

LCY Airport Inclusivity and Accessibility Panel Minutes, 1st October 2025

Attendees:

Jessie Buckle (Chair)
Suzanne Kara (Director of Customer Operations, London City Airport)
Sophie Lindsay (Customer Experience Manager, London City Airport)
Juwairiyah Ali (Head of Training and Compliance, London City Airport)
Emily Yates (Mima)
Sasha Hailey (Business Disability Forum)
Alan Collins (Business Disability Forum)
Dean Eales (AccessAble)
Ruth Rabet (Hidden Disabilities Sunflower)
Azmir Khan (Mitie)
Pareisse Wilson (Harmonise Change and Mott MacDonald)

Apologies:

Josh Wintersgill (ableMove UK et al.)
Sheraz Faisal (Mitie)
Patsy Ryan (British Airways)
Dave Christie (Director of Aerodrome Operations, London City Airport)

Agenda:

1. **Introductions** (10 minutes, Chaired by Jessie Buckle)
2. **Mitie Business Update** (15 minutes, Azmir Khan and Sheraz Faisal)

Note: Mitie left the meeting.

3. **Business and Projects Update** (15 minutes, Suzanne Kara)
4. **Business Disability Forum** (15 minutes, Sasha Hailey and Alan Collins)

Comfort break

5. **CAA Audit Results and Going Forward** (20 minutes, Sophie Lindsay)
6. **Service Tender** (20 minutes, Ruth Rabet)
7. **AOB** (15 minutes, All)

Site Visit Date – 14th January 2026

Terms of Reference Annual Review

Name of panel – LCY Inclusivity Forum (pole to be sent)

Panel Biographies

1. Introductions:

Panel members introduced themselves.

Updates: Suzanne Kara (Director of Customer Operations) and Alan Collins introduced themselves and their roles. Alan Collins took over as the Disability Business Partner from Sasha Hailey.

The panel is reminded that they are welcome to ask questions or feed into the discussion at any time.

2. Mitie Business Update:

Recruitment

- Previous strategy: The department had 18 dedicated ATS staff and 14 cross-trained staff from security to manage peak periods (like the busy summer).
- New strategy and results: Five new staff members were hired on relief hours (8-hour contracts/week) to better manage peaks. This new approach helped effectively manage one of the busiest post-COVID summers in terms of passenger numbers. The use of relief officers will be continued going forward.
- Staff retention and flexibility: The retention rate remains strong (no staff have left). There is an increasing request from security for more of their staff to be cross-trained on ATS. Increased flexibility and resilience allow the department to better allocate staff throughout the year and accommodate the needs of the airlines.

Service Delivery

- Data Realisation: There is a large amount of data available from the airlines that can be used to create operational efficiencies.
- New Dashboard: A dashboard is being developed with Suzanne to provide:
 - Live feedback on the previous week's performance.
 - Analysis of what went well, areas for improvement, and better visibility of the main customer base.
- Performance: The department is currently on-line with its SLAs, meaning passengers are being met within the agreed time.
- Goal: Use the dashboard to identify "pinch points" (areas of expected struggle) and work proactively with the airport to meet those resourcing challenges.
- Ruth asked a question regarding the dashboard. Ruth asks what tool Mitie is using to create the dashboard to see live information.
- Azmir responds: Power BI. Azmir highlights that Mitie are attempting to find a way in which they can share this information with the airport directly. This will

provide feedback on a week-by-week basis and be more interactive, enabling future planning. Azmir confirms that it looks retrospectively and will enable Mitie to see pinch points and trends.

- Suzanne adds to the conversation. Suzanne highlights that the primary goal for the first four weeks was to reset the working relationship with Mitie, regarding their ATS deliverables. The current process is retrospective, focusing on a review of past performance. Key discussion points include:
 - What has been delivered ("what you've done").
 - Successes ("what's gone really well").
 - Feedback and performance against targets.
 - Time scales and identification of pinch points.
 - Steps needed to maximise performance.

The aim is to flip the focus from retrospective review to a forward-looking planning and forecasting model.

- Ruth adds thanks, reiterating the importance of trends and looking at the historical background.

Contract tender and technology

- The department is currently tendering for the contract at London City Airport.
- Future focus (if awarded): The key focus of the new contract will be to bring significant technological improvement to ATS, specifically to:
 - Make it easier for passengers to communicate with the department.
 - Provide passengers with greater visibility of what is happening.
- Planning: Resource planning for the winter period is underway, and the use of relief officers will be continued.
- Azmir asks the panel if they have any questions. No further questions.

3. Business and Project updates:

- Business update slides have been provided to the panel and detail the following:
- Suzanne discusses current and upcoming projects at London City.
- Bag drop implementation: A major project focused on transforming the check-in area to improve the customer experience. Goal: Allow customers to decide when they check in and drop luggage, giving them more free time pre-security.
 - Equipment: Installing 17 fully integrated hybrid desks (for groups/disruptions), 28 check-in kiosks, and 5 additional kiosks in the lobby.
 - Customer experience: The new setup will allow for full customer independence (self-service) or agent assistance as needed, addressing

individual customer needs. Status: Initial communication has been completed with the airlines, with some early pushback concerning premium service.

- Security lanes: Ongoing work to modernise the security screening process. Status: Lane 1 and Lane 2 have been converted, and the latter went live this month.
 - Equipment: The walk-through archway has been removed and replaced with three new body scanners and a new Soundex unit (which is an impressive engagement tool).
 - Next steps: Lane 3 will be closed soon for conversion to the new system, which will include new body scanners to ensure CAS compliance.
 - Question: Emily Yates asks Suzanne a question regarding the scanner system and whether passengers wanted assistance or not. How does it work for passengers who may be Blind or partially sighted? For example, in terms of being able to identify that the machine is there and utilising it.
 - Juwairiyah Ali responds: There is an opt-out option available for the new security equipment/process, meaning its use is not mandatory for all passengers. An alternative search method is in place for those who choose to opt out. A dedicated body scanner (the middle scanner) has been installed to ensure a smoother journey for passengers who opt out of the main process, passengers with medical devices and families.
 - Ruth adds: An observation was made that LCY (London City Airport) currently has a lower year-on-year level of assisted travel customers compared to the previous year, which is notable since many other airports are reporting an increase. Ruth highlights that we will monitor the assisted travel numbers for September and October, which are considered their peak months.
 - Suzanne responds: Suzanne highlights that it is important to note Ruth's observation. Suzanne highlights that at this point, the aircraft are full and highlights that until LCY is in a place of growth, they are unable to increase numbers.
- Juwairiyah gives a training update:
 - Quarterly CAA/ASIC Meeting: The security team held their regular quarterly meeting with CAA (Civil Aviation Authority) and ASIC (Aviation Security in Civil Aviation) to discuss regulation and airport updates.
 - The airport has volunteered to participate in the CAA's Accessibility Forum. Eight accessibility panel personnel will travel through the airport as passengers from start to end. Goal: The airport will receive feedback on the full passenger journey. Dates of this to be confirmed.

- An internal group is being formed to review existing processes and look at new regulations concerning advice/training needed for security staff, and advice that can be given to passengers with accessibility needs.
- The CAA is revamping an existing exemption card (previously focused on diabetic personnel) to be more inclusive of all medical devices.

Card design: The front provides information to the passenger on what to expect at security, and the back provides instructions to the security officer on what action to take.

Action for staff: While training covers the existence of the card, the team needs to continue briefing officers that the card exists and will be updated soon. The team anticipates having an input into the revamp of this exemption card.

- VCP (Vehicle Control Post) Closure: The VCP will be closing for approximately 11 weeks.
 - Purpose: To deliver a new modular building featuring enhanced security, full DFT compliance, and more space to allow for larger aircraft movements on the jet centre apron.
 - Operational change: The temporary VCP will be closed to foot traffic, requiring the Goods In entrance to be open for longer to provide an alternative entry point.
- Team and uniform initiatives:
 - Footwear: All security operating officers have been moved to black trainers, aligning with modern trends and supporting staff who spend a lot of time on their feet.
 - Uniform trial: A trial of new security uniforms is underway and will conclude in the next three weeks.
 - Communication: Suzanne highlights that a significant amount of time is dedicated to communication (50% of the job) through listening groups, rep meetings, and written materials to ensure the team is fully informed.
 - Team away days: Planning is underway for team building and embedding change/feedback. November: Away day with the ADMs and another with the SOMs and Maya. January: Away day for all Team Leaders (Customer Service and Security).
- Jessie highlights the importance of the panel's involvement in these projects and training. Jessie has already set up a meeting with the Project Lead, Colm Doherty, to discuss this, as well as ongoing conversations with Suzanne and

Sophie. Colm Doherty will be presenting in the December agenda. Jessie notes that there has been a meeting scheduled for her and Juwairiyah to discuss involving the panel in the training review process and the above.

4. Business Disability Forum (BDF)

- Sasha Hailey announces that she will be moving to a new role at BDF, and Alan will be taking over the representation on this panel. Sasha mentions she has enjoyed her time on the panel.
- Sasha presents BDF's framework for achieving a whole-organisational approach to disability inclusion. The Disability Smart Management tools are based on the Disability Smart Framework, which measures how an organisation is doing across ten business areas that are common across all private and public sector organisations.
- Sasha highlights that the airport has access to it via its BDF membership.
- The aims of Disability Smart were presented. They are the following:
 - Assess the organisation against 10 key areas of disability inclusion.
 - Identify strengths, weaknesses, and gaps in current practices.
 - Support the shaping of the airport's disability inclusion strategy.
 - Engage the wider organisation on inclusion issues.
 - Measure progress over time using detailed scores.
- The process of Disability Smart was discussed:
 - Who: Alan and Jessie will take the lead on the self-assessment over the next few months.
 - It is a gap analysis tool focusing on areas like leadership, policies, and processes.
 - The assessment includes 137 questions. The process is confidential, but Jessie highlights that the intention is to share the results with the panel. A feedback session from BDF will be offered upon completion of the self-assessment.
- The 10 Key Pillars (Areas of focus) were highlighted:
 - Leadership
 - Learning and Development
 - Workplace Adjustments
 - Recruitment
 - Retention
 - Procurement

- Communication
 - Technology
 - Built environment
 - Customers and service users
- Alan adds that Jessie/Suzanne will be the super users, and Jessie will be able to send out the questions to relevant users/departments to answer.
 - Jessie and Sasha highlight that it will be a great tool to measure the work that the forum is doing and encourage the use of the great BDF tools across the airport.
 - Jessie, Alan and Sasha highlight next steps, which are that Alan and Jessie will begin the assessment and have regular meetings. The results and action items will be presented back to the panel in future forums.
 - Sasha highlights that she is flying back through London City on the International Day of People with Disabilities. Jessie welcomes feedback.

5. CAA Audit Results and Going Forward

Following a Civil Aviation Authority (CAA) meeting, the panel reviewed findings and observations focused on improving the passenger experience. A live document has been created to track the process of making changes following the CAA audit. Findings included:

- **Website and security procedures:** The CAA highlighted a need for better information on the website, particularly regarding independent journeys, security arrangements, and the option to self-serve with the help of a family member or friend.

Gaps highlighted: There is a lack of clear and comprehensive guidance for disabled passengers concerning specific arrangements in security for medical devices, medical equipment, and mobility aids, and dedicated guidance for those travelling with wearable medical devices, colostomy bags, and other sensitive medical issues.

Actions: A meeting has been set up with Jay (Training and Compliance) and Maya (Head of Security) to address these issues. The goal of the meeting will be to ensure standard operating procedures (SOPs) are in place for different medical devices and to gather information on recent queries and complaints related to this issue. New, comprehensive website copy will be drafted and must be approved sequentially by Jay, Maya, and then the panel before being published. The website update can be implemented within 48 hours once the final copy has been approved. The panel will be involved in this process, working with the

security team to redesign the exemption card to clearly include all medical devices.

- Assistance Dogs and Relief Area: The CAA recommended that the airport's website should provide clear information about arrangements for assistance dogs, including the location of relief areas.

Current status: The main Assisted Travel page links to a dedicated Assistance Dog page. However, this separate page does not mention the airside animal relief area and lacks further detailed information on relief area locations.

Actions: Once the airside dog relief areas are updated (e.g., new bin, signage), the website copy will be updated. The new copy will clearly state that customers must be escorted (by a Mitie agent) to the airside relief area. The website update will be completed within 48 hours after the copy has been approved.

- Dean Eales (AccessAble) offers support regarding Assistance Dog Relief areas, as part of the AccessAble template.

- AccessAble: Updating the AccessAble website to include the airside relief area will be postponed until the 2026 annual review. This avoids a large, costly separate review outside of the current year's budget. The airport is aware of an accessibility issue on the AccessAble website itself, where all images are thumbnail size (e.g., disabled toilet images) and do not enlarge when clicked.

Status: This issue has been raised with AccessAble. They are aware of it and plan to address it next year.

Jessie notes that Dean Eales, the AccessAble representative, will be speaking about their involvement at the December panel meeting.

- Website user experience and information: The CAA highlighted that LCY are not currently presenting all assisted travel information on a single page or making it accessible from a single landing page. Key accessibility information was distributed across several pages (the main Assisted Travel page, the Assistance Dogs page, the Security page, and FAQs) that were not always linked, which made navigation challenging. Content across these pages was not maintained to the same standard.

Actions: Quick links have been incorporated at the bottom of the relevant pages to connect content together, making the user experience more friendly. All content is now standardised across the relevant pages. All minutes from the

Assisted Travel Forum are now available for viewing and downloading, completing that specific maintenance issue.

- Website: The website used an inconsistent image for disability; specifically, the wheelchair user symbol was present next to "Assisted Travel" in some dropdowns but missing in others (e.g., under "At the Airport"). This issue was resolved in June 2025. The same image or logo is now used consistently across the entire website.
- Signage: Findings included problems with general signage. The airport was not making it clear to passengers that they can self-serve and be assisted by a family member, relative, or friend. This option is not clearly offered on the website or through airport signage. A meeting has been arranged with the signage company to address this. LCY has been researching signage and self-serve offerings to inform the new design.
- Signage: The CAA recommended LCY review accessibility information to enable informed decision-making by providing a map of the airport and walking distances between key points (e.g., designated points, accessible toilets, security, baggage reclaim). LCY is researching external companies that create such maps and will contact them for costs and timelines. Open to cost-effective high high-quality solutions.
- Discussion with the group regarding steps forward. It was suggested that LCY look at other airports that maintain a 'very good' rating.
- Call point signage: At LCY, the designated call point at the car park is a red square, labelled 'emergency phone'. This design does not follow ECAC or ISO signage guidance for assistance call points. The FM team are currently in the process of updating the call point colour and wording to align with guidance.
- Mobility equipment: The current guidance does not does not fulfil the requirement to outline the airport's procedures for addressing lost or damaged mobility equipment. Information gathering is underway to update the website regarding the process for handling lost or damaged mobility equipment.
- Jessie adds: The CAA has a consultation (CAP 3088) on the requirement to publish information regarding mishandled mobility aids. Jessie states she has contributed and encourages panel members to contribute. Jessie will send the link to this consultation to panel members.
- Ruth adds: Josh mentioned during the tender presentation process that he is working closely with a company regarding lost or damaged EMAs and was going to raise this with LCY. Jessie confirms that she will speak to Josh about this and connect him with the right people.

Service Tender

Jessie Buckle, Ruth Rabet and Josh Wintersgill attended the service tender presentations on behalf of the panel. This took place ahead of the quarter 3 panel meeting. Ruth presented her thoughts on the tender presentations on behalf of herself and Josh. The panel members discussed the tender process. Note: This could not be transcribed due to the process being ongoing. Mitie left the meeting ahead of this discussion.

AOB:

- Site visit date: After discussion regarding dates via email, the site visit date was confirmed for the 14th of January 2026. Panel members were asked to provide reasonable adjustments ahead of the site visit. Note: A reminder email will be sent.
- Terms of Reference: Jessie announced the Terms of Reference annual review and has asked panel members to provide comments.
- Panel name: Jessie highlighted the discussion regarding the panel name (which took place in the previous panel meeting) from the London City Airport Accessibility Forum to the London City Airport Inclusivity and Accessibility Forum, to represent all protected characteristics. A poll will be sent out to confirm responses.
- LCY website: Jessie reminded panel members to send the following details (name, pronouns, biography, headshot and reason for joining the panel) to update the LCY website.

Actions:

- Jessie to send the following to panel members:
 - Terms of Reference to review.
 - Poll regarding panel name change.
 - A feedback form on the panel and ask the panel what they would like to see on the next agenda.
 - Excel spreadsheet with CAA updates.
- Jessie to contact the panel regarding details of the 14th of January site visit.
- Jessie to have meetings with Juwairiyah Ali (Head of Training and Compliance, London City Airport) to organise how the panel can be involved in the training process reviews.
- Jessie is to have a meeting with Colm Doherty about panel involvement in projects.