

Programme Coordination Board - Meeting 12 Minutes**11th December 15:00-17:00****Heathrow, Compass Centre, Expansion Room**

Members	Additional Attendees
██████████ (Chair) - Independent	██████████ (Secretariat) – DfT
Caroline Low – DfT	██████████ – DfT
Jack Goodwin – DfT	██████████ – DfT
Emma Gilthorpe - HAL	██████████ – HAL
Rupesh Mehta – DfT	██████████ - HAL
██████████ – HAL	██████████ - CAA
██████████ – CAA (by phone)	██████████ – HAL
██████████ – HAL	██████████ - HAL
██████████ – CAA (by phone)	██████████ BEIS (by phone- item 3.1 only)
██████████ – DfT (by phone)	██████████ – BEIS (by phone- item 3.1 only)
██████████ – NATS	██████████ – HAL

1.0 Minutes and Actions

- 1.1 ██████████ welcomed everyone to the meeting.
- 1.2 Minutes of the Programme Coordination Board (PCB) meeting held on 13 November 2017 were agreed by the Board.
- 1.3 The outstanding actions were discussed by the Board and the Action Log was updated accordingly.

2.0 Update from working groups

- 2.1 JG took the Board through updates from the working groups, noting the following key points:
 - 2.1.1 HAL has provided Consultation One materials to the Department (as appropriate, and only for information / ensuring factual consistency with Government policy positions) including a Consultation leaflet which will be sent out to c2million households. These materials have been socialised with the Secretary of State and Special Advisors, the Department will also be sending a note to No.10 summarising HAL's plans for the consultation. EG emphasised that HAL's legal advice has been that the Department should remain at arm's length during this process to maintain propriety arrangements and due to the role of the SoS as the ultimate decision maker in the DCO process. The DfT confirmed that this was also their understanding and agree that the parties would continue to act accordingly.
 - 2.1.2 ██████████ provided an update following the Surface Access Steering Group, stating that the MoU between Highways England ("HE") and HAL has now been updated to reflect developing

workstreams and sent back to HAL for comment. EG felt that HAL could have had more visibility on the proposed changes to the MoU and was concerned around the requirement for HAL/HE to develop and agree outline Commercial Heads of Terms by April 2018 in relation to the strategic road interventions. EG, CL and [REDACTED] agreed to discuss this at a separate meeting

ACTION 171211/01- DfT to review governance around Working Groups to ensure all parties are fully aligned prior to PCB.

ACTION 171211/02- EG, CL and [REDACTED] to meet to discuss MoU between HE and HAL at a separate meeting.

3.0 Update on current events

- 3.1 [REDACTED] and [REDACTED] from BEIS provided an update on the Industrial Strategy White Paper which was published on 27 November 2017. Key points were as follows:
- 3.1.1 The strategy is based upon five foundations of productivity being ideas, infrastructure, people, business environment and places. The strategy then looks at how these foundations can be developed up to 2020/2030 and introduces 4 grand challenges which aim to put the UK at the heart of the industries of the future.
 - 3.1.2 HAL's logistics hubs proposals are aligned with messaging within the Industrial Strategy particularly around increasing productivity. [REDACTED] confirmed that BEIS are keen to see a construction sector deal help build supply capability for modern methods and that logistics hubs were an opportunity to make this happen.
 - 3.1.3 The Department has also been working closely with BEIS to establish how the Industrial Strategy ties in with the Aviation Strategy
- 3.2 [REDACTED] provided an update on the S.16 workstream. HAL are carrying out further work on affordability in order to satisfy both CAA and airlines.
- 3.3 [REDACTED] updated PCB on CAA's upcoming consultation on economic regulation of capacity expansion at Heathrow. The consultation will launch on 14th December and will cover cost of capital, financeability, early category C costs and price control areas.
- 3.4 JG stated that the Department is working on further developments to the blight contract, taking into consideration HAL's comments which were raised during a legal meeting in November. The Department is currently undertaking a rigorous quality assurance process. JG confirmed that the Department will be in a position to share a copy of the contract for HAL's consideration in the New Year.
- 3.5 [REDACTED] provided an update on the Community Engagement Board ("CEB"). Key points were as follows:
- 3.5.1 There will be a full Heathrow Airport Consultative Committee ("HACC") on 17th January 2018 after which the board will merge

into the CEB. This merged board will aim to help communities to fully engage with the expansion process as well as foster communication and build understanding between the airport and its users, local authorities and interest groups

3.5.2 The new independent Chair of CEB is on track to be appointed by February 2018 - the current HACC chair will act as interim Chair until this time. It is important that the chair is selected fairly and transparently with community input.

3.5.3 There is a need for better community representation on the Community Engagement Board, which has been acknowledged by HAL.

3.6 JG outlined the Infrastructure and Projects Authority (IPA) route map process. The process looks at major themes, such as governance, at the early stages of major programmes and then undertakes a diagnosis and makes recommendations to help aid successful delivery. PCB voiced their collective support for this process, undertaken at the appropriate moment, and it was decided that workstream leads would be confirmed at a working level, with regular updates to PCB.

ACTION 171211/03 JG and [REDACTED] to discuss timing of IPA route map process with the IPA and report back to PCB.

3.7 HAL provided an update following their November Board meeting. The board reiterated their disappointment around not being named as the sole promoter in the revised draft Airports NPS.

4.0 Dashboard/Forward Look

4.1 PCB members were content with the Dashboard.

4.2 PCB members were content with the Forward Look document.

5.0 Consultation One update

5.1 [REDACTED] provided an update on HAL's proposals for Consultation One ("Con 1"). Key points were as follows:

5.1.1 HAL will publicly announce the dates for Con 1 on Thursday 14th December. The consultation will run from 17 January – 28 March 2018.

5.1.2 Leaflets and other promotional materials including a stakeholder handout and posters/billboards are in the process of being finalised. HAL is also finalising plans for consultation events and exhibitions this week. The consultation stakeholder handout is currently being finalised and is due to be sent out on 20th December. This will be distributed to 5,000 properties in the Wider Property Offer ("WPO") area as well as expert local stakeholders.

5.1.3 HAL is carrying out an extensive pre engagement exercise with a selection of stakeholder groups. This exercise aims to update

stakeholders on the detail behind HAL's proposals to ensure a "no surprises" approach is taken.

- 5.1.4 HAL outlined their proposed layout for the consultation exhibition events, which will run from 30 January to 10 March. HAL's primary focus is to ensure that there is sufficient clarity that Con 1 is made up of two consultations, i.e. the DCO planning consultation and the airspace principles consultation. This will be demonstrated visually at the consultation events through two distinct consultation zones.
- 5.1.5 HAL is developing thinking around the handling of post launch consultation responses and will continue to look at how to take this forward, providing updates to PCB as necessary.
- 5.1.6 CL reiterated that it will be important to socialise HAL's plans for Con 1 with No. 10, firstly through sending No.10 a note summarising the content, scope and scale of Con 1. This is to ensure that nothing is contained within Con 1 that is misaligned with what the government has said publicly throughout the NPS process, as well as ensuring communities can easily access information. ■ confirmed that all consultation documents would be going through an independent legal and financial review which will include ensuring that they are consistent with the revised draft Airports NPS.

6.0 Surface Access Packages

6.1 ■ introduced the slidepack which provided an overview of HAL's evaluation methodology for Surface Access ("SA") packages. A summary of key points is as follows:

- 6.1.1 HAL do not currently have interim transport modelling results, which are due to be available in January 2018. This will allow for detailed surface access appraisal, with an update provided to PCB in February 2018.
- 6.1.2 HAL's early understanding is that committed schemes alone may not be enough to meet the mode share targets stated within the revised draft Airports NPS, however "committed rail schemes such as Crossrail and upgrades to the Piccadilly Line will contribute significantly towards achieving the public transport mode share target". HAL will also rely on rail, bus or coach schemes as well as a form of emissions charging up to 2040 to meet the 55% mode share target. The level of charge and who it applies to is still to be determined.
- 6.1.3 CL asked a number of questions as follows:
 - Firstly, CL requested a breakdown of the % of the mode share target which each SA scheme achieves, along with its associated monetary cost. HAL will provide an update on this workstream at PCB on 12th February 2018.
 - Secondly, CL enquired as to what information HAL will need for Consultation Two ("Con 2") in order to meet the

mode share targets stated within the revised draft Airports NPS and to fully understand the impact of SA proposals on the wider transport network. ■ confirmed that HAL would have an updated overall SA strategy and draft outline transport assessment which would feed into the preliminary Environmental Impact Assessment for Con 2.

- CL asked whether HAL is doing any thinking around technology/innovation and the future of mobility as part of their SA strategy. ■ responded that HAL is looking at schemes in the context of the end to end journey and also considering the possible impact/use of autonomous vehicles – and confirmed there was more to do in this space. CJ agreed to update the PCB on this workstream as it develops.
- Finally, CL enquired as to levels of governance on Surface Access at HAL and whether there was an appropriate level of senior buy in. ■ stated that there is extensive governance predominantly through the Surface Access team regularly attending the Expansion Programme Board and confirmed that SA has high levels of senior interest.

ACTION 171211/04 - HAL to provide a breakdown of cost and % of mode share achieved for each SA scheme at PCB on 12th February 2018.

ACTION 171211/05 – ■ to update PCB on HAL’s work around the future of mobility and how this can be incorporated into their SA strategy.

6.1.4 ■ noted that it was important for HAL to communicate how their “no new traffic pledge” fits into their Surface Access strategy and how this is separate from achievement of the mode share targets stated in the revised draft Airports NPS. HAL should also make clear how the transport impact assessment sits alongside the overall SA strategy and provide full detail on how SA principles consulted on as part of Con 1 will be developed into a final coherent SA package.

6.1.5 ■ requested that where presentations made at PCB cover topics within the terms of reference of one of the established Working Groups that, so far as possible, the relevant WG has had adequate time to review and comment on the presentation prior to PCB (ACTION 171211/01).

ACTION 171211/06 - HAL to provide a summary of how the “no new traffic pledge” fits into the overall Surface Access Strategy, and consider how binding the nature of the statement is.

7.0 Aviation Strategy & ICCAN update

- 7.1 [REDACTED] provided a verbal update on the Aviation Strategy and developments relating to the Independent Commission for Civil Aviation Noise (ICCAN). Key points were as follows:

- 7.1.1 Work on establishing ICCAN has been ongoing and is on track, with accommodation (Guildford), an independent chair and a secretariat expected to be sourced by April 2018. Interviews will be held in January/February and Terms of Reference are currently being scoped, with ICCAN likely to be fully operational by Summer 2018. EG emphasised that it would be important for community representatives on noise to have a role in the recruitment process of the independent chair. [REDACTED] confirmed that this was already Departmental thinking and the goal was to make the process as transparent as possible through the involvement of local communities at an early stage.
- 7.1.2 The Aviation Strategy call for evidence closed in October and the Department is currently analysing responses. The majority of respondents agreed with the priority areas for the strategy which are; to help the aviation industry work with its customers, to ensure a safe and secure way to travel, build a global & connected Britain, encourage competitive markets, support growth whilst tackling environmental impacts and develop innovation, technology and skills. The strategy development timetable has now shifted, the call for evidence response in the new year will confirm the new timetable. [REDACTED] said it would be important to understand the impact of the final white paper in 2019 in terms of how this might lead to changes to slot processes, as airlines will want to know how this system works. [REDACTED] agreed and confirmed that the Department would still bring forward needed or urgent policy changes before any final publication of the White Paper.

ACTION 171211/07 [REDACTED] to ensure that Aviation Consultation timeline continues to be updated as consultations are confirmed.

8.0 Airspace follow up - LTMA Working Group update/Airspace redesign enablers

- 8.1 [REDACTED] provided an update on the progress of the LTMA Airports Working Group. Key points were as follows:

- 8.1.1 The group is intended as a forum to manage shared dependencies and risks associated with airport led airspace changes.
- 8.1.2 Member airports have now provided their respective capacity estimates up to 2030 – NATS found the estimates to be both detailed and sensible. NATS are currently carrying out a modelling exercise based on these estimates in order to fully understand capacity pinchpoints or inhibitors. Early indications

indicate that the estimated capacity increases are workable through utilisation of a phased approach.

- 8.1.3 CL queried how NATS had formulated the modelling assumptions that they were using to drive future capacity estimates and airspace change options. ■■■ confirmed that they had gathered relevant capacity and passenger data from individual airports which they were using as the basis for modelling.
- 8.1.4 ■■■ asked whether airlines and the Ministry of Defence are being plugged into this work. MR confirmed that the airports have been engaging with airlines in order to understand their plans. NATS have also discussed airspace redesign with the MoD.
- 8.1.5 ■■■ enquired as to whether there is any insight into capacity requirements post 2030. ■■■ highlighted that looking past 2030 would be a different exercise, but that this question would be asked of the airports in due course.
- 8.2 ■■■ provided an overview of the key enablers for London airspace redesign, which is an important dependency for the proposed Heathrow expansion programme. Key points were as follows:
 - 8.2.1 There are three key enablers which came out of the discussion held at PCB on 11th September. The first enabler involves London airports establishing the collaborative working arrangements necessary to cooperate on the development of their individual Airport Capacity Proposals. Airports have now come together for this purpose and are starting to see the benefits which come from consistent messaging from Airports for airspace changes in the South East. This allows for a collaborative comms plan as well as resourcing benefits.
 - 8.2.2 The second enabler suggests that London Airports, NATS, CAA and the Government all commit to prioritise and adequately resource the delivery of London airspace redesign. Programmes have now been put in place to ensure adequate resourcing. ■■■ expressed the view that all parties should share their resourcing plans to ensure there is transparency around what resourcing is needed and what is already in place, as well as plans going forward.
 - 8.2.3 The final enabler states that the London Airports, NATS, CAA and the Government should engage effectively with communities, businesses and the wider public. There is likely to be a significant amount of overlap in airports consultation zones meaning that programmes for engagement should be shared to avoid conflict and to allow airspace changes to be consulted on simultaneously where appropriate.

ACTION 171211/08 - NATS, CAA and DfT to consider how to ensure that resourcing strategies for the airspace redesign programme are aligned.

- 8.2.4 There was consensus that there is a need to see the overall context of this work to reach an understanding as to how this is a critical path for HAL. EG identified this work as a critical path for the airspace change consultation which will form part of HAL's Consultation Two ("Con 2"). EG felt that communities would need to have access to the overarching airspace policy context in order to fully understand the airspace changes proposed in Con 2.
- 8.2.5 ■■■ thanked ■■■ and ■■■ for their papers (papers 12.7 and 12.8) and noted that the information contained within these papers [references] and the ensuing discussion provided helpful answers to the questions posed by PCB at its meeting held on 11 September 2017.

ACTION 171211/09 - DfT to consider what levels of independent assurance could be put around the airspace change programme.

ACTION 171211/10 - ■■■ to consider the overarching comms narrative for the airspace change programme.

9.0 AOB

- 9.1 The next PCB meeting will be held on 8th January at DfT, Great Minster House. PCB members noted that some flexibility will be required with papers due to the Christmas break.