

Version 0.2

Updated: 17.06.14

Airport Capacity Programme Board Terms of Reference

Scope

1. The Airport Capacity Programme Board (ACPB) will exercise functions of oversight, challenge and strategic direction in respect of the successful delivery of the Government's Airport Capacity Programme (ACP).
2. The Programme Board members also have a responsibility to support the SRO on areas such as expert advice and management of dependencies.

Policy context

3. The ACPB will discuss issues about implementation, enabling or delivery of airports policy which may anticipate (for the purposes of discussion) Government reaching a final position on airports policy and final support for a new runway. But the Board will consciously not prejudge or prevent the proper formulation of airports policy. The Board recognises that such discussions will be contingent on Government reaching a final policy position in the form a designated Airports National Policy Statement (NPS). Both the principle and details of support for a new runway at Heathrow Airport are subject to consultation (and therefore change), and any work on 'post-designation' issues is inherently subject to that consultation and the resources committed at risk. The consultation and consideration of policy will be taken forward in accordance with practices and arrangements that had been agreed in the Department

Role

4. The key roles of the ACPB are to:
 - Provide and set the overall strategic intent and direction of the programme;
 - Perform a scrutiny and challenge function to ensure the scope and integrity of the programme remains intact;
 - Steer communications and stakeholder planning, to address key challenges and opportunities;
 - Monitor progress and delivery against agreed objectives and milestones, identifying key delivery issues to be addressed or escalated / delegated to other governance boards;
 - Ensure risks to delivery across the programme are properly identified, managed and/or escalated as appropriate;
 - Direct or recommend changes to the internal programme governance structures and to the wider programme coordination structures with external delivery bodies;
 - Provide strategic oversight of cross-cutting programme issues and the programme's wider inter-dependencies (i.e. with aviation policy, other policy areas, other transport modes and cross-Whitehall);

- Address issues escalated from other programme governance groups, providing direction and resolution on cross-cutting matters;
- Review, challenge and provide a strategic steer on emerging key products and papers (note: timescales for preparing products will mean that many will need to be developed and cleared outside of ACPB);
- Consider resource needs and ensure that resources are best allocated so that priorities are delivered.

Membership

5. The members of the ACPB are:

- Caroline Low (Airport Capacity, Director), Board Chair and SRO;
- Lucy Chadwick (Director General, International, Security & Environment), Board Member;
- James Adutt (Deputy Director, Aviation Legal), Board Member;
- ██████████ (Head of Airport Capacity Economics), Board Member;
- Sarah Bishop (Deputy Director, Aviation Policy Implementation), Board Member;
- Martin Capstick (Director, Northern Transport Strategy), Board Member / Critical Friend;
- Sacha Hatteea (Deputy Director, Airport Capacity, Public and Parliamentary Delivery), Board Member;
- Rupesh Mehta (Deputy Director, Airport Capacity, Policy), Board Member;
- Jack Goodwin (Deputy Director, Airport Capacity, Programme Delivery), Board Member;
- ██████████ (HMT), Board Member;
- ██████████ (HMT), Board Member;
- ██████████ (EDS), Board Member;
- ██████████ (UKGI), Board Member;
- ██████████ (IPA), Board Member
- Tony Poulter (NED), Board Member

The following will be asked to attend ACPB for specific items:

- Rosemary Hopkins (Deputy Director, Project & Regulatory Finance) for items related to commercial and regulatory matters;
- Tim Stamp (Divisional Manager, Strategic Finance & Planning) for items related to finance and spend;
- Stuart White (Deputy Director, Rail Network Outcomes) for items related to surface access;
- Philip Andrews (Deputy Director, Road Investment Strategy) for items related to surface access;
- Farha Sheikh (Deputy Director, Network Services, West and Enhancements Portfolio) for items related to surface access
- TBC (Head of News & Content) for items related to communications and stakeholder engagement (note: for specific items rather than just the regular communications update).
- Brett Welch (Director Aviation Legal) for specific items.

6. Secretariat functions will be provided by the Programme Office:
 - [REDACTED] (Head of Programme Office and Governance, Airport Capacity Programme)
 - [REDACTED] (Programme Office, Airport Capacity Programme)
7. Other officials and advisors may be invited to discuss particular topics, by exception or to give updates.

Quorum

8. To be quorate, the following will need to be present.
 - a. Two Airport Capacity SCS representatives (i.e. Director / Deputy Director)
 - b. A representative from the Aviation Directorate – Either a Board member, or a suitable deputy to be agreed in advance.
 - c. A senior legal representative – Either the Board member, or a suitable deputy to be agreed in advance.
 - d. A Board member who is external to the Airport Capacity Directorate (to ensure a degree of independence is maintained).
 - e. Modal (road / rail) surface access representatives, for items on surface access – Either the regular attendees identified above, or a suitable deputy to be agreed in advance.
9. The meeting Chair may also deem it appropriate for representatives with expertise on particular topics to be present in order to be quorate.

Review of Terms of Reference

10. These Terms of Reference will be reviewed in advance of each programme phase to ensure the Programme Board's role and functions are aligned to the specific governance requirements needed to deliver the Airport Capacity Programme.
11. ACPB membership will be reviewed regularly to ensure all critical areas are adequately covered.

Meetings and Papers

12. ACPB meetings will take place approximately every four to six weeks. Timing and frequency may be varied at the discretion of the Chair.
13. Meeting format, agenda and duration are subject to change at the discretion of the Chair.
14. The Secretariat will be responsible for scheduling meetings, preparing the agenda based on input from ACPB members, and circulating meeting papers by email in advance of the meeting.

15. The Secretariat will prepare the meeting's minutes, which will be considered draft until agreed by the Board at the next meeting.
16. If the Chair cannot attend, an alternative member will be appointed by the Chair to lead the meeting on their behalf.
17. If a Board Member cannot attend, a deputy may be appointed to attend the meeting, subject to agreement with the Chair in advance.