

# Heathrow Campus

## Decants and Relocations Strategy Review

### The Brief

In wake of Terminal Five's opening in 2008, there is an opportunity to radically rationalise the occupancy of Heathrow along terminal, alliance and operational lines.

In order for this to be realised, around 85 airlines, ground handlers and a host of support functions will be called upon to switch operations between terminals within the busiest airport in the world.

The core challenge lies within the intensity of operations in the Heathrow campus, which requires an unprecedented level of co-ordination, forward planning and attention to detail to safeguard the performance of airlines, operator, control authorities, retailers and handlers.

Forward Group's expertise exists in its ability to align current operations with future opportunities for change. The benefits to its client lies in its skill at defining, managing and completing that transition.

# FORWARD

GROUP

- Aviation
- PFI
- Built environment



### Services Provided

- Capture and analysis of existing facilities and operations
- Requirements definition via stakeholdering and industry benchmarking
- Spatial modelling and mapping of operational dependencies
- Programme, resource and cash flow management
- Project and full lifecycle costing
- Supporting commercial negotiations
- Integration with the wider corporate initiatives
- Project and operational management

### Our Approach

Forward Aviation's approach derives from a detailed understanding of the entire fabric of the target terminals, from which definitive lists of available accommodation are compiled. Alignment is established between the timing of inward and outward moves, other airport occupiers and the operation needs of all parties. Agreement in principle is reached before cash flow and resourcing forecasts are employed to test delivery and buildability.

The entire decant and relocation work is undertaken with reference to these key guiding principles:

- Equity between all airlines
- Transparency and clear communication
- Minimum disruption to passenger experience
- Day One requirements as far as possible aligned with available vacant space
- Dependency on temporary decant space kept to a minimum
- Future and current uses of accommodation aligned wherever possible
- Avoidance of new build or abortive works
- No double moves

### The Results

The project is not due to start on site until September 2007. However, there already exists detailed commitment and agreement between all parties and a common will to maximise the benefits of this opportunity for change.