



HEATHROW
**COMMUNITY
ENGAGEMENT**
BOARD

OUR FUTURE PLANS

Review of 2019 and strategic plan for 2020.

JANUARY 2020



HEATHROW COMMUNITY
ENGAGEMENT BOARD

Have Your Say

If Heathrow airport affects you, we'll help

Independent from Heathrow and government.

No affiliation with any groups.

www.hceb.org.uk

...ing in the area
...which of these
...important to you?



- A Air Quality
- B Jobs
- C Public Transport
- D Community
- E Transport
- F Environment
- G Recreation
- H Air Quality

...t Heathrow
...Will this m
...consultat

...row
...station
...ring

...Met - no po
...Won't change an

CONTENTS

Contents	3
Foreword	4
Our Future Plans: How We Have Developed Them	5
Two Distinct Roles	5
Background & Creation	5
18 Months of Community Engagement & Research	7
Researching our response to the Airport Expansion Consultation	8
The Next Phase for the HCEB.....	9
The Core Questions	9
Who?	9
What?	9
Why?.....	9
How?.....	9
Organisational Structure.....	10
The HCEB Independent Forum	10
Independent Monitoring & Research	12
Community Liaison Group (CLG)	12
Our Existing Structures	12
Strategic Plan: 2020.....	14
Strategic Objective One – our ACC Objective	14
Strategic Objective Two – our CEB Objective	14
Strategic Objective Three - our Proposed Expansion Objective	15



FOREWORD

I was appointed as independent Chair of the Heathrow Community Engagement Board almost two years ago and since that time, I have been working hard with my team to ensure that the voices of local communities and stakeholders are increasingly influential in the decision-making process at Heathrow Airport. From the start, lack of trust and anger about previous broken promises cast a long shadow on the relationship between the airport and some of its closest neighbours. Whilst fully recognising the impact of this, we have been keen to build bridges and create opportunities for constructive dialogue to address concerns and minimise conflict.

Our position is a challenging one - we are an organisation with a dual role. We retain the function of our predecessor body, as an Airport Consultative Committee, the established structure that most UK airports use to fulfil their legal obligation to consult their local communities and stakeholders. However, we also have the new and unique function to ensure communities are actively engaged in the decision-making process for the proposed Heathrow expansion.

While these two functions are often complementary, that is not always the case. An Airport Consultative Committee is generally described as a “critical friend” to its airport, with airlines and passengers playing an important role, whereas the focus of a Community Engagement Board is seeking the views of local communities, championing their needs and giving them a voice. Our plans for the coming year explicitly recognise the dual roles, seeking to ensure that we deliver effectively on both.

We have spent the last eighteen months building relationships, understanding the perspectives of the local communities and other stakeholders and providing platforms for debate and discussion. Our key activity has been preparing our substantial response to Heathrow’s consultation, based on a large body of evidence we gathered independently. I am proud of what we have achieved, and we are building on our successes with our future plans. Our flagship project for this year will be establishing our new Independent Forum, held in public to provide open and transparent monitoring and challenge of Heathrow’s day-to-day operations and plans for the future. This is particularly important as Heathrow are likely to submit their application for a third runway to the Planning Inspectorate later this year.

You can read more about our plans in this report and, as ever, if you have any comments or feedback you can contact us at info@hceb.org.uk

Thank you for reading.

A handwritten signature in black ink, reading 'Rachel'.

Rachel Cerfontyne
Chair HCEB

OUR FUTURE PLANS: HOW WE HAVE DEVELOPED THEM

TWO DISTINCT ROLES

As highlighted by our chair in her introduction, the HCEB is both an Airport Consultative Committee and a Community Engagement Board. At the time the decision was taken to set up the HCEB in place of the previous Heathrow Airport Consultative Committee (HACC), concerns were raised about whether the two roles were fully compatible with one another. While there is much overlap between these two roles, they are not always in harmony and balancing the two has been a challenge over the last 18 months.

To ensure that the responsibilities of both are properly discharged, distinction needs to be made between them in how the HCEB operates. In this document, you will find the steps we are taking to ensure that both are properly structured and resourced, with a developed Organisational Structure and the practical steps we will be taking over the next year to discharge all of our responsibilities in our Strategic Plan for 2020.

BACKGROUND & CREATION

The HCEB was set up in 2018 to increase community and stakeholder participation in planning and decision-making around Heathrow Airport's operations and expansion. We work directly with local people to provide challenge to, and scrutiny of, the airport's day-to-day operations and future development.

Though funded by Heathrow Airport Limited (HAL), we are completely independent of HAL and of the Government. We have no affiliation with any campaigning groups and, while we actively engage with people with strong views and interests relating to the airport, we are impartial and do not take sides. Agreed terms of reference and a funding agreement are in place which ensures the HCEB's operational independence.

In the course of its consultation to consider increasing airport capacity, the Airports

Commission¹ identified that there was a marked lack of trust between HAL and local communities. The Commission stated that this must be addressed and recommended the creation of a Community Engagement Board (CEB), under an independent chair. Drawing on the models successfully in operation at Schiphol and Frankfurt Airports, it was hoped that the CEB would have real influence over spending on compensation, noise insulation, community support and the airport's operations. It should also work effectively in concert with local authorities and an independent aviation noise authority, where appropriate.

The Airports Commission's vision was that *"it is most important that the structure of a CEB is one that facilitates decision taking and delivery. A strong, independent Chair will be important*

in this respect."² This followed the example of Schiphol Airport, where there is a strongly-led inclusive body, the Alderstafel, which seeks consensus through dialogue.

The role of the HCEB to date has been strongly shaped by the Commission's initial recommendations.

- To overcome doubts that HAL would deliver on its compensation and mitigation commitments, the Airports Commission proposed providing the new CEB with oversight and enforcement of the overall compensation package, and giving the CEB the power to arbitrate where there was disagreement. This was intended to provide assurance to local communities and increase local trust in the airport, and the fairness with which the proposed new runway could be delivered.
- The Commission also saw the CEB as having an important role in information provision and community support. It stated that access to reliable information from a trusted source would be increasingly important, noting that on sensitive and controversial issues, information provided by HAL, and even the Civil Aviation Authority (CAA), was not taken at face value by local communities.
- It highlighted that some local communities might struggle to manage the large amount of detailed

¹ Airports Commission Final Report 1 July 2015 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/440316/airports-commission-final-report.pdf

² Airports Commission Final Report, p302, paragraph 14.88

information that would become available. In particular, it noted that some groups might find it difficult to understand their entitlements to compensation and mitigation, to navigate through the planning process and to contribute more widely. These were groups who might also want easily accessible and comprehensive information on the potential effects of changes to aviation noise or other factors that could have a significant impact on their lives. Furthermore, it noted that the Compulsory Purchase Order (CPO) process and the voluntary purchase schemes were likely to be stressful, particularly to vulnerable members of local communities, and recommended that additional consideration be given to this.

The Government's Airports National Policy Statement endorsed the Airports Commission's proposal. It stated: "*A community engagement board will be developed at Heathrow Airport to help to ensure that local communities are able to contribute effectively to the delivery of expansion, including to consultations and evidence gathering during the planning process.*"³ It also recognised that there were already a number of stakeholders representing local Heathrow communities, as well as engagement forums that had developed over time in response to emerging needs. These, it stated, were consistent with the Government's view that, in principle, it encourages collaborative local solutions.

In its report on the draft Airports National Policy Statement in March 2018, the Transport Select Committee had recommended that "*a condition of approval be included in the NPS which requires the scheme proponent to develop a strategy outlining how it intends on supporting local communities during and in the extended periods after the planning process is finished. This should be developed in consultation with the communities affected as well as the relevant local authorities.*"⁴

In responding to the Select Committee's report, the Government agreed with the importance that the Select Committee placed on effective community engagement and that engagement would continue to be necessary throughout the life of the airport. The

Government's response went on to say that it believed that "*the HCEB will be well placed to lead engagement on behalf of local communities with an applicant before, during and beyond any planning process.*"⁵ The Government also expected that, as the promoter of the expansion, HAL would "*engage constructively with HCEB to develop and deliver a strong community engagement strategy that ensures local communities will be able to engage effectively and influence the development of the scheme.*"⁶

The HCEB superseded the Heathrow Airport Consultative Committee (HACC), an independent committee first convened in 1948. It was incorporated as a company limited by guarantee, to emphasise its independence from Heathrow Airport, and structures were put in place so that communities could be better represented within the HCEB and play a part in its operations.

The HCEB was set up to fulfil two roles. The first was as a community engagement board, as set out in the ANPS, and the second to act as an Airport Consultative Committee (ACC). These are distinct roles.

- An Airport Consultative Committee is primarily concerned with the ongoing monitoring and scrutiny of an airport's operations today, as well as its future plans for development. Most Airport Consultative Committees discharge this responsibility through quarterly meetings of a representative committee which are open to the public.
- A Community Engagement Board is primarily concerned with ensuring that communities and stakeholders are properly engaged in the decision-making process at the airport and are able to engage effectively and influence the development of the expansion scheme proposed by HAL and currently going through the planning process.

³ Airports National Policy Statement [5 June 2018](#)

⁴ House of Commons Transport Committee, [Airports National Policy Statement](#), 19 March 2018, Para 21, page 8

⁵ [Government Response](#) to the Transport Committee Report on the revised draft Airports National Policy Statement, Moving Britain Ahead June 2018, [Cm 9624], page 25, para 1.111

⁶ Ibid.

18 MONTHS OF COMMUNITY ENGAGEMENT & RESEARCH

Since we started operating, we have undertaken a range of community engagement activities and in 2019, drawing on initial engagement, we set the following strategic objectives for the HCEB:

1. Maximise the depth and diversity of responses to Heathrow Airport's expansion consultation
2. Procure and publish information about Heathrow Airport's current operations and promote open & effective communication about the impact on local communities, stakeholders and users of the airport
3. Improve the experience and the quality of support provided to local residents.

To fulfil these objectives, we have:

- established new groups and structures to reach a broader group of the stakeholders and communities impacted by Heathrow Airport than our predecessor body could
- attended a number of events including Colnfest, the Mela festival in Southall and the Indian Independence Celebration in Greenford
- met with Friends of the Great Barn and attended events at the Great Barn
- run a number of events including two forums, a question time and a community celebration of culture
- given local communities the opportunity to meet and directly engage with senior decision makers, including two Government Ministers for Aviation
- reached over three quarters of a million people with targeted social media advertising, posted surveys and local adverts
- commissioned a large body of rigorous independent research into community attitudes and needs for the future
- undertaken a survey to find out what matters most to those affected by Heathrow Airport and sought views from the community about HAL's consultation on airspace, the findings of which were presented to John Holland-Kaye, CEO of HAL, and his team in April 2019
- partnered with student engagement experts Campus Industries to involve

students and young people in the conversation about the future of Heathrow Airport and the surrounding area.

- undertook work to help facilitate responses from communities (particularly seldom heard groups) to the Airport Expansion Consultation
- held an independently facilitated event at Hounslow House with a range of stakeholders on the topic of trust – specifically in the context of stakeholder and community relationships with Heathrow Airport.

A recurring theme throughout this activity has been the issue of trust. In addition to undermining any efforts to effectively consult on future plans, the lack of trust from the community towards the airport sours any conversation about Heathrow Airport's current operations – a critically important part of our role.

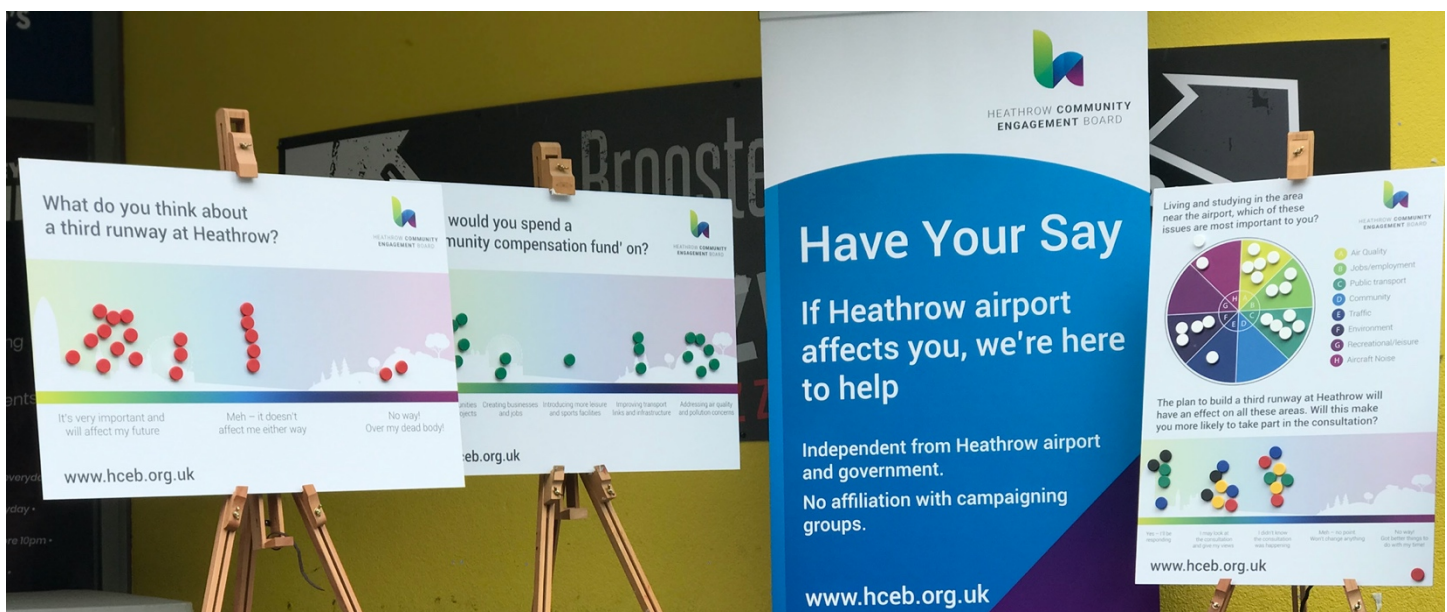
It should be noted that the lack of trust in Heathrow expressed by many local residents is a widespread issue in the aviation sector as a whole – not just in the UK, but further afield as well. The Head Commissioner of the newly created Independent Commission of Civil Aviation Noise (ICCAN) refers to trust between the industry, regulators and stakeholders as being in *"a negative place"* and ICCAN's first strategic objective is to increase trust, transparency and clarity in the aviation noise debate.

We have looked at best-practice examples of community engagement, monitoring and scrutiny in the UK and internationally. In the UK, we have visited a number of Airport Consultative Committees such as Luton, Gatwick, London City, Manchester and Stansted and we have also engaged with our equivalent organisation for Vienna International Airport, the Vienna Dialog Forum. These have helped inform and shape our plans for the future, drawing on practical real-world examples of how meaningful engagement, monitoring and scrutiny takes place at other airports.

RESEARCHING OUR RESPONSE TO THE AIRPORT EXPANSION CONSULTATION

This year has seen us commission a large amount of expert research to help us formulate a robust, evidence-based response to the formal Airport Expansion Consultation (AEC). We submitted our response to the consultation in September 2019 and this has been published on our website.⁸

This research included over 50 in-depth interviews with members of the communities on the perimeter of Heathrow Airport, a range of focus groups with a representative cross-section of communities, and regular engagement events with the business community. We met with our Strategic Advisory Groups to hear their views on the consultation and read responses from the relevant local authorities and communities. A summary of findings from this work has been published on our website.



⁸ www.hceb.org.uk/blog/2019/12/9/hceb-response-to-the-airport-expansion-consultation

THE NEXT PHASE FOR THE HCEB

As outlined above, the HCEB has undertaken a huge amount of important engagement work over the last 18 months, establishing itself as a trusted independent body. However, now that the statutory consultation on the proposed expansion of Heathrow Airport has closed, we are looking to the next phase of both the application process and of our continued development as an important organisation for the stakeholders and communities impacted by Heathrow Airport. We need to move beyond the narrative of historic broken promises and positively reshape the relationship that Heathrow Airport has with the stakeholders and communities who are impacted by its operations – with honest and transparent monitoring and scrutiny at its core, supported by ongoing community and stakeholder engagement.

We have drawn on the sum of the in-depth engagement which we have undertaken over the last 18 months to formulate a more developed purpose, as both an ACC and a CEB, with some practical changes that we will be implementing over the coming months to deliver on those responsibilities. The next steps are at the end of this document in our Strategic Plan for 2020.



The Core Questions

WHO?

We are independent of Heathrow Airport Limited and Government with an independent Chair, set up to be the Airport Consultative Committee and the Community Engagement Board for Heathrow Airport. Our values are independence, impartiality, inclusivity, transparency and integrity.

WHAT?

We aim to publicly hold HAL accountable to the stakeholders and communities who are impacted by the airport's operations and ensure that we facilitate engagement in decision-making at Heathrow Airport.

WHY?

To encourage decision-making and communication by HAL which can be trusted by the stakeholders and communities who are impacted by the airport's operations.

To ensure that there is a clear and accessible process for any issues raised by stakeholders and communities to be addressed quickly and fairly by HAL in a transparent and accountable way.

To ensure fairness and transparency for the stakeholders and communities who are impacted by the airport's operations.

HOW?

We independently facilitate a clear, transparent and honest dialogue between stakeholders, communities and HAL, to provide monitoring and scrutiny of current airport operations and plans for the future and proactively engage communities and stakeholders in decision-making at Heathrow Airport. We also communicate, encourage and facilitate participation of local communities in the planning and delivery process for the proposed expansion of Heathrow Airport.

Organisational Structure

To fulfil one of our core objectives of ensuring Heathrow Airport is accountable to the stakeholders and communities that it impacts, we will establish a new HCEB Independent Forum (hereafter referred to as the Forum). This new Forum will enrich the role of the HCEB's existing groups and structures, giving them a clear purpose and regular opportunity to engage in the decision-making process as well as provide public monitoring and scrutiny of HAL.

We will also establish and resource an independent monitoring service, which will review information provided by Heathrow Airport and third parties, and also commission its own independent research to ensure that the Forum is well informed, can draw on independent data sources and has access to all of the information it needs. This would also act as a shared resource to facilitate a more joined-up approach to the monitoring and scrutiny of Heathrow Airport's targets and promises.



THE HCEB INDEPENDENT FORUM

Role & Purpose

The Forum will be the primary mechanism for the public monitoring and scrutiny of HAL, other key decision-makers, and the HCEB itself – aiming to hold all of them publicly accountable to the stakeholders and communities that they impact. The Forum will exist within the HCEB structures. It will meet quarterly, with the final meeting of each year being an expanded HCEB Annual Conference.

Membership & Attendance

Chaired by the Chair of the HCEB, the Forum will have a formal membership which will reflect the stakeholders and communities impacted by Heathrow Airport. This will include representatives for:

- local residents
- airlines & operators
- local authorities
- airport employees
- those impacted by noise & other environmental factors
- passengers, and
- local businesses.

The Airports Commission advised that UK community groups would prefer an inclusive membership model, such as that adopted by the Alderstafel at Schiphol. We continue to believe this is an effective model for engagement.

The CEO of HAL will be expected to attend each meeting of the Forum and to present a quarterly performance report, to be circulated ahead of the meeting. The Forum will spend time questioning the CEO on aspects of the report.

Government bodies, such as the Department for Transport (DfT) and the CAA, and other key decision-makers will also be invited to attend.

Meetings of the Forum will be open to the public and members of the press will be invited. Our intention is to live-stream Forum meetings on the HCEB website and on social media.

This Forum must be effective, forward-thinking and respectful. Much like the Vienna Dialog Forum, the Forum will operate under a set of agreed principles, which will describe

what is expected of members in terms of conduct and behaviour.

The terms of appointment and terms of reference for the Forum will be developed in due course.

Meeting Format & Content

The Forum will hear directly from HAL and the HCEB, with a set of standing reports agreed annually at the HCEB annual conference. These reports should include visual displays of performance highlights (and lowlights), presented in a clear and easily understood format. This is because while technical experts will be present and able to advise, the majority of the Forum will be 'lay' members without technical expertise in aviation.

The HCEB will continue to commission a large amount of independent engagement and research work, which will be presented to each meeting of the Forum, to fulfil its core value of transparency. The HCEB will also present its plan for the period until the next meeting of the Forum.

The Forum will also hear from its own members throughout each meeting through participatory discussion with wider feedback, but also through specific agenda items. The HCEB will proactively invite stakeholders and communities to speak if the Forum is due to discuss a topic relevant to their group.

Actions and Formal Recommendations

The Forum will have the ability to agree actions for the HCEB to take forward. They will be recorded and reviewed at each meeting as a standing item on the agenda. These actions will be the primary way in which the Forum will monitor and scrutinise HAL. They will provide a clear and structured opportunity to question Heathrow Airport's day-to-day activity and plans for the future, with the assurance of an answer.

HAL will be expected to respond to all actions, in writing, by the next meeting of the Forum unless otherwise specified. All actions and their responses will be published by the HCEB on its website. The HCEB will produce an annual summary of all of the Forum's

actions and HAL's responses to them for the HCEB annual conference.

The HCEB will also retain its ability to make formal recommendations to HAL as required. Formal recommendations represent the final step in the scrutiny purpose and will therefore only be used where preliminary measures have failed to achieve the desired outcome.

HCEB Annual Conference

In the final quarter of each year, the HCEB will hold its annual conference. This will fulfil all the functions of a Forum meeting but also act as an annual general meeting. It will set the direction and agenda for the HCEB for the coming year, review the structure of the organisation's groups and their memberships, and appoint new members to any relevant committees. Guest speakers will be invited to share best practice from other airports or infrastructure projects around the world.

Having a voice in Heathrow's Expansion Proposals

As part of the proposed expansion of Heathrow, HAL has also consulted on plans to create a new independent scrutiny body, and associated governance structure, that would oversee and facilitate the sustainable growth of the airport. This structure would have overall responsibility for monitoring and enforcing the requirements of any Development Consent Order (DCO) that authorises expansion. This means it will have an overview of HAL's plans for future growth and ensuring the outcomes of growth remain within strict environmental limits.⁹ We are engaging with HAL and other interested stakeholders (such as local authorities and Government) about the development of this new future scrutiny body and the HCEB Independent Forum, to ensure they operate in a complementary way to engage communities and hold Heathrow Airport to account.

⁹ See *Environmentally Managed Growth – Our Framework for Growing Sustainably, Airport Expansion Consultation document, Heathrow Airport Limited, June 2019.*

<https://aec.heathrowconsultation.com/wp-content/uploads/sites/5/2019/06/Environmentally-Managed-Growth.pdf>

INDEPENDENT MONITORING & RESEARCH

It is important that all scrutiny of HAL is based on solid and consistent information which communities can trust and understand.

We will provide an independent monitoring service as a core part of the HCEB's future operations which will scrutinise data about the airport and commission its own research where required, to provide the Forum with independent and reliable information and build trust with communities and stakeholders. The service will have two primary functions:

Independently reviewing reports from HAL

HAL will produce regular reports for the Forum in the same way that it currently does for the HCEB. The service will draw on independent expert advice, as necessary, to test the veracity of information produced by HAL and third parties

Commissioning independent research

The HCEB will continue to commission independent expert research on any matters as required by the HCEB in line with its strategic objectives.

A public resource

All research will be published in a publicly accessible online resource. This will also enable other organisations working in this space (such as the Heathrow Strategic Planning Group (HSPG), Heathrow Area Transport Forum (HATF), ICCAN, etc) to work from the same independently commissioned data.

COMMUNITY LIAISON GROUP (CLG)

We are currently in discussions with HAL's Community Engagement Team to better understand and, where appropriate, constructively challenge their plans for establishing new and improved structures for ongoing dialogue with the local communities who are impacted by the operations of the airport. One element of this new structure is the establishment of a network of Local Liaison Groups (LLGs), whose membership is open to all community organisations within a small geographical area. Each LLG will elect an independent Chair from within its membership. Above those groups sits a Community Liaison Group (CLG), which brings together the Chairs of the LLGs.

HCEB has welcomed these proposals and has stated that it is happy to independently facilitate the CLG – provided its remit, and the remit of the LLGs which feed into it, are self-determining and not limited to issues of expansion. Operations today are a critically important part of any conversation about future plans and in building a mutual trust among communities and Heathrow Airport.

If established as presented here, our intention is to invite the independent Chair of the CLG to sit on our Strategic Advisory Group: Communities and Stakeholders (SAGCS), the Forum and the Board of Directors.



OUR EXISTING STRUCTURES

Board of Directors

The HCEB Board of Directors will continue to discharge their role as the ultimate accountable body for Heathrow Community Engagement Board Limited. This will include all matters relating to the governance of the limited company, staffing (including the appointment of the independent Chair) and finance.

The Board of Directors will delegate its responsibilities to provide monitoring and scrutiny of HAL to the Forum. The Board of Directors will remain ultimately responsible for delivering the HCEB's obligations as an ACC and for meeting the objectives defined in the NPS.

HCEB staff

We are currently looking at the roles and responsibilities within the team to ensure that we can provide an effective and efficient secretariat to the Forum. Executive directors will support the Chair on the Forum and all staff members will be present to deal with any queries directed at them.

HCEB staff will remain an impartial resource, committed to their day-to-day work in meeting with community groups and providing support to residents.

Strategic Advisory Groups (SAGEM & SAGCS)

During the transition to the Forum, our two Strategic Advisory Groups (SAGs) for Elected Members and Communities & Stakeholders will continue to exist with their current membership and format. The way these groups were formed and are constituted means that they are representative of large sections of the stakeholders and communities who are impacted by Heathrow Airport. For that reason, all current members of our SAGs will be invited to have formal membership of the Forum. The roles and functions of the two SAGs may need to be reviewed once the Forum is firmly established. We will reassess their purpose with their members during the course of next year.

Passenger Services Group (PSG)

The Passenger Services Group (PSG) is an element of continuity from the HCEB's predecessor organisation, the HACC, and continues to operate well – representing the needs of passengers and holding HAL to account on matters relevant to the passenger community.

The Chair of the PSG will have formal membership of the SAGCS, the Forum and the Board of Directors.

Transport, Environment and Noise Advisory Group (TENAG)

The Transport, Environment and Noise Advisory Group (TENAG) was setup by the HCEB to advise the independent Chair and the Board of Directors on matters falling within that remit. This group continues to operate well, with a structure allowing it to draw on a panel of technical experts as required as well as holding HAL to account on matters relating to its remit.

The Chair of the TENAG will have formal membership of the SAGCS, the Forum and the Board of Directors.



STRATEGIC PLAN: 2020

The HCEB fosters constructive relationships with HAL and its key stakeholders, taking a collaborative approach to resolving current issues and developing future plans. It provides opportunities for:

- dialogue and debate
- scrutiny and challenge
- learning from best practice, and
- independent research and expertise.

Recognising power and resource inequality amongst the parties, HCEB seeks to support and empower local groups, in particular residents and small businesses, by the provision of resources, expertise and specific engagement platforms.

We have shaped our strategic objectives around our two roles as both an Airport Consultative Committee (ACC) and a Community Engagement Board (CEB). Strategic Objective One is how we will fulfil our responsibilities as an ACC. Strategic Objective Two is how we will fulfil our responsibilities as a CEB. Strategic Objective Three acknowledges that 2020 will be the year that HAL submits its DCO application for the proposed third runway.

STRATEGIC OBJECTIVE ONE – OUR ACC OBJECTIVE

To increase the effectiveness and visibility of scrutiny of HAL's operational performance and future development plans.

We will do this by:

- establishing a quarterly HCEB Independent Forum (the Forum), held in public, with a supporting network of subgroups and an annual conference
- ensuring airport users, local authorities, local communities and businesses are represented on the Forum in accordance with DfT Guidelines for Airport Consultative Committees
- strengthening partnership working with other organisations, in particular ICCAN, HSPG, HATF, and other ACCs and their international counterparts
- improving co-ordination and impact of the variety of bodies playing a role and/or exercising a function relating to Section 35 of the Civil Aviation Act 1982 (*as amended*)
- providing an independent monitoring service to commission research and procure expertise to provide independent evidence as required
- meeting regularly with senior officials from HAL and DfT to maintain constructive working relationships and ensure appropriate information exchange
- increasing the knowledge base of policy and best practice, learning from others and sharing experiences and new developments, and
- publishing quarterly HAL performance data in a meaningful, accessible and transparent format.



STRATEGIC OBJECTIVE TWO – OUR CEB OBJECTIVE

To strengthen local residents' and local businesses' active participation in shaping plans for their communities and securing investment to meet local need.

We will do this by:

- funding initiatives to build capacity and promote engagement, such as workshops and training programmes
- using a wide variety of participation platforms e.g. online, focus groups, surveys, community events
- attending local events, e.g. residents' meetings, voluntary sector and community groups, business forums; and raising issues with HAL as appropriate
- continuing the Sustainable Communities Initiative
- developing an effective and appropriate working protocol with HAL's community engagement team
- strengthening relationships with local Chambers of Commerce, local authorities, unions and other relevant organisations with knowledge and understanding of local businesses, skills and employment
- continuing to provide information and signposting
- facilitating constructive dialogue between key partners to identify and help meet the needs of communities and stakeholders, and
- having a key role in the development and allocation of a community investment fund.

STRATEGIC OBJECTIVE THREE - OUR PROPOSED EXPANSION OBJECTIVE

To engage proactively in the DCO process, making an informed, evidence-based contribution and ensure local communities are able to engage effectively and influence the development of the scheme.

We will do this by:

- planning events to ensure the widest possible participation in HAL's forthcoming consultations
- engaging proactively with HAL's new Community Liaison Group (CLG) and other relevant HAL teams to fulfil our requirements under the ANPS as part of the planning process
- ensuring our own knowledge is sufficiently comprehensive and in-depth, including learning from other DCO experiences
- maintaining an ongoing relationship with the Planning Inspectorate
- ensuring that communities and stakeholders are fully prepared for the DCO process, including by providing workshops and training events on how to engage with the process
- procuring specialist advice, including on legal and planning matters, as necessary
- undertaking a thorough review of all material relating to the expectations of HAL and HCEB in this process, in particular the ANPS and the Select Committee reports, with Government responses
- preparing and implementing a plan to ensure delivery of our role and responsibilities in relation to the above, and
- holding HAL to account for the commitments that it has made as part of the DCO process.





HEATHROW
**COMMUNITY
ENGAGEMENT**
BOARD

Find us online at www.hceb.org.uk
or on Facebook, Twitter & Instagram @HeathrowCEB

The Heathrow Community Engagement Board is an independently chaired body constituted to provide the functions of an airport consultative committee for Heathrow Airport (in accordance with Section 35 of the Civil Aviation Act 1982) and the functions of the Heathrow Airport community engagement board (as set out in the Airports National Policy Statement). The Heathrow Community Engagement Board Ltd is registered in England. Company No: 11412280. Registered Office: c/o Suite 9, 30 Bancroft, Hitchin, Herts SG5 1LE