yes	Central search queue time (% queue times < 5 mins % queue times < 10 mins)			Y	Y	Y		The combination of airline-proposed measures will deliver a consistent and transparent summary of security performance. They must be automatically measured at an individual user level (passenger, staff or vehicle) and performance calculated daily (not monthly).	Financial
Airline	Yes	Fast track and private search queue time (% queue times < 2 mins % queue times < 5 mins)	Main issue seems to be the measurement period. Airlines expect daily, HAL possibly 2 weeks. Further conversations required. Airlines don't want exceptions to mean that the measure is diluted for the majority.		Y	Y	Y			Financial
HAL Feb21	Yes	Staff search queue time (% queue times < 10 mins)							Given the significant investment being made in security during H7, these measures are crucial to monitor progress towards fully compliant and improved security performance.	-
Airline	Yes	Staff search queue time (% queue times < 5 mins % queue times < 10 mins)			Y	Y	Y			Financial
HAL Feb21	Yes	Transfer search queue time (% queue times < 10 mins)								-
Airline	Yes	Transfer search queue time (% queue times < 5 mins % queue times < 10 mins)			Y	Y	Y			Financial
HAL Feb21	Yes	Control post vehicle Queue Time (% vehicle queue times < 15 mins)								-
Airline	Yes	Control post vehicle Queue Time (% vehicle queue times < 10 mins)			Y	Y	Y			Financial

Source	Incl.	Measure	Status						Decision / Comment	Type
HAL Feb21	Yes	Availability of lifts, escalators, travellators (renamed from PSE)	Agreed	Y	Y	Y	Y		Accepted	Financial
HAL Feb21	Yes	Terminal 5 Track Transit System (TTS) (Availability 1 train target Availability 2 trains target)	Agreed	Y	Y	Y	Y		Accepted	Financial
Airline	Yes	Baggage system availability: daily % of time departures and transfers baggage system (including OOG) are available from 04:30 to 23:30	Conversations developing, agreement being sought	Y	Y	Y	Y		The combination of airline-proposed measures will deliver a consistent and transparent summary of baggage performance. Measures which include airline activity are firmly rejected. Good progress being made through the baggage working group.	Financial
Airline	Yes	Baggage in-system performancet: % of bags passing through departures and transfers systems within maximum rated time (in-system time only)		Y	Y	Y	Y			Financial
Airline	Yes	Baggage in-system performance: In-system misconnect rate for a) direct bags and b) connecting bags		Y	Y	Y	Y			Financial
HAL Feb21	No	Baggage Misconnect Rate								-
HAL Feb21	No	Time to last bag on reclaim belt Small/Medium/Large Aircraft								-
HAL Feb21	Yes	Baggage System Reclaim Availability – arrivals carousel	Agreed	Y	Y	Y	Y		Accepted	Financial
HAL Feb21	No	Departures flight punctuality – % flights depart off stand within 15 mins								-
Airline	Yes	Airport Departure Management: % of flights taking off within x minutes of standard time	Conversations developing, agreement being sought	Y	Y	Y	Y		The slightly different measures proposed by airlines enable more effective and thorough measurement of these fundamental elements of service.	Financial
HAL Feb21	No	Wheels down to doors open								-
Airline	Yes	Airport Arrivals Management: % of flights putting brakes on within x minutes of standard time from touchdown	Conversations developing, agreement being sought	Y	Y	Y	Y			Financial
HAL Feb21	No	Immigration queue time EEA/non EEA								-
Airline	No	BF SLA - Immigration queue time EEA <20 mins; non-EEA <30 mins; Fast track <10 mins	Agreed	Y	Y	Y	Y		Needs further discussion to agree the best approach and alignment with BF standards. Important to include Fast track.	Financial
HAL Feb21	Yes	Wi-Fi performance								-
Airline	Yes	Satisfaction with wi-fi performance	Agreed	Y	Y		Y		Measure needs to incorporate all elements of wi-fi performance and consumer expectations as they will change over time (e.g. bandwith, ease of logging in, sufficient availability during disruption). Hence the airline proposal	Financial
HAL Feb21	No	Enjoy my time at the airport	Difference of opinion, airlines don't feel this measure meets any outcomes						Rejected; will be covered by NPS	-
HAL Feb21	Yes	Helpfulness/Attitude of security staff							Measure is accepted; target is disputed	-
Airline	Yes	Helpfulness/Attitude of security staff	Agreed	Y	Y		Y		(later discussion)	Financial
HAL Feb21	No	Helpfulness / Attitude of Airport Staff	Agreed						Accepted	Financial
HAL Feb21	No	Passengers with Reduced Mobility (PRM/PRS) satisfaction							The suggested change is only textual, but we feel it makes the measure clearer and focused (to be discussed in PRS session)	-
Airline	No	Satisfaction with the quality and level of support provided by Heathrow	Agreed in principle, exact measures to be finalised.	Y	Y	Y	Y			Financial
Airline	No	Helpfulness / Attitude of PRS Staff		Y	Y		Y		This new measure is important in itself, but also to align with other measures	Financial