Develop Consulting.
Enabling Airport Operations to Go Further.

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About Us

Develop Consulting has more than 20 years of industry experience across three continents, we know where consultancy support can deliver real value to your business.

Unlike some consultancy firms, we don't employ juniors, only the highest quality, experienced consultants that provide value to your organisation from day one.

With our roots in Toyota's Japanese, European and UK production facilities, our team have delivered improvements in operational performance, efficiency and capability right across the manufacturing, operations, construction and airports sector.

Our aim is to build capability in your organisation, so we're no longer required. We do this through transferring our knowledge to your team though our brief, simulate, do methodology.

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Delivering C3 Passenger Security Screening

Develop Consulting played a pivotal role in supporting Bristol Airport's compliance with the UK Government's mandate to implement C3 cabin baggage screening technology by June 2024.

The Next Generation Cabin Baggage Screening (NGCS) project aimed to enhance security, simplify passenger screening processes, and improve throughput. This initiative required the integration of cutting-edge CT screening equipment and the completion of significant infrastructure modifications to accommodate the new lanes and optimise their functionality.

Eight state-of-the-art security lanes were operational by the regulatory deadline, with two additional lanes completed by the peak summer travel period.

Develop Consulting were engaged to provide expertise in project planning, equipment installation and infrastructure changes oversight, and operational readiness.

- ✓ Regulatory Compliance: Eight passenger lanes were operational and compliant by the 1 June 2024 deadline, meeting government requirements, with the final two lanes delivered and operational ahead of the summer travel peak.

- ✓ Enhanced Throughput: Stress tests validated throughput rates exceeding 900 trays per hour, with passenger scanners achieving up to 350 passengers per hour per scanner.

- ✓ Operational Efficiency: Average queue times were halved during peak periods.

- ✓ Cost Management: Delivered the £11.5 million project within budget.

- ✓ Accreditation and Standards: Full 3PI accreditation was achieved, setting a benchmark for operational excellence.

- ✓ Infrastructure Readiness: Building modifications and infrastructure changes were successfully executed to support the advanced screening systems and ensure operational scalability.

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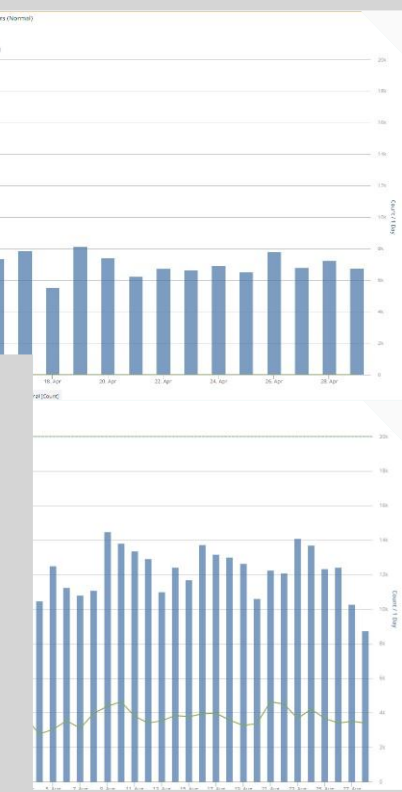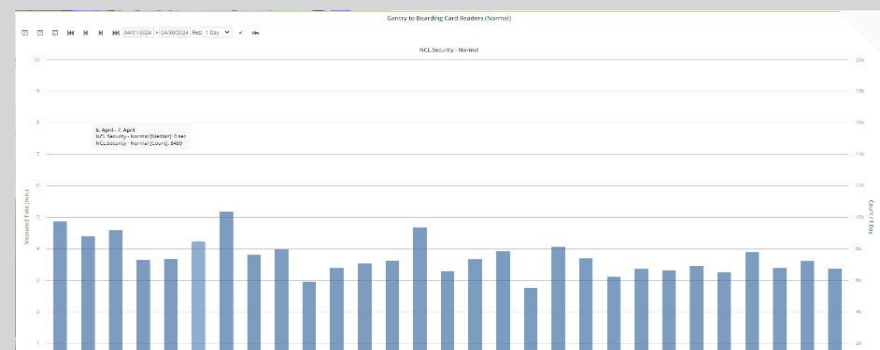
Case study

Airport Security Team Performance Improvement

Working with one of the UK's leading international airports, Develop Consulting were asked to review the current passenger security screening operation in the context of a forecasted passenger throughput increase expected in the summer peak period.

This airport, along with medium- and longer-term UK airports were also going through significant change in the months ahead with the change in security regulations in June 2024. So the demands on the security team were challenging.

DC developed an integrated, practical approach to deliver solutions at pace but sustainably, with a particular focus on getting the team 'match fit' and ready to transition to the new lane technology. This involved identifying and making improvements to:

- Planning
- Establishing and visualising measures and targets
- Performance management routines
- Standards and consistency in processes
- Team based working and creating a CI approach

Rather than simply advising, our consultants took a hands-on approach to train and coach the airport security team at all levels to demonstrate and then embed improved working practices. In parallel with our tactical hands-on support, we supported the leadership team to further develop their medium and longer-term objectives and the strategies needed to achieve them.

Results:

- ✓ No significant queue breaches
- ✓ No queue breaches before and during Easter peak period and throughout the summer 2024 peak period
- ✓ 6 New Generation Security lanes operational
- ✓ SOPs created and all team members trained
- ✓ 18-month strategic roadmap developed

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Check-In Improvements

The UK's fastest-growing, post-COVID, airport faced operational challenges due to rising passenger numbers, necessitating an overhaul of the Check-In process to manage this increased traffic efficiently.

The addition of an extra aircraft by EasyJet and the construction of a new multi-story car park posed further challenges, exacerbating infrastructure strain and operational disruptions.

Develop Consulting were tasked to enhance passenger throughput through check-in by making both process and infrastructure improvements. The objectives were to:

- Fully utilise all check-in desks during morning peaks whilst also accommodating flexible arrangements for other airlines.
- Address queue breaches of passengers waiting on the forecourt, due to high demand for manual check-ins and insufficient queuing capacity.
- Resolve recurring issues with kiosks, conveyor belt systems, and other equipment, which were causing daily engineering problems, was also crucial for improving the overall operational efficiency and enhancing the passenger experience.

Develop Consulting initiated a comprehensive process assessment by leading a cross-functional process mapping session to understand the original and current process set-up. During this activity, an 'ideal' process was defined and Develop Consulting were subsequently tasked to drive the project implementation of the identified improvements:

- ✓ Savings and revenue creation in excess of £240k
- ✓ Reduced dwell time for passengers in check-in by 2 mins
- ✓ Reduction in SLA queue breaches
- ✓ Flex area created to optimise check-in desks
- ✓ Baggage belt capacity increased
- ✓ ROI of 9:1

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Optimising the PRM Operation

Improving The Customer Experience and European Civil Aviation Conference (ECAC) Score For Passengers with Reduced Movement (PRM)

The PRM (Passenger with Reduced Movement) process had encountered difficulties due to a surge in passenger numbers and challenges in recruiting staff. Develop Consulting were engaged to address these issues, with a primary objective of reducing operational risk and achieving a 98% ECAC (European Civil Aviation Conference) score for improved efficiency in assisting arriving aircraft within 20 minutes.

Develop Consulting conducted a thorough data analysis, implemented daily performance routines, and closely collaborated with the new management team to stabilise operations. Our team also extended the forecasting horizon, enhancing resource allocation and rostering. Furthermore, operational risks were quantified, advisory support was provided in the tendering process, and a data-based budget was created for the upcoming financial year.

- ✓ SLA and ECAC failures reduced to an accepted standard by the CAA
- ✓ ROI of 5:1
- ✓ Cost avoidance of over £400k
- ✓ Dynamic rostering implemented
- ✓ Robust and visible performance measures demonstrating improvements
- ✓ Improved accuracy of demand vs capacity planning to allow roster amendments to be made in a timely manner

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Reducing Passenger Dwell Time at Security

Reducing passenger queue times, building upon previously introduced robust Lean planning techniques.

The UK's fastest-growing post-COVID airport faced challenges due to rising passenger numbers, security staffing issues, and media scrutiny due to expansion plans.

Develop Consulting were tasked to enhance passenger throughput through two phases: resetting planning and performance expectations and improving daily performance with process enhancements.

This involved tool improvements, refining planning algorithms, and better team communication. Weekly meetings analysed demand versus capacity, while daily meetings intensified cross-functional collaboration and fostered continuous improvement. Process enhancements included coaching for supervisors and optimisation of open lanes,

- ✓ Savings and revenue creation in excess of £250k for August
- ✓ 48% reduction in SLA queue breaches
- ✓ Reduced dwell time for passengers in security by 5 minutes across the whole day
- ✓ 7% increase of tray throughput across the day
- ✓ 50% reduction in lane count being under forecast
- ✓ Robust and visible performance measures demonstrating improvements
- ✓ Improved accuracy of demand vs capacity planning to allow roster amendments to be made in a timely manner
- ✓ ROI of 5:1

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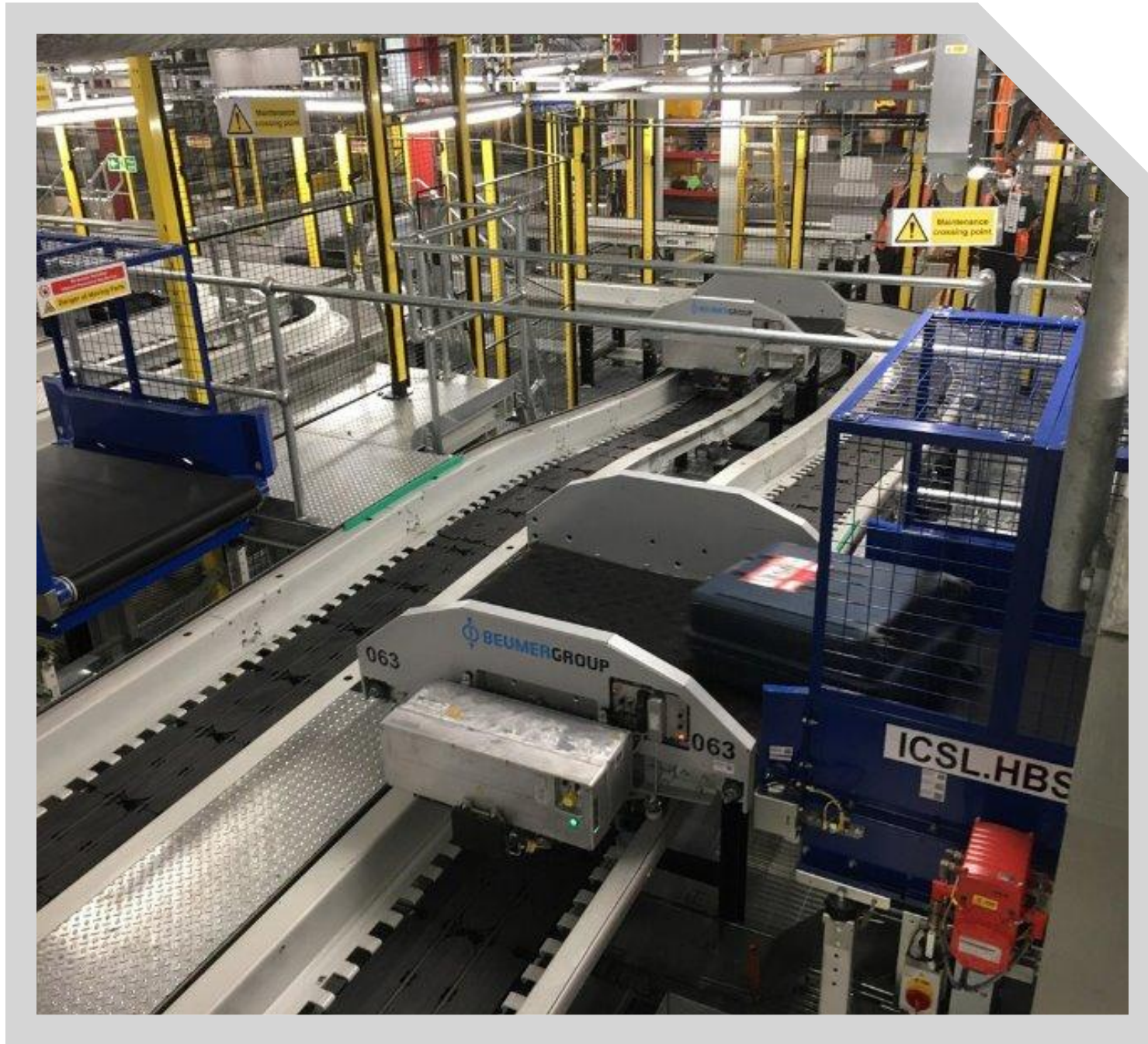
Studying Capacity Constraints vs Demand Within Baggage

The Challenge

With a desire to increase passenger numbers, Stansted Airport's baggage handling operation was under increasing strain (particularly during peak periods) and exceeding perceived capacity limits. Develop Consulting was engaged to review current operations, identify capacity constraints and forecast demand growth from 2025 to 2029 and thereby ensure the system could meet future requirements.

Our Approach

We conducted a detailed data-driven analysis using peak-week data from 2024, to assess system limitations and identify improvement opportunities across people, processes and technology. This included:

- Process Mapping & Demand Analysis - Evaluated bag drop-off times, mapped baggage flows and assessed machinery constraints.
- Capacity Optimisation - Developed strategies to enhance Manual Unloading Point (MUP) usage and adjust operational timings to align with peak demand.
- Technology & Resource Management - Assessed sub-factories, chute allocation and equipment efficiency to improve throughput.

The Recommendations

To future-proof Stansted's baggage handling capacity, we proposed:

- ✓ Optimised MUP allocation to improve efficiency and reduce bottlenecks.
- ✓ Better sub-factory management to streamline baggage processing.
- ✓ Controlled chute open times during peak hours to balance system load.
- ✓ Enhanced equipment and resource planning to maximise operational resilience.

The Impact

Our recommendations put Stansted in a position to handle a projected 40% increase in baggage demand by 2029, improving capacity, efficiency and operational reliability, while reducing strain on existing infrastructure.

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Case study

Airport Laundry Operations Improvement

The OCS Laundry operation in Heathrow had seen significant growth in recent years and whilst customer delivery was meeting expectations, it was believed that there were opportunities to further reduce costs and increase capacity. There had also been a big drive from the airlines for their service providers to focus more on improving the environment and sustainability.

Develop Consulting suggested an approach that would identify the opportunities for improvement, followed by rapid implementation in key areas that would realise benefits quickly. There were four distinct areas of support provided:

Diagnostic: Through engaging the team and value stream mapping, we determined the current levels of performance and created a roadmap for improvement.

Managing performance: A pilot project was selected and the previously identified improvements were implemented at pace, demonstrating what could be achieved.

End to end planning: Working with the planning team, the current planning processes and tools were refined to smooth production and create greater focus around hourly & daily targets.

Dashboard: A range of visual KPIs were created for different levels within the organization, providing information to make informed, timely decisions.

Results

✓ 19% increase in output, with no additional machinery or headcount

✓ 25% increase in output available if flow of material from upstream processes is maintained

✓ Reduced the impact of blockages by 50% through effective product cage management and clearly defined roles

✓ Implemented SOPs to operate equipment in the pilot area to create an efficient & consistent way of working

✓ 5 : 1 return on investment

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Optimising Block Parking

Introducing a new optimised parking process and IT system

During the previous summer, the UK's fastest-growing airport faced a parking space shortage, leading to control and efficiency problems, including inefficient valet operations and loss of customer keys. The automated parking system was not optimised to gain the most from the land available.

Develop Consulting were brought in to address these challenges by mapping processes, implementing a manual key allocation system, and introducing performance KPIs. We also provided support during the transition, leading to the development of a more efficient process.

Ten key improvements were identified, including efficient space utilisation, designated zones, and better time management.

Results

- ✓ £400k staffing cost avoidance
- ✓ Parking capacity increased without physically expanding, to meet passenger increase
- ✓ 20% improvement in Valet Parking efficiencies
- ✓ New IT system successfully implemented on time before the critical Easter peak period
- ✓ 100% tracking of all keys, eliminating lost customer keys
- ✓ Reduction in vehicle damage
- ✓ Increased customer satisfaction
- ✓ ROI: 18:1

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Introducing Annualised Hours

The Challenge

Birmingham Airport's Assisted Travel operation faced resourcing inefficiencies due to a static staffing model, which struggled to adapt to seasonal demand fluctuations. This led to overstaffing during low periods and reliance on agency staff during peak times resulting in not meeting customer expectations, driving up costs and reducing efficiency. Develop Consulting partnered with Mitie to create a more flexible, cost-effective workforce model.

Our Approach

We introduced an annualised hours model, aligning staffing levels with three operational seasons—Low, Core and High—to create a 60% swing in resource availability. Key initiatives included:

- A Bespoke Rostering Tool - Enabled flexible shifts and three-month advance planning for better workforce management.
- Staff & Union Engagement - Achieved 60% staff uptake with minimal objections, ensuring smooth implementation.
- Cost & Efficiency Gains - Reduced reliance on agency staff, improving cost efficiency and workforce stability.

Results

- ✓ £0.6m–£1m in annual savings, reducing excess labour costs.
- ✓ Improved workforce stability, reducing turnover and training expenses whilst meeting customer and regulatory expectations.
- ✓ Enhanced work-life balance for employees through more predictable schedules.
- ✓ Sustained operational efficiency year-round, with staffing levels aligned to demand.
- ✓ Completed in just under 10 weeks, this project transformed workforce planning, reducing resource waste while ensuring cost-effective, scalable and efficient operations at Birmingham Airport.

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Case study

Airport Busing Operation Improvement

Working with one of the UK's fastest growing airports, Develop Consulting were asked to review the current busing operation in the context of a forecasted significant passenger throughput increase expected in the summer peak period.

Develop Consulting's scope of activity was to initially assess the current operational status, implement rapid basic standards in place, and then to define the continuous improvement plan for the 6 months leading up to the summer peak to ensure the operation was "match fit".

After a detailed review and analysis of performance data and a "go-and-see" based process review, an initial 'basics in place' implementation plan was agreed and delivered

Results

- ✓ A 12% volume increase in busing journeys achieved with no additional hours in January 2024 compared to January 2023
- ✓ Zero delays attributed to the team
- ✓ Improvement reduced headcount for 2024 / 25 by 4 drivers
- ✓ Reduced driver overtime by 60%
- ✓ A 10% improvement in daily resource utilisation
- ✓ Avoided any additional buses required to support 2024 / 25 forecasted demand
- ✓ A detailed next six months improvement plan developed, reviewed and approved for delivery
- ✓ An initial overall ROI on the investment of 2:1

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