

## HSPG – Feedback from Strategy and Planning Feedback Session 02 December 2021

Scene setting presentation provided by the Secretariat here: [HSPG Strategy and planning session - Secretariat Briefing.pptx](#)

### a. What are the potential options available for taking HSPG forward in medium and longer term? (Note Emerging Priorities in Secretariat Briefing)

Post expansion, what is the galvanising issue, the glue that makes the HSPG make sense? Suggesting the idea of sustainable growth and supporting the airport as a ‘hub on the ground’ as part of a sub-regional path to net zero could be the key new focus.

There are a lot of ideas in the emerging priorities list, and resources may not permit all the be taken forward. May need to take a step back and make clear why these activities will add value to HSPG members – they are not an end in themselves etc. Putting some objectives and even targets to these would help make the ambition clearer – e.g. around agreeing a common position on decarbonisation.

Need to return to the ‘rowing’, ‘steering’ and ‘cheering’ analogy and allocate these priorities across those categories to ensure meaningful delivery is possible within resource envelope available (see draft below). Some ideas just need to be ‘kept warm’, and dealt with on a reactive basis, others need a more proactive approach and the heat turned up on. A good strategy may be to push hard on one or two projects and genuinely establish value and move the dial on a problem, rather than spread too thin.

‘Rowing’	‘Steering’	‘Cheering’
Response to Heathrow 2.0 covering relevant activity for the wider HSPG area including identifying the infrastructure required to <b>deliver sub-regional decarbonisation</b> aspirations, building on the idea of the <b>airport as an ‘energy hub’</b> and through the Local Area Energy Plan process.	Continue to lobby for further funding for improved <b>sustainable transport infrastructure to the airport</b> , notably western and southern rail access enhancements. Launching new position statement on Southern Access in partnership with HAL and DfT	Keep under review relevant <b>UK and international aviation policy framework engagement</b> , inc. Airport National Policy Statement refresh and UK Airspace Modernisation Strategy

<p>Developing a '<b>Local Offsets Market</b>' to secure funding into projects that deliver decarbonisation outcomes</p>	<p>Developing a sub-regional statement on interventions to support employment and skills given the impact of the pandemic; collaboration on opportunities for '<b>green skills</b>'.</p>	<p>Continue collaboration across partnership on the <b>London West Innovation District</b> concept</p>
<p>Refresh of the <b>Joint Strategic Planning Framework</b>, and inform any work on new airport masterplanning. Undertake airport and logistics and employment land demand studies, and collaborate on other joint evidence studies and investigations to help inform the revised framework</p>	<p>Representations to <b>CAA as economic regulator of the airport</b> in order to secure further attention is paid, and funding released for, partnership priorities – particularly around decarbonisation and mitigating negative impact of the airport on communities.</p>	<p>Continue collaboration on <b>spatial planning and economic renewal across the GLA boundary</b>, including through the Wider South East Strategic Planning Network</p>
<p><b>Optimisation/ decarbonisation of freight and logistics</b> activity in the area – analysis and options study</p>	<p>Making representations to <b>Heathrow Airspace Change Process</b>, night flying and noise policies (support collaboration by members – conduit to HAL, CAA/DfT and wider world for best practice)</p>	<p>Make representations as appropriate to relevant consultations on <b>strategic transport infrastructure requirements</b> for the sub-region, including those undertaken by Great British Railways, National Highways (new Road Investment Strategy) and National Infrastructure Commission (National Infrastructure Assessment).</p>
<p>Submit bid to National Highways Designated Fund for <b>active travel improvements</b> across sub-region linked to proposed Heathrow Local</p>		

Cycling & Walking Improvement Plan (LCWIP)		
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How to widen the emerging Heathrow 2.0 refresh out to something that covers the whole sub-region and with greater ambition? Could many of the emerging priorities be tied together into a 'HSPG 2.0' strategy, considering the idea of 'sustainable growth' through prism of EDVAP refresh? This external engagement with H2.0 could be focus for next mini-summit. Could be styled as a 'statement of common ground' on sustainable growth for the sub-region and therefore embedded into statutory Local Plans and other strategies etc?

The role of the airport as a 'hub on the ground' has clear resonance, need to explore this further and how it can be articulated practically:

- Integrated surface transport hub
- Energy hub
- Business hub (noted this link from Andrew Dakers: [Office Space for Rent Geneva | Offices Geneva airport | WTC Geneva \(wtc-geneva.ch\)](#))
- Sustainability hub

Keeping relationships warm and collaboration alive is considered a key outcome in and of itself – shouldn't underestimate the worth of that. Particularly the cross GLA boundary piece and as a convener of discussions more generally across the diverse and complex administrative arrangements across the Heathrow functional economic market area.

Need to think carefully on the local offsets market piece – we don't want to give companies opportunity to buy themselves out of poor practice. Also need to think about interrelationship with carbon offset funds administered through planning process.

Need to plug the innovation district work into Joint Strategic Planning Framework. Experience of other places where this approach has been taken, like Boston's Route 188, shows how important it is to plug innovation districts into regional spatial and physical infrastructure planning and it seems to me that this is an area where HSPG has real value to add to what's being done in West London.

Need to give some thought to county deals – what would a county deal for Heathrow area look like? Could a prospectus for the Heathrow region be developed? Thinking of the planning process, we may need to focus on moving from a planning framework to a delivery plan approach. Infrastructure planning for sustainable growth, building on previous work on Joint Evidence Base and Infrastructure Study (JEBIS).

Engagement with Hillingdon seen as important and one to restart early in 2022.

Skills is considered an area of importance, focus should be on green skills however to fit within a growing decarbonisation. Lots of head scratching on this so something worth exploring.

Need to offer both sub-regional strategic visions and tangible project outputs meaningful to 'real people'

Collective work around the theme of innovative funding and implementation mechanisms could be a major focus now that traditional grant and DCO funding routes are squeezed e.g. changes to s106, CIL, impact of the 'levelling up agenda' etc

#### **b. HAL/HSPG Collaboration - key priorities and opportunities for collaboration in 2022**

HAL presentation here: [HAL Communities and Sustainability Team Dec 21 - HSPG Strategy Planning Session.pptx](#).

Key points are to focus on:

- How to work with technical leads on the four streams (Operations impacts (inc ACP), Business/LAs, Sustainability and Noise strategy – see structure diagram)
- Embed HSPG with Leaderships and the new CISHA structure.
- How to work with Heathrow 2.0 refresh – as above

Big opportunity for joint lobbying with HAL around the role of Heathrow and HSPG ('gateway sub-region) in post-Brexit / Freeport era trade.

#### **c. Structure of the group, right balance of working groups etc?**

Need to ensure that subjects of interest to each group get a proper hearing, but also need to avoid duplication of effort. Secretariat will have the key role in policing this. Point on carbon key – it crosses all four groups, not just environment. Discussion on whether decarbonisation may need to be a specific group, however cross cutting nature (and secretariat resource constraints) may limit effectiveness of such a set up. Agreed to maintain existing structure for next year.

**d. Political representation – are we getting this right and how it works with HAL’s plans for Council for independent Scrutiny?**

Executive Partnership board generally seen to work well, an appropriate level of engagement to keep the relationships warm.

The current arrangement with sign-offs for HSPG positions at officer level is agile, but could be seen to lack weight. The fact that previous work has been tabled at member’s cabinet meetings etc adds some robustness. This won’t be practical for all decisions, but perhaps an annual workplan? Or a refreshed Accord?

Important to consider Cllr Swindlehurst’s observations regarding catching and holding the attention of Leaders and Chief Officers and to ensuring effective meetings of EPB and CISHA. See h. below

**e. How best to engage chief and senior officers?**

Example provided from the out of London LEPs around their tri-LEP working parties. This ensures that Heathrow matters are getting a good airing at a senior level. Could a similar arrangement be looked at for Executive Directors? Also need to understand that Heathrow and HSPG are currently typically not high on agenda for many. How do we move the discussion from ‘Heathrow is not a problem’ at the moment, to ‘Heathrow is an opportunity’?

Was cited as positive that there was good engagement from WLA. Doing more to extend WLA work to include a wider HSPG geography ‘as a default’ on Heathrow relevant matters would be hugely welcomed. However, cannot be taken for granted that all WLA members will accept this, and we also need to guard against dilution of the HSPG / Heathrow FEMA focus and agenda if going ‘too big’ and diverse.

Discussion on how we can best emulate the WLA setup and carry some of the best practice that comes out of west London across the sub-region. Also to help provide some more coordination work for west of London authorities who lack that apparatus. Point to the LEPs and their shared working arrangements as an example of good practice.

**f. Costs of the group to members – different tariffs that could be explored?**

No objection in principle to HAL contributions to HSPG core funding nor specific project work.

**g. Other options for raising funding? Shared project fund?**

General agreement that there was a need to think innovatively around funding, particularly private sector engagement.  
Need to be better at selling the marketing platform working with HSPG provides.

#### **h. Communications/ awareness raising + dissemination of information - how to improve? Who does this well that is similar to HSPG?**

General agreement that comms was a weak point. HSPG has a fantastic network – need to sweat that asset better.  
The dashboard used previously was seen as useful, could be resurrected at some point.

Reflections from JFG communications who attended to observe the group as part of a commission to tighten up communications:



#### Develop HSPG'S Story

This is HSPG's story so far. It provides a succinct narrative explaining how the group came to be, where it has excelled so far, and where it is going in the future.

- > HSPG is the glue binding together multiple key stakeholders in the west London and west of London region – The fact that HSPG works on a sub-regional level rather than a more local level is key to what makes it so valuable, particularly in binding together some stakeholders that would otherwise have very little engagement with Heathrow.
- > A collaborative success story between Heathrow airport and HSPG – HSPG acting as the essential link between the airport and the wider community. (As an output, it would be good to get an evergreen piece on your website detailing the relationship between the airport and the group so far, highlighting any major successes)
- > Moving beyond expansion – As we steadily move out of the pandemic and evaluate Heathrow's place in the post covid landscape, the HSPG can act as a unified voice for its stakeholders, amplifying your objectives and ensuring your voice is heard in Heathrow and government decision making.

These are our ideas for the key message topics that should be repeated throughout your online content, social media, and newsletter. They best represent what HSPG is focused on in a palatable way which people will understand and connect with. We will fully flesh these out into robust key messages during the next stage of work.

- Green skills in Heathrow and surrounding local areas
- Innovation from Heathrow airport and surrounding areas
- The importance of Heathrow on local jobs and opportunities
- Sustainable growth – what does this look like exactly? Can the sub-region reconcile net zero with economic development?
- An essential player in Heathrow 2.0 (yet to be fleshed out)
- Building back better – emphasis on better, how can the area position itself in a better position than pre covid
- Decarbonisation both at the airport and beyond
- Connectivity – surface access to Heathrow with southern rail, western rail, active travel, BSIPs
- Heathrow as a global gateway and the areas foothold in the international stage

**i. Online vs real life: balance for 2022 and Mini summit scoping – subjects for future etc**

Balance was for online for most meetings, with an in-person meeting a couple of times a year including the periodic strategic planning sessions such as this

Decarbonisation for the January 27<sup>th</sup> meeting – launch of Heathrow 2.0 refresh and discussion on a partnering HSPG document?

A mini-summit in person in May is worth exploring.