### EIA Quality Mark Case Study

#### Large Scale Aviation Schemes

**Key Issues:**

Wood Environment and Infrastructure Solution’s (Wood’s) involvement in large scale aviation schemes has revealed a number of lessons to be applied to future work, both within aviation and wider infrastructure developments. Therefore, this case study will focus on outlining the takeaway lessons, including: efficiency and proportionality in the Environmental Impact Assessment (EIA) process; multi-sector and multi-agency engagement; and ensuring resilience and health of project teams.

**Purpose of the projects:**

Wood is leading on multiple aviation schemes within the UK, notably the Heathrow Expansion Program, together with the Manston Airport Development Consent Order (DCO) application, and the Bristol Airport Town and Country Planning Act (TCPA) application. With the demand for air transport in the UK seeing unprecedented growth, these projects unite to work towards meeting future projections.

**Description of the projects:**

**Heathrow Expansion Program, London, UK – Heathrow Airport, Ltd.:**

- Leading on key technical services including EIA and sustainability, engineering surveys, river and flood engineering, consultation, and Program Management services (cost control, programming and innovative information management solutions). This is one of the largest and most complicated applications for the Planning Inspectorate (PINS), comprising two Nationally Significant Infrastructure Projects (NSIPs), one for airport expansion, including a new third runway, and one for realignment works on the M25.

**Manston Airport DCO application, Kent, UK – RiverOak Strategic Partners:**

- Leading the EIA for a DCO for the reopening of Manston Airport (closed since 2014) as a freight hub with some limited passenger capacity. Providing strategic advice, whilst advising and assessing numerous technical services including noise and air quality. This airport is less high profile than Heathrow, but projects like this will enable a broader base and more options for UK aviation in the future.

**Bristol Airport TCPA application, Bristol, UK – Bristol Airport, Ltd.:**

- Supporting Bristol Airport in the delivery of an interim planning application and EIA for 12 million passengers per annum (mppa), and alongside this undertaking consultation for the longer-term vision of reaching 20 mppa by the 2040s. Leading the EIA for increased terminal, apron and stand capacity, as well as undertaking planning and a number of technical services. The interim application allows growth
through a relatively small increase in capacity, whilst giving sufficient time for consultation on the masterplan.

EIA Learning Outcomes

Lessons learnt:

EIA process:
- Efficiency is in everybody’s interest. For example, working constructively with the relevant authorities on the Manston Airport DCO application has made the process as efficient as possible during the examination phase. This has included early engagement with a number of bodies including the Environment Agency and Natural England to ensure that issues can begin to be discussed and resolved at an early stage in the process.
- Proportionality and consistency are key challenges for EIA practitioners and decision makers with applications of varying sizes and complexity; the two are not mutually exclusive. There is no ‘one size fits all’ approach, however it is still possible to be consistent. Delivering the Heathrow Airport, Manston Airport and Bristol Airport projects have demonstrated that proportionality is required when addressing issues in the EIA process. For example, there are have been opportunities to adopt similar approaches towards identifying mitigation measures, but the scale of the measures have needed to be adapted to fit the scale of the project.

Engagement:
- Everything is easier when we work together, have confidence in what we are promoting and trust stakeholders with information. Consulting on as much detail as possible, understanding and explaining the key issues are of principal importance. For example, attending the public consultations was a useful tool for better understanding the greatest concerns with regards to noise impacts at Manston Airport and how this could be addressed in the Noise Mitigation Plan.

Resilience:
- Lots of large scale infrastructure is now coming forward for development and with this comes a level of responsibility that runs from promoters, to us as consultants, to contractors and to governments.
  - Clients need the finance and the staying power to work through the detail on complex applications; consultants and contractors need to work together and plan for major project delivery; and authorities and agencies need the resources to deal with those applications.
  - As government services are under pressure and there is a question surrounding the resources to process applications, project teams must help decision makers by ensuring they provide clear and concise information, with no superfluous detail.

Healthy approach:
- We are in this for the long haul, so it is important to plan for that. Major projects can be immensely rewarding but also immensely challenging; the pressures of project delivery
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<th>have the potential to impact on programs, the health of staff and of clients.</th>
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<tr>
<td>Poppy Prentice</td>
<td>• Heathrow in particular has allowed Wood to plan support of staff at a more strategic level, with a dedicated team being supported by others, with layers of people looking after business as usual alongside major projects.</td>
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