

Heathrow Leadership Group

Meeting 1

Minutes of a meeting held in the Board Room, The Compass Centre, Nelson road, Hounslow, Middlesex, TW6 2GW.

On Wednesday 6 April 2011 at 12:00

Present:

| | |
|------------------------|------------------------------------|
| Richard Deakin | NATS |
| Andrew Haines | CAA |
| Wolfgang Prock-Schauer | British Midland |
| Steve Ridgway | Virgin Atlantic Airways (by phone) |
| Willie Walsh | British Airways |
| Colin Matthews (Chair) | BAA Airports Ltd |
| Tina Seaborne (admin) | BAA Airports Ltd |

Apologies: None

The meeting commenced at 12.20

| Item no. | Subject | | |
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| 1 | <p>Terms of Reference</p> <p>Terms of reference were agreed.</p> | | |
| 2 | <p>Airline/NATS/CAA comments on Begg Report</p> <p>The report was felt to be a fair reflection of events. The following important points were noted:</p> <ul style="list-style-type: none"> - Keeping Heathrow open has widespread strategic importance. - Recovery of reputation for good passenger service during crises is vital. - Detailed action plan to be generated by BAA and agreed with airlines. - Clarity needed on expenditure and assurance regarding value for money. - Good solutions are not necessarily expensive, e.g. IT/communications systems. - Common data is required in order to provide passengers with reliable information. - Air Traffic Control needs to be an integrated part of action plans. - ACL, police, immigration also need to be engaged in solutions. - Change in culture/behaviour/attitude is required. - Collaboration is essential. At key points such as schedule reductions, control is also needed. | | |

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| | <p>The objective of keeping Heathrow open at all times was welcome, despite some potential for passengers to infer incorrectly that there would be no future cancellations under any circumstances. Snow such as in December would cause cancellations, and events other than snow could lead to closure.</p> <p>BAA is developing a detailed action plan to implement the 14 recommendations in the Begg report. A “stakeholder group” including COO level airline representatives has been set up to ensure agreement with airlines and others key stakeholders. This stakeholder group should evolve into an effective operational vehicle to oversee the implantation of other actions arising from the Heathrow Leadership Group.</p> | | |
| 3 | Overview of Begg recommendations requiring collaboration | | |
| 3.1 | Snow plan | | |
| | Snow clearance responsibilities: ground handler pull forward, operation from contaminated stands. The proposal to define stand clearance routines with ground handlers was agreed. | | |
| 3.2 | Aircraft de-icing There was a range of views on the practicality of a centralized approach to aircraft de-icing. Option to be evaluated. | | |
| 3.3 | Crisis Management | | |
| | a. Involvement from airlines and other organisations Better co-ordination between NATS and ACL would be valuable. | | |
| | b. Capacity constraints Voluntary agreement to achieve appropriate reductions in schedule when faced with reduction in airport capacity is useful, but some means of enforcement is needed. | | |
| | c. Rehearsals Rehearsals, drills are essential given infrequency of snow events. | | |
| 3.4 | Consistent messaging on flight status Consistent data on flights is achievable, despite current system complexities. | | |
| 3.5 | Unified Airport Communication and Control Centre There was unanimity on need for a co-ordinated response to crises. There was a range of views on extent to which a new physical control centre (as opposed to a virtual control centre) would be necessary or useful. | | |
| 3.6 | S261 support for passengers | | |

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| | S261 issues should be pursued in other fora. Nevertheless, there was agreement on need to clarify local application and contingencies, e.g. if some airlines do not respond. | | |
| 3.7 | Welfare plan; hotel booking, management of congestion and rebooking As 3.6 | | |
| 4. | Review of topics for future meetings <ol style="list-style-type: none"> 1. Heathrow's permission to grow. 2. Medium term ambition for Heathrow: what kind of airport do we want to create over the next 5-7 years and beyond? 3. Heathrow end-to-end passenger charter; reciprocal performance commitments. 4. Improving experience for transfer passengers. 5. Reducing the costs of doing business at Heathrow. 6. Resilience and capacity management <ol style="list-style-type: none"> a. Common systems and processes 7. Security and contingency planning 8. Surface access 9. Olympics 10. S261 / APD / ETS 11. Heathrow Holding 12. Noise 13. Review of other possible crises | | |
| 5. | AOB | | |
| 6. | Date, Time and Venue of Next Meeting To be arranged for July 2011 | | |
| | Board Room - West Compass Centre | | |
| | There being no further business the meeting closed. | | |

Colin Matthews
Chairman