

- 2.1 JG took the Board through updates from the working groups, noting the following key points:
- 2.1.1 DfT/HAL engagement sessions have focused on 2R airspace and the NPS Dependencies workstreams. HAL has worked with the CAA to determine whether 2R airspace consultation is compliant with the CAA's updated process for airspace change. The CAA confirmed that HAL's proposed approach is fully compliant with the updated process. DfT reiterated their belief that 2R could pose a risk to a successful NPS vote if included in Con 1. HAL is providing the Department with a package of noise mitigation measures for the 2R consultation in order to brief the SoS on the

issue. HAL reiterated the need for a clear direction from the SoS to allow for appropriate planning. John Holland Kaye (JHK) & Lucy Chadwick (LC) will speak to each other on 19th October to pick up the timing of the 2R airspace consultation and next steps. EG and CL agreed to have a conversation before 18th/19th so that both HAL and DfT can provide clear direction for the JHK and LC conversation.

- 2.1.2 ■ provided an update on the NPS dependencies workstream. A paper was tabled to PCB in August which outlined dependencies in 4 key areas on which the Department requires assurance from HAL before NPS designation. These areas are: Finance & Funding, Programme & Delivery Plans (which includes safety and security), Relationship Framework Document and Blight Contract. HAL's initial proposals on how they would meet this requirement were agreed by shareholders last month and HAL will continue to engage with the Department on this workstream.

3.0 Update on current events

- 3.1 EG provided an update on the S.16 workstream. A recent Times article included sensitive schedule and costs information from the latest draft S.16 quarterly report which, although shared with key stakeholders, is not formally placed in the public domain until the Department provides its consent. EG requested that the CAA draft future S.16 reports in a way that is suitable for release into the public domain, to which ■ confirmed that this is already CAA procedure. ■ asked the CAA to write to all recipients of the report, emphasising that drafts of this document are confidential and that any leakage of confidential information is of potential detriment to the expansion programme as well as being a breach of their NDA obligations.
- 3.2 CL provided an update on the proposed further consultation on the draft Airports NPS, which has now gone for Cabinet write-round clearance. A revised draft NPS will be published along with Government's response to the airspace consultation. CL confirmed that there will a significant volume of documentation but they will be marked up so that any changes are clearly visible. CL also referred to a summary of the comments received, to date, on the draft NPS consultation which will also be released

Action 171009/02 - CAA to write to recipients of the S.16 quarterly update report, reminding them of their NDA obligations and that drafts of the report are confidential.

4.0 Dashboard/Forward Look

- 4.1 ■ confirmed that the dashboard is continuing to develop as a document and the PCB agreed that it should continue to be updated and amended through the weekly HAL meetings. However, the meeting also discussed the usefulness of the document and whether any improvements/streamlining could be made. It was agreed that IN and PB would discuss this further at the weekly engagement meetings.

- 4.1.1 ■■■ stated that CAA risks on the dashboard run across a number of different owners and enquired whether the CAA's top risks should instead focus solely on the CAA's workstreams. Again ■■■ suggested that this is discussed in the weekly HAL/DfT meeting.
- 4.2 CL enquired as to whether HAL's ground investigation work has begun. EG confirmed that they have and are going well. Relevant communities were briefed and informed in advance.
- 4.3 ■■■ noted the upcoming "HAL Consultation 1 readiness review" in the PCB forward look for November. ■■■ asked for this paper to express the deliverables that constitute the Con 1 document suite and to summarise what the documents need to achieve. CL asked for the paper to draw out what will be new in the consultation, potential risks and issues, and HAL's narrative for engaging with local communities and stakeholders. EG confirmed that HAL would be able to produce a paper focusing on these areas.

Action 171009/03 - DfT/HAL to discuss revisions to Dashboard format in weekly HAL meetings.

Action 171009/04 - HAL to produce a "Consultation deep dive" for November PCB focusing on new content, document objectives, potential risks and issues, and a narrative for engagement with communities/stakeholders. IN and PB to work together to develop the proposed review session at the November PCB.

5.0 Surface Access strategy update

- 5.1 ■■■ welcomed ■■■ to the meeting. ■■■ introduced the paper which provided an update on Heathrow's Surface Access Strategy. A summary of key points is as follows:
 - 5.1.1 ■■■ emphasised that PCB was interested in how surface access schemes have been evaluated and developed into a coherent programme.
 - 5.1.2 CL asked about the relationship between Heathrow & Arup. EG confirmed that HAL have a number of consultants who are used in different ways, which include acting as a "bolt on" resource to provide technical advice or specialist skills. Therefore ARUP were helping to fill a resourcing gap in the surface access team,
 - 5.1.3 CL queried as to whether HAL's baseline data has been shared with others. ■■■ confirmed that HAL want to reach agreement on the baseline data with Heathrow Strategic Planning Group (HSPG), TFL, HE and DfT first.
 - 5.1.4 On HAL's approach to meeting the NPS mode share targets, CL felt that it was important to note that these schemes were not in order from the DfT's point of view and that the opportunity for expanding the coach market should be properly explored. CL also stated that it would be useful to separate these schemes out by distinguishing between 'committed' and 'non-committed' schemes i.e. the scheme has policy and funding commitments.

- 5.1.5 CL emphasised that it will be important for HAL to utilise the opportunities that coach provides in meeting their mode share targets. ■■■ confirmed that there was TfL support for growing the coach market.
- 5.1.6 ■■■ said that new Crossrail services will provide the opportunity for HAL to employ workers from further afield due to the increased catchment area. EG stated that HAL is also relooking at flexible working schemes to ensure colleague mode share targets are met.
- 5.1.7 ■■■ enquired as to what will be contained in Con 1 in terms of specific surface access schemes. ■■■ said that Con 1 will ask high level questions around surface access requirements and principles rather than providing detail on individual schemes.
- 5.1.8 CL raised that if HAL intend to make strong statements in Con 1 that the achievability of mode share targets is dependent on Government funding, then this needs to be fully understood by the PCB members. It will also be necessary to understand the impact of increased mode share on the wider transport network i.e. moving more passengers onto public transport. ■■■ said HAL are able to run a deep level analysis to test the impact of surface access packages on the transport network.
- 5.1.9 The presentation referenced 8tph for Crossrail which is not committed, with 4-6tph being the committed numbers. CL asked that HAL be cautious with the use of these numbers for Con 1.
- 5.1.10 ■■■ presented a waterfall chart demonstrating the package of measures which could allow HAL to reach their mode share targets. ■■■ enquired as to why HAL had grouped sub schemes together. ■■■ confirmed that the schemes could be unbundled for more granular analysis.
- 5.1.11 ■■■ asked the meeting what content is required for the next scheduled surface access update at December's PCB.
- CL stated that significant progress is required here as is the need to understand how these schemes meet the mode-share targets and ultimately what HAL will be including as part of Con 1.
 - CL also said that it would be useful to understand the surface access schemes which HAL are planning to implement rather than the current focus on government driven schemes.
 - ■■■ expressed a desire for there to be transparency on costs and where these come from.
 - ■■■ asked for clarity on the criteria and weight factors applied within the assessment, ranking and sequencing of individual surface access schemes, as they are built-up to an overall programme.

6.1.6 CL then asked about programme and delivery plans and whether these are the same plans which HAL previously submitted to the

Airports Commission. ■ confirmed this will include detail expected from the masterplan rather than the masterplan itself.

- 6.1.7 JG raised that the Department is internally being asked to provide more detail on scheme design options and importantly, the associated costs. EG confirmed that HAL won't be releasing a full set of costs with the scheme design options in Con 1, but that there will be a narrative on what drives/reduces costs along with objectives and a methodology as to how this narrative has been reached. JG emphasised that the Transport Select Committee will want to discuss figures, and the SoS and HAL can expect to face questions from the Committee on this matter. ■ stated that the primary concern from airlines is the affordability of schemes and having assurance around deliverability. Ranges of numbers in terms of costs should be provided or it will be difficult for the CAA to provide any assurances. HAL said they would be able to provide ranges but these would be heavily caveated. ■ confirmed that this was acceptable. ■ asked HAL to provide a cost and affordability narrative for scheme design options which can be provided to the TSC and SoS. This can also be inserted into PCB's dashboard.

Action 171009/06 – HAL to provide a verbal update on the outcome of November's board meeting at December's PCB.

Action 171009/07 – IN & ■ to confirm the date for joint HAL/DfT workshop on Programme and Delivery plans.

Action 171009/08 – HAL/DfT to organise lawyer to lawyer meeting to discuss the blight contract once the revised draft NPS consultation is launched.

Action 171009/09 – HAL to provide a cost narrative for scheme design options for the TSC which can be inserted into the PCB dashboard by 11th December.

Action 171009/10 – Further blight discussion to be had at December's PCB.

7.0 HACC review of Community Engagement Board/Community engagement update

- 7.1 ■ welcomed ■ to the meeting. ■ tabled paper 10.8 and provided a verbal update on the HACC/CEB to PCB. This follows the update provided to PCB in July 2017.

7.1.1 ■ noted that there had been previous pushback from the HACC Chair on merging proposals to evolve the HACC into the CEB. This was because the HACC felt that the CEB was being imposed upon them with little time for discussion.

7.1.2 However, further engagement has now taken place, including the DfT attending the HACC sub-group on the 20th of September to give a brief summary of Government's thoughts on the possible remit and structure of the CEB. The Steering group met again last

Monday and has now agreed to evolve the HACC into the CEB. The current HACC chair also indicated that he would stand down. ■ supported the opportunity for the new HACC steering group to take ownership of the selection process for the new CEB chair. CL suggested inviting the newly selected chair to attend PCB.

Action 171009/11 – New CEB chair to be invited to attend PCB once elected.

8.0 AOB

- 8.1 EG introduced ■ as the new HAL Consents Director who will be replacing ■.
- 8.2 There will also be a meeting with Sacha Hattea, Deputy Director, public and parliamentary delivery at the DfT and his team after the revised draft NPS consultation is published, to talk through the revised draft NPS. This will need to take place at DLA's offices, to ensure the meeting is recorded, as per usual, the meeting will need to be subject to the Department's propriety guidance.

Action 171009/12 – DfT/HAL to organise a meeting with Sacha Hattea and the NPS team after the revised draft NPS consultation has been published.