

- 2.3.1 EG confirmed that HAL would be increasing the number of people in their expansion team, with the current headcount being around 200. EG stated that she saw the programme as threefold; (i) expansion; (ii) surface access; and (iii) airspace modernisation. EG stated that she felt the organisational structure of the DfT Heathrow Expansion team could better show the integration with aviation colleagues working on airspace modernisation. CL welcomed views on the post designation organisational structure of the team and invited HAL to provide more formal feedback.

ACTION 180709/01: HAL to feedback on the ACP's refreshed organisational structure following designation of the Airport's NPS.

- 2.3.2 ■ said that the CAA continue to consider their resourcing needs, with particular regard to the large focus the CAA will need to have on the airspace modernisation programme.
- 2.4 MG suggested that HAL and DfT should produce a joint induction pack for new starters to both organisations. JG and ■ agreed to have a discussion on how a joint induction pack/process should be structured.

ACTION 180709/02: DfT/HAL to discuss production of a joint induction pack/process for new starters and feedback at PCB in September.

- 2.5 CL voiced the Departmental interest in understanding HAL's proposed dates for agreeing and finalising their proposed masterplan for expansion ahead of Consultation 2 ("Con 2"). EG said that HAL are carrying out a schedule refresh of their masterplan dates and would report back verbally on this at PCB in August, with a full update in September. Con 2 would now likely be happening by the end of Q1 of 2019. EG & CL agreed that the respective Programme Management teams would be working closely together to understand HAL's key milestone dates and the masterplan schedule.

ACTION 180709/03: HAL to feedback verbally on dates for finalising their expansion Masterplan at PCB in August, with a full update in September.

- 2.6 ■ suggested it would be beneficial to map whether the airspace changes required to accommodate the increased capacity associated with the expansion of Heathrow Airport align with the requirements of the full airspace modernisation programme (i.e. the requirements of all of the 15 airports in the South east). The Board agreed to consider this as part of the airspace discussion at PCB in August.
- 2.7 The Board decided that a formal discussion should be held at PCB in August to agree a refreshed PCB Terms of Reference which reflect what is required for the next phase of delivery following designation of the Airports NPS. Part of this will involve formalising and reviewing the membership and role of joint sub-boards across the Department, Heathrow and CAA:

- 2.7.1 In line with the IPA's recommendations, the PCB should look to provide strategic overview to the expansion of Heathrow. PCB

agendas should focus on driving achievement of the strategic objectives contained within the RFD and be shaped by the working groups, which need to have the right level of discretion, autonomy and decision making power. This will involve formalising the working groups into “sub-boards” and also scoping out what additional sub-boards may be needed to facilitate effective joint working, or indeed which working groups should be discontinued.

2.7.2 ■■■ expressed a desire to meet all of the chairs of the sub boards, once the refreshed structure had been agreed.

2.7.3 ■■■ confirmed the CAA wanted to be involved in this process, whilst maintaining their independence as the economic regulator.

2.8 EG said she would update the Board on HAL’s plans for their 2R Airspace consultation at PCB in August.

ACTION 180709/04: HAL to provide a verbal update on their proposed 2R airspace consultation at PCB in August.

3.0 HAL Innovation Partners

3.1 ■■■ presented a paper updating the Board on HAL’s “Innovation Partner” process. Key points were as follows:

3.1.1 There has been a large amount of interest in this process since its launch on 30 May. As of 26 June, 33 organisations have formally stated their intent to bid including architects, engineering consultancies and technology & communications companies. The submission deadline for the expressions of interest is 11 July, after which the organisations will develop and pitch their plans to HAL. Successful partners will be announced in December 2018/January 2019.

3.1.2 HAL stated that Arora Group have not engaged with the Innovation Partner process. Following agreement with the CAA, Arcadis (the CAA’s external advisors) will be meeting with Arora to agree the scope for a detailed review of their terminal design proposals for expansion. This review will aim to obtain further detail on Arora Group’s plans and uncover areas of overlap/difference with HAL’s current scheme design proposals. Arcadis’ review will be completed by the autumn.

3.1.3 CL asked whether this process would help to drive down the costs of Heathrow’s expansion plans. ■■■ responded that the focus of the process was to achieve improved outcomes through innovation and efficiency rather than solely reducing costs. However, this will depend on the scope of the proposals which are received.

3.1.4 ■■■ stated that the CAA were comfortable with the process and HAL’s attempts to involve third parties in their expansion plans. ■■■ also emphasised the importance of keeping the airline community informed of developments.

- 3.1.5 [REDACTED] felt it was important for HAL to provide as much clarity on the procurement process as possible, particularly to the bidding entities. This will include being transparent in communicating the evaluation process and criteria. It will also be necessary to align this process with the wider expansion timeline, which EG agreed would happen later in the year.

4.0 Surface Access Update- Local Roads

- 4.1 [REDACTED] talked through slides updating the board on HAL's construction proposals for local roads. Key points were as follows:

- 4.1.1 [REDACTED] asked whether any of the different options for the A4 replacement route had an impact on the critical path for the works required to facilitate expansion. [REDACTED] confirmed that diverting the A4 so that it passed through the airport boundary in a tunnel would be the option with the longest time impact, due to the complexities associated with tunnelling. This would be balanced against lower levels of disruption to the existing road network.

- 4.1.2 For the A3044, HAL's preferred option crosses the M25 to the west and then connects to the A4, which would move the A3044 from Hillingdon into Slough. [REDACTED]
[REDACTED]
[REDACTED]

- 4.1.3 CL confirmed there was a meeting with Slough in August to discuss a number of transport/construction related issues and DfT/HAL need to be joined up in their preparations for this meeting, with a detailed understanding of all of the potential options for local roads.

- 4.1.4 [REDACTED]
[REDACTED]
[REDACTED] The onus is on Heathrow to prove to the Planning Inspectorate that they have explored all avenues in trying to encourage affected parties to engage.

- 4.1.5 CL confirmed that there was a significant interaction between the construction decisions made on local roads and the wider strategic road network, so it was important that HAL join up with Highways England on their local road proposals. [REDACTED] said they would be sending Surface Access modelling reports to HE shortly and understood the need for a close relationship with HE.

ACTION 180709/05: DfT/HAL to coordinate on preparation for meetings with Slough in August.

5.0 Dashboard/Forward Look

- 5.1 [REDACTED] talked through the importance of jointly refreshing the Dashboard/Forward Look to develop the documents into useful

management tools which can be used to brief internally at HAL/DfT. The Board agreed with this approach and thought that the proposed Delivery sub-board was the most appropriate forum to take this forward.

6.0 AOB

- 6.1 HAL will be increasing the bilateral funding provided to the Heathrow Strategic Planning Group (HSPG) to [REDACTED]. The funds will be released to the group within the next few weeks and will be a Category B cost.
- 6.2 [REDACTED] is looking to organise a dinner for PCB members and will be liaising with diary secretaries shortly.
- 6.3 The Department for International Trade has contacted DfT about a visit to the UK from members of the Qatari Government, who are keen to discuss the expansion of Heathrow. [REDACTED] said he would obtain further detail on the dates of the visit.
- 6.4 DfT provided an overview of BEIS interest in Logistic Hubs, particularly how Government's infrastructure delivery partners can interact with this process to spread benefits UK wide. It was agreed to discuss this as part of the Wednesday HAL/DfT catch up.