

**East Midlands Airport
Independent Consultative Committee (ICC)**

TEP

Transport, Economic Development and Passenger Services Sub-Committee

Friday 10th November 2023

10.00 – 12.00 Virtual via MS Teams

Present:

Title	Name	Initial
Independent Chair	Mr G Liguori	Chair
Independent Secretariat	Mrs C Pull	

Organisation:

Title	Name	Initial
EMA Accessibility Forum	Ms C Link	
Kings Newton Residents Association	Dr C Tyler	
East Midlands Chamber of Commerce	Mr I Evley	
Derbyshire Association of Local Councils	Cllr S Marbrow	
Derbyshire County Council	Cllr M Ford	
WHICH	Mr P Ford	
Unite the Union	Mr T Tinley	
Leicestershire Association of Local Councils	Cllr A Sowter	

East Midlands Airport (EMA):

Title	Name	Initial
EMA Director Customer Service and Security	Mr M Grimes	MG
EMA Community Engagement Manager	Ms C Hempson	CH
Landside Operations Manager	Mr P Bradley	PB
EMA Head of Security	Ms J Hosier	JH
EMA Airfield Operations Duty Manager	Ms L Atkinson	LA
MAG Head of Customer Communications	Ms L Hughes	LH

Apologies	Name	Initial
MAG Head of Education, Skills and Employment	Mrs M M'Raberty	
EMA Operations Director	Mr S Hinchley	
EMA Commercial Director	Mr C Lane	CL
Job Centre Plus	Ms J Alton	

Absent	Name	Initial
South Derbyshire District Council	Cllr S Taylor	
Loughborough University	Dr A Timmis	
Erewash Borough Council	Cllr Howard	
CPRE Derbyshire	Mr J Ydlibi	

Agenda Item	Description
1	<p>Welcome and Apologies.</p> <p>The Chair welcomed everyone to the meeting and noted apologies.</p> <p>He reminded members that as they represent an organisation such as a council or community group, that they should share papers and the detail of today's meeting with their members. He also asked those present to reach out to their members for any input they would like to make.</p>
2	<p>Declaration of Interests</p> <p>None</p>
3	<p>Minutes of the Last Meeting.</p> <p>The minutes of the meeting on the 30th of June 2023 were taken as an accurate record and approved.</p> <p>There are no outstanding actions.</p>
4	<p>An update by the Chair</p> <p>The Chair has attended several meetings on Airspace Change, details of which are in the minutes of the MENT meeting of 6th October 2023. He is attending a DfT workshop on Aviation Accessibility in late November and will report back at the December ICC General meeting.</p> <p>The Chair reminded members of the upcoming elections on 1st December. The meetings are being held virtually and details have been circulated.</p>
5	<p>Winter Operational Readiness</p> <p>A paper was circulated in advance, taken as read, and is available on SharePoint.</p> <p>LA took the committee through highlights of the presentation.</p> <p>A member queried the de-icing criteria regarding temperature. LA advised that airlines have various parameters dependant on aircraft type. As a rule, the figure for de-icing aircraft is around 3 degrees with the runway and apron bring zero degrees. The member asked if heavy rain causes as much of an issue as snow and ice. LA responded that this also does present significant issues. MG added that the Airport works closely with the Met office and other experts for regular updates on all types predicted inclement weather.</p> <p>A member raised the issue of the outflow into the river Trent earlier in the year. He queried the final paragraph on the report and asked if the work has been completed. MG responded that this is one of senior leadership team's primary discussion points. He gave an overview of the work that is being carried out and stated that there is</p>

	<p>strong and robust governance set up. The Airport is working with expert consultants on how pond levels can be monitored and what the discharge permits are looking at. The work the Airport wanted to do before the winter has now been done and they can understand and measure the various elements around discharge and environmental impact. There is now a very good regime in place with daily samples being sent for lab testing and the airport also has local dipping equipment at all ponds which gives a greater understanding of what's in them. Some ponds are being emptied and reconditioning work carried out. The airport will continue to work on this until confident they have the right system in place. This is an ongoing process, but they are in a much stronger and better position. The Airport will continue to invest significantly in this area until they are confident there is a surface water system that can handle and discharge against the Environment Agency permits. The member stated that MG didn't confirm if the work was complete. MG said that this is ongoing work. The planned summer work has been concluded, but this is work that will be ongoing for several years. The member thanked MG for his reply.</p> <p>The Chair advised the member he could join MENT and the MENT water working group where issues like this are covered. He directed him to previous MENT minutes and offered to provide more information if needed. He also advised that this item is also on the Airport's corporate risk register. MG confirmed this.</p>
6	<p>Airport Employment survey – update</p> <p>PB provided members with an update.</p> <p>He advised that recent discussions didn't move forward as the supplier would not be able meet the timescale targets. This will now be taken forward internally using internally available information.</p> <p>He advised that MG now also has an internal insights and strategy team who will be involved in the process.</p> <p>A member pointed out that previous surveys have included all Airport staff and said members are only interested in staff who are directly linked to the Airport. PB advised the survey will go out to everyone and results will be broken down to show responses from relevant team members.</p>
7	<p>NATS incident and impact of the relationship on commercial operations</p> <p>MG provided an update on how the Airport tackled the NATS incident.</p> <p>The incident was entirely out of the Airport's control, however, thanks to the business continuity plan, it was handled very well. The Airport was one of the quickest to react and respond to the incident. The disruptions affected the Airport for around 48 hours. Operational teams have completed a "lessons learnt" exercise and changes have been made to the business continuity plan to cover any similar incidents in future. Airport teams worked really well to get the operation back up and running.</p>

	<p>The Chair asked if MAG will be contributing to any enquiry or assessment on what went wrong from a NATS perspective. There has been a lot of criticism from airlines and airports of failures and the fragility of the system. MG confirmed that colleagues will be feeding into any broader learning discussions, and they will be having their own discussions with the DfT and other organisations. MAG were very forward leading on COVID and will take a similar approach on this. The Chair asked if there is an appetite from DfT to be in listening mode. MG stated that they are usually open to suggestions. They have to be open and serious about taking actions forward from any inquiry and any output of that nature.</p>
8	<p>WHICH report on airports - MAG view</p> <p>MG gave the committee a reminder of the background of the WHICH report.</p> <p>He advised that Manchester Airport had some post-COVID struggles with resourcing. A statement was issued explaining that significant investment had been made which has seen improved scores in this and other areas. The senior team at Manchester Airport have done an incredible job and have worked hard to ensure a much better passenger experience.</p> <p>The good results at East Midlands showed the work carried out by teams to ensure passengers have an effortless Airport journey. The Airport worked with two leading external consultants to gain an insight on who the Airport's customers are and where the Airport should position itself in the market. This work will shape the airports emerging Customer Strategy, which would be a good agenda item for a future meeting. East Midlands is an airport of two halves, split between the passenger operation and the freight operation and some work has been done on how to position itself into the wider piece with those two messages. The WHICH report supported some of the work that has been done around customer feedback. There is still some work to do which is covered in the next item.</p> <p>The recent press release gives the story of the overall work being done at MAG.</p> <p>The Chair asked how the group have dealt the feedback. MG hasn't been part of these discussions. He believes there has been an acknowledgement in how difficult things were at Manchester and the work put in by their teams to overcome the challenges. MAG are always in listening mode around customer feedback and although they don't always get it right, they try to address and rectify any issues they are made aware of to the best of their capabilities.</p>
9	<p>Customer Insight Report</p> <p>A paper was circulated in advance, taken as read and is available on SharePoint.</p> <p>LH took members through highlights of the report.</p> <p>The Chair asked if drinking water is available free of charge. LH confirmed that it is.</p> <p>The Chair also asked what type of negative comments are being received on the Freeport. LH advised the queries are general which are fed into the media and public</p>

	<p>affairs team. There's nothing specific. PB added that some people are asking for further information on what the Freeport is as there seems to be a lack of understanding. The social media team are responding by sending out information to explain and to help public understanding. LH advised that new meetings have been put in place with the communications and marketing teams to ensure that all messaging going out on social media is aligned. It's important to also understand origins as recent research showed that lots of East Midlands customers listen to the radio, rather than look at social media. The Airport is looking to work with local stations to promote the work they are doing.</p>
10	<p>Airport Performance Report</p> <p>A paper was circulated in advance, taken as read and is available on SharePoint.</p> <ul style="list-style-type: none"> • EMA Management Structure <p>There is now a settled management structure with no significant changes planned. Steve Griffiths has now been with the Airport for one year. Updates will be given on the broader, long-term strategy at a future meeting.</p> <ul style="list-style-type: none"> • Passenger Numbers <p>These have reached 85% of pre-COVID numbers with 500,000 customers more than in October 2022. On track to meet financials of approximately 4 million customers. There has been an increase in pre-determined winter numbers and an update will be provided at the next meeting.</p> <ul style="list-style-type: none"> • Terminal and Landside Performance Scores <p>The scores show a strong performance throughout the busy summer period. The first quarter of the Airport Service Quality (ASQ) program data collected on outbound customer journeys will be shared at the next meeting.</p> <p>The Airport is performing very well against other MAG sites, globally and against other airports of a similar operational size.</p> <p>Feedback from Net Promoter Score (NPS) and ASQ show similar customer journeys. MG highlighted Wi-Fi being a low scoring element and explained how the Airport are changing providers to give a more robust service for customers by Easter 2024. They are also looking at the food and beverage offer, and what type of product and service customers would want to see. Work is also being done to improve seating to ensure there is enough available during the busiest slot one period. Significant capital expenditure is being rolled out across the next few years around refitting, revamping and updating all toilet facilities, the first of which is happening in the winter.</p> <p>The Airport creates continuous improvement plans, business cases and capital and investment to try and improve and to bring those lower scores up the higher scoring areas. This will help them perform better as a business overall.</p> <p>PB provided an update on Landside Operations which includes parking, customer trolleys, surface access and the ID centre.</p>

- Car Park Performance

All car parks were operating above target at 66%.

The Airport has now moved supplier for car park buses to First Bus Leicester. New bus digital signage and tannoy announcements on buses will be introduced in 2024.

A member shared an experience he had in Long Stay 2 last winter and said it would have been very useful to know the location of the bus stops and bus route in advance of travel. He suggested that this information could be available on the website. PB advised there will be increased signage in Long Stay Car Parks 1 and 2 to direct passengers to bus stops. They are also looking to have a map of bus routes on the website and to make this a live tracking system which will provide live bus information. He hopes to have this in place by March 2024 when the buses return. MG agreed with the member, but pointed out that the Airport website is a group-controlled function, so they are unable to make changes locally. There has been significant investment into rebuilding the East Midlands website and the team are working to ensure all their ideas for improvement are put forward. The idea is that you would be able to review your journey online before you even reach the Airport.

The member raised a point that during another visit, he couldn't easily find the trolley bays in Short Stay 3. He asked that signs be made clearer so that people can see them from any point in the car park. PB advised that these signs are part of the winter signage improvement plan and that the whole trolley operation is also being reviewed.

A member asked if the new digital bus signage will have audio announcements. PB confirmed that there will be audio announcements. He is waiting for further information on how these will work and will share the information when he has it. MG took an internal action to get further information and share with the Accessibility Forum.

- Customer Service update

Work is being done on wayfinding regarding the Future Security project.

One of the lowest scoring areas is the inbound customer journey. There have previously been enhancements around new queuing spaces and new immigration hall extensions. The team are now working to get the experience right and are working to understand how our passengers flow through the terminal building, using our other airports to gain additional knowledge. They are looking to improve the aesthetics as a whole and how can they make it a pleasant passenger experience. The digital enhancement review is an extension of that, to look at what self-service digital pieces can be put into the terminal, so people can choose this option.

The Airport is working incredibly hard to get the business cases and the Capex to do something about all these areas that score poorly and require improvement.

- Assisted Travel update

This area continues to perform well. MG praised the members of the Accessibility Forum who help drive the excellent work that the airport team carry out. He thanked Ms Link and the Customer Services team again for their valuable input.

Ms Link confirmed that there is an excellent relationship between the Accessibility Forum and the airport, who are very responsive and always listen to the Forum. There is huge motivation and passion to improve the service. Airport users of all ages and circumstances are put at ease and enjoy the airport experience. Help is always available if needed but is not forced. The airport is doing exactly the right thing, and this shows in the scores. She advised that their approach is future proof. MG thanked Ms Link for her comments. His team are always discussing how the airport experience can be made effortless. Changes are made when things don't go right. The airport's Assisted Travel approach is to be able to assist any and every type of passenger, should they ask for assistance. The Airport will respond to traveller's individual assistance needs. Further information will be provided as its available.

The Chair thanked MG & Ms Link for their input on this topic and will ensure these comments are repeated at the upcoming UKACCS AGM. Ms Link shared that she believes the big different with East Midlands is the fact that they not only listen, but that they deliver on what is being requested and suggested.

- Security Queue Performance

JH advised this has been the strongest year to date with a 99.95% overall performance against target by September 2023. There have been 176 days in a row over summer with no customer waiting longer than 15 minutes. Focus has been on resource and rostering, with productivity champions being introduced.

- Security Net Promoter Scores

The MAG target is 3.87. The internal target of 4.07 has been constantly exceeded, including throughout the busy summer period. These scores will be closely monitored over the Future Security project.

A member commented that he recently travelled through security in under 15 minutes. The team thanked him for his feedback.

- On Time Performance

The team are working on system and technology changes including the "Better Gate Better Stand" project in the resourcing department. This looks at things like gate allocations and how technology will be used going forward to best use stand and gate allocation over a 24-hour cycle. This will mean on-time performance will be

	<p>much better managed, and governed and therefore there will be improvement in on time performance.</p> <p>MG concluded that he is incredibly proud of the operation and leadership team and that he hopes the committee understand that they are in listening mode. They are working very hard on business cases and capital expenditure. Hopefully over the next couple of years, customers will really start to see a shift in the customer experience as they travel through on their next trip.</p> <p>The Chair thanked MG and the team for the insight and practical examples.</p> <p>A member asked if Net Promoter Scores (NPS) are the same as similar sized airports. MG responded that the Airport Service Quality (ASQ) program has two measures, against global airports and against similar sized airports in the 4 to 6 million passenger category. He explained the areas he concentrates on and how he uses the data.</p> <p>The member also asked MG if he is happy with the current on-time performance and asked what determines this. MG stated that he always wants to improve in this area. The first wave is within the Airport's control, and this is sitting at 86.3%. The later waves are outside the Airport's control and are determined by outside factors. There is a 15-minute window, which is broken down into different categories. He advised that the planned new technology would help. Post-meeting note: MG shared the breakdown of on-time performance codes with the committee following the meeting.</p> <ul style="list-style-type: none"> • Arrivals Baggage Reclaim - Not discussed • eGate Usage - Not discussed
11	<p>Transport Report</p> <p>A paper was circulated in advance, taken as read, and is available on SharePoint.</p> <p>PB took members through highlights of the report.</p> <p>The East Midlands Transport Forum is being reintroduced on the 1st of December 2023 at the Airport.</p> <p>A member asked if the airport will lobbying for Government monies following the cancellation of HS2 to improve the connections from East Midlands Parkway. MG responded that his colleagues are having a number of discussions about local transport links, including extending tram links from Nottingham. The Airport will keep members informed of any developments.</p>
12	<p>Employment, Education and Skills Report</p> <p>A paper was circulated in advance, taken as read and is available on SharePoint.</p>
13	<p>AOB, Future planned or proposed items</p>

	The Chair asked members to bring any proposed future agenda items to himself or CH. The emerging Customer Strategy to be added to the future agenda items list. MG asked that any members of the committee who travel through the Airport have specific feedback to please contact the team.
14	Date of the next meeting <ul style="list-style-type: none">• Friday 15th March 2023

There being no other business the Chair closed the meeting at 11.53am.

DRAFT