

Resource type: case study

Turner & Townsend and Heathrow Airport – advisor for Q6 capital investment programme

The project

Q6 is the current regulatory control period (2014-19) for Heathrow Airport. Heathrow has organised its programme of capital investment for Q6 – circa £3bn – into four strategic programmes; passenger experience, airport resilience, asset management and baggage.

The challenge

Turner & Townsend is the sole commercial and controls advisor for Q6. This role is to ensure that Heathrow as the Owner invests in the right projects, with the right controls in place to maximise the benefit of its investment and demonstrate efficient delivery to the CAA and airlines. To enable key investment decisions, they help develop solutions, business cases and set baselines for project delivery performance. Once the delivery Integrator is engaged, they support project managers and the suppliers and advisors to deliver maximum efficiency through delivery, provide cost and schedule certainty, and assure robust governance operates.

The expertise offered

Intelligent data

They have significantly improved the quality of cost, performance and programme data to help Heathrow make more informed decisions. Turner & Townsend is working alongside the client and supply chain to improve data management capabilities, upskilling their teams to achieve Heathrow's ambitious targets around enhancing both value and efficiency.

Performance improvement

They established a bespoke performance improvement framework to measure and aid supply chain performance, drive improvement targets and plan and demonstrate continuous improvement to the regulator. The framework has embedded common goals across different organisations facilitating collaborative ways of working, embodied in shared initiatives on capital efficiency and value improvement – enabling Heathrow to realise its annual 15% efficiency targets.

Professional collaboration

They help to instil a focus on outcomes across the whole Q6 team. Working with the supply chain, they ensure that each project is assessed and developed against the future operational needs of Heathrow, including its opex spend, commercial revenue, passenger experience, and airport resilience. They produce key deliverables jointly – such as schedules, estimates and option appraisals – to enable the owner to take the right option forward through development.

Reward

Through this approach, everyone succeeds together. Heathrow delivers benefits to passengers, airlines and shareholders. The suppliers and advisors receives rewards through incentive models and Turner & Townsend has an element of its profit linked to overall portfolio performance.

Reflections

Fundamental to the success of the Q6 programme has been professional collaboration and alignment of values and behaviours. The shared team mantra is “Beat the plan, bolster the plan, finish the plan and celebrate success” and these objectives are helping all of the partners to deliver better outcomes for Heathrow customers.