

Appendix F: Programme Identification

10792	Q6 Design Allowance
10472	Post Q5 Solutions D&D Studies
7720	T2A Phase 2

Header Information

BCT No.	10792
Op No.	30048
Project Name:	Q6 Design Studies (G0 – G3)

Project Overview, Objectives and Status

Overview:	
Description:	Q6 design studies shall support the progression of Q6 business case solutions through the Heathrow gateway process, ultimately to Gateway 3.
Ref. Drawings / Images:	None.
Objectives:	
HAL:	Q6 design shall support the progression of Q6 business case solutions through the Heathrow gateway process, ultimately to gateway 3, enabling incorporation of early learning into the final Business Plan, the delivery of Business Plan commitments, and the creation of an appropriate delivery schedule to minimise operational disruption.
Airline:	As per HAL.

Project Benefits:

Each Q6 design study will further develop the brief of the lead plan business case in question, enabling further solution refinement through the options and solutions development phases of the Heathrow gateway process. This design activity is being undertaken in advance of Q6 to support the aspiration of projects being 'shovel ready' on day one of the quinquennium.

Status:

Programme:	Project Gateway Stage:
Programme Identification	Gateway 0 – Gateway 3

Airline Engagement:

The Q6 design studies are shared and discussed with the airlines at specific airline working groups, at the CIP Working Group, and at the Q6 Portfolio Stakeholder Board.

Project Delivery

Current Control Budget:

Total Capital Budget (<i>Estimated At Completion</i>):	£19,000,000.00
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Schedule:

Brief Decision:	Start on Site:	Completion on Site:	Operational Use Commences:
March – April 13	N/A	N/A	N/A

Assumptions:
The following points cover the significant delivery assumptions related to this project;
None.
<i>Note: Assumptions stated here are to aid understanding and are not necessarily exhaustive.</i>

Operational Issues

HAL Financial Revenue and Operational Cost (Opex) Impact:		
Revenue / Opex Cost Area:	Revenue (+) / Cost (-) Impact per Annum:	Commentary:
		To be confirmed as outputs of the various studies.

Assumptions:
The following points cover the significant operational assumptions related to this project;
The specific assumptions associated with the various elements are primarily outputs to be tested & developed during the course of the studies themselves. Airline occupancy and the CAA determination are the most significant, particularly in the context of the recent IAG acquisition of bmi.

Airline Financial Revenue and Operational Cost (Opex) Impact:		
Revenue / Opex Cost Area:	Revenue (+) / Cost (-) Impact per Annum:	Commentary:
		To be confirmed as outputs of the various studies.

Assumptions:
The following points cover the significant operational assumptions related to this project;
The specific assumptions associated with the various elements are primarily outputs to be tested & developed during the course of the studies themselves. Airline occupancy and the CAA determination are the most significant, particularly in the context of the recent IAG acquisition of bmi.

Average Asset life:	
Average Asset Life:	10 - 50 Years
Commentary:	
The studies cover a wide spread of infrastructure development will comprise different elements with differing asset lives	
<i>Note: Asset lives are subject to a number of complex variables and therefore information is indicative only.</i>	

Impact on User Charges:	
Estimated Per Passenger Cost Impact:	To be confirmed
Commentary:	
N/A	

Note: Impact on User Charge is subject to a number of complex variables and regulatory decisions and therefore information is indicative only.

Non Construction Risk:

The following points cover any significant areas of risk for the Airline Community regarding this project.

N/A

Header Information

BCT No.	10472
Op No.	25837
Project Name:	Post Q5 Solutions D&D Studies

Project Overview, Objectives and Status

Overview:	
Description:	Strategic studies to support compilation & refinement of Q6 Business Plan
Ref. Drawings / Images: <i>(Refer to Annex A)</i>	
Objectives:	
HAL:	Provision of a transparent robust body of information to enable informed decisions in progressing agreement of the Q6 price control settlement. The studies will help ensure the settlement includes a capital plan of investments that improves passenger experience and provides the right capacity.
Airline:	As per HAL

Project Benefits:

Each study is targeted to close the identified Q6 gaps with solutions that are in line with agreed Heathrow Service propositions, and do so with sufficient detail to enable the prioritisation of individual solutions into and within the three Joint Heathrow Priorities.

Status:

Programme:	Project Gateway Stage:
Programme Identification	Explore

Airline Engagement:

The Q6 studies and Masterplanning components are shared and discussed with the airlines at the CIP Working Group and the CSW there are also a number of Airline Working Groups for specific areas of study e.g. Masterplan, Terminal 3 and Terminal 5.

Project Delivery

Current Control Budget:

Total Capital Budget <i>(Estimated At Completion)</i> :	Q5 : £15,299,624		
	Q6 : TBA		
<i>Refer to Annex B for cost information detail.</i>			
Schedule:			
Brief Decision:	Start on Site:	Completion on Site:	Operational Use Commences:
July 2011*	N/A	N/A	N/A

Refer to Annex C for programme information detail.
Assumptions:
The following points cover the significant delivery assumptions related to this project;
None.
<i>Note: Assumptions stated here are to aid understanding and are not necessarily exhaustive.</i>

Operational Issues

HAL Financial Revenue and Operational Cost (Opex) Impact:		
Revenue / Opex Cost Area:	Revenue (+) / Cost (-) Impact per Annum:	Commentary:
		To be confirmed as outputs of the various studies
Assumptions:		
The following points cover the significant operational assumptions related to this project;		
The specific assumptions associated with the various elements are primarily outputs to be tested & developed during the course of the studies themselves. Airline occupancy is one of the most significant, particularly in the context of the recent IAG acquisition of bmi.		

Airline Financial Revenue and Operational Cost (Opex) Impact:		
Revenue / Opex Cost Area:	Revenue (+) / Cost (-) Impact per Annum:	Commentary:
		To be confirmed as outputs of the various studies
Assumptions:		
The following points cover the significant operational assumptions related to this project;		
The specific assumptions associated with the various elements are primarily outputs to be tested & developed during the course of the studies themselves. Airline occupancy is one of the most significant, particularly in the context of the recent IAG acquisition of bmi.		

Average Asset life:	
Average Asset Life:	10 - 50 Years
Commentary:	
The studies cover a wide spread of infrastructure development will comprise different elements with differing asset lives.	
<i>Note: Asset lives are subject to a number of complex variables and therefore information is indicative only.</i>	
Impact on User Charges:	
Estimated Per Passenger Cost Impact:	To be confirmed

Commentary:
TBC.
<i>Note: Impact on User Charge is subject to a number of complex variables and regulatory decisions and therefore information is indicative only.</i>

Non Construction Risk:
The following points cover any significant areas of risk for the Airline Community regarding this project.
It is highly likely a series of airline moves will be associated with the Heathrow Q6 output. Phased build may entail periods where Pier Service levels are impacted.

Annex A: Joint Heathrow Priorities & associated Service Propositions

These joint priorities map to our joint Heathrow service propositions

Joint Priorities

Deliver a noticeably better, "hub of choice" **passenger experience** through Heathrow, delivering improvements in areas that are most meaningful for our passengers

Ensure sufficient **hub capacity** is in place to handle forecast aircraft and passengers, with **improved resilience**

Ensure a competitive total **cost of operation** relative to Heathrow's passenger mix, service and facilities

Service Propositions

- Heathrow Airport's way finding, including layout and design, will be intuitive and provide passengers with the information they need
 - Security provides a consistently excellent service to passengers, staff and vehicles moving around the airport in order to provide efficient air transport services to passengers
 - Immigration will provide a quick, courteous service which is on a par with other upper quartile international hub airports
 - Heathrow Airport will be easier to travel to and from for more people
 - The Heathrow Airport Community will ensure a consistent, seamless, efficient and courteous service from all airport staff
 - Heathrow Airport will create an environment and experience to create memorable moments for passengers
 - The Heathrow Airport Community will work together to minimise passenger stress and delay during periods of disruption
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- Heathrow Airport will provide terminals which will support airline and passenger expectations.
 - Heathrow Community (airport, airlines & service providers) will improve their service delivery & resilience to enable airlines to provide a more reliable service
 - All transfers for people and bags should be simple, quick, reliable and predictable
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- Heathrow Airport will provide facilities and services for airlines and their business partners to drive efficiency and deliver improved customer service
 - Heathrow Airport will continuously strive to reduce Heathrow Airport and airline opex
 - Heathrow Airport will strive to grow non-aero whilst still providing an excellent passenger experience
 - Heathrow Airport will strive to improve capex efficiency, thus providing improved passenger facilities at a lower cost
 - Heathrow Airport and its airline partners will seek to continuously improve processes

Annex B: Project Delivery – Cost Information:

Project Information

Project Name: Post Q5 Solutions D&D Studies
 BCT No.: 10472

Cost Information

All information extracted from March 2013 month end process

Base Costs:	£0	0	%
On-Cost: (Masterplanning) (Non-Masterplanning):	£15,299,624	100	%
Inflation	£0	0	%
Opportunity	£0	0	%
Risk	£0	0	%
Total	£15,299,624	100	%

Commentary:

The various studies are split between those managed under the Masterplanning & Capacity Team, and those by the Programme Identification. The preliminary, desktop nature of the study work renders them as "on-costs", and the risk is included within each unlet workstream, and let work is on a fixed price basis.

Cost Benchmark Comparisons:	
Project Name:	Post Q5 Solutions D&D Studies
Total Capital Budget (<i>Constant Prices</i>):	N/A
Guidance Notes:	
Due to the nature of the work within this project the cost plan has not been benchmarked however each defined element of scope has been validated by an understanding of a "should-cost". Also in accordance with HAL Capital policy each element of work to date has been competitively tendered between compliant HAL framework suppliers procured under OJEU. The scope moving forwards will all also be subject to a competitive bid process between HAL framework suppliers procured under OJEU. Not applicable at this stage in the project's lifecycle.	
Note: Assumptions stated here are to aid understanding and are not necessarily exhaustive.	

Header Information

BCT No.	7720
Op No.	24184
Project Name:	T2A Phase 2

Project Overview, Objectives and Status

Overview:	
Description:	Design to support continued development of T2 post-2014
Ref. Drawings / Images:	Refer to Annex A
Objectives:	
HAL:	Delivery of capital projects with minimum disruption to operation Improve understanding of development phasing options Service quality improvement Operational efficiencies
Airline:	As per HAL.

Project Benefits:
Delivery of capital solutions with reduced operational disruption. Increased airport flexibility. Service quality improvement – for both direct and transfer passengers. Operational efficiencies – creating resilience and cost benefits. Key element of the long-term transformation of airport.

Status:	
Programme:	Project Gateway Stage:
Programme Identification	Brief Decision

Airline Engagement:
Updates and reviews have been held with the airline community at the following for a at appropriate times or on request: STAR PET Terminal 2 Stakeholder Board Eastern Campus Stakeholder Gateway Events JST Strategic Choices LACC CIP Working Group CSW – Working Group Q6 Portfolio Stakeholder Board

Project Delivery

Current Control Budget:			
Total Capital Budget (<i>Estimated At Completion</i>):		£9,161,557	
<i>Refer to Annex B for cost information detail.</i>			
Schedule:			
Brief Decision:	Start on Site:	Completion on Site:	Operational Use Commences:
09 / 2008	N/A	N/A	N/A
Assumptions:			

The following points cover the significant delivery assumptions related to this project:

Q5 funding of this project is for
Early options and design, including constructability.
Early feasibility assessments.
Early cost advice to support design above.

Scope

Extension of T2A as per existing planning permission, to include 3 pier-served Code F stands and 5 remote stands.
T2A-Passenger Transport Interface planning including any required safeguarding works.
New segregated T2C Pier with 6 Code F (1 MARS) and 10 Code E stands
Fit out of TTS Maintenance base between T2B and T2C.
Construction of the TTS and Baggage tunnels between T2A and T2B, and the remaining sections connecting T2B to T2C.
Fit out of T2A, B and C TTS station zones and the interconnecting running tunnels.
Installation, testing and commissioning of the new TTS System.
Safeguarding for potential Cross-Campus TTS connectivity.

Design

Design solutions to be non-airline specific.
Acquisition of Eastern Maintenance Base resolved so that the T2C pier can be constructed and the operational airfield extended accordingly, including re-alignment of the North/South Alpha and Bravo taxiways, re-alignment of Eastchurch Road and Cathedral Hangar demolition.
High level T2 Phase 2 parameters set by the most recent revision of Terminal 2A's planning permission (March 2010 Revised Reserved Matters) remain fixed.
T2C to accommodate only international traffic.
T2 Phase 1 will continue to operate with no impact on its capacity or processes throughout the construction of T2 Phase 2.

Key enablers

Completion of T2A Phase 1 and of T2B projects.
Completion of a new CTA VIP suite prior to the demolition of the Hounslow Suite.
Vacant possession of all demolition & work zones.
Part-demolition of BA facility Technical Building East (TBE).
Demolition of BA facility Cathedral Hangar.
Phased demolition of T1, including MSCP1.
Re-alignment of the Northern & Southern Runway holding areas.
Code F compliant re-alignment of a section of the Bravo Taxiway north of T1.
Eastern Airside Road extension to either Viscount Way or the diverted Eastchurch Road, including a new Control Post.
Creation of additional infrastructure services to support extended terminal.

Exclusions

T1: future passenger-facing configuration, on-going operational strategy and building management.
Multi Storey Car Park 2 Phase 1 and Phase 2.
Central Terminal Area redevelopment.

Note: Assumptions stated here are to aid understanding and are not necessarily exhaustive.

Operational Issues

HAL Financial Revenue and Operational Cost (Opex) Impact:		
Revenue / Opex Cost Area:	Revenue (+) / Cost (-) Impact per Annum:	Commentary:
To Be Confirmed		
Assumptions:		
The following points cover the significant operational assumptions related to this project:		
Open gate lounge basis. Flexible use of infrastructure. Some degree of baggage automation.		

Airline Financial Revenue and Operational Cost (Opex) Impact:		
Revenue / Opex Cost Area:	Revenue (+) / Cost (-) Impact per Annum:	Commentary:
To Be Confirmed		
Assumptions:		
The following points cover the significant operational assumptions related to this project:		
None		

Average Asset life:	
Average Asset Life:	10 - 50 Years
Commentary:	
The development will comprise a range of asset types, with different asset lives.	
<i>Note: Asset lives are subject to a number of complex variables and therefore information is indicative only.</i>	
Impact on User Charges:	
Estimated Per Passenger Cost Impact:	None undertaken
Commentary:	
N/A	
<i>Note: Impact on User Charge is subject to a number of complex variables and regulatory decisions and therefore information is indicative only.</i>	

Non-Construction Risk:
The following points cover any significant areas of risk for the Airline Community regarding this project.
A series of airline moves may be required to realise the benefits of this project; before, during and after the delivery of built works.