



CONSTRUCTION CLIENTS WORKING MEETING

CONSTRUCTING EXCELLENCE LONDON & SOUTH EAST – 22/10/12

STEVE LIVINGSTONE & GILES PRICE

T2 & T5 Compared

T5



- 30 million passengers
- £4.3BN
- 1 airline
- 1 ground handler
- 225,000m² (T5A)
- 85 retail units
- 3,800 car parking spaces
- Opened Q1 2008

T2



- 20 million passengers
- £2.5BN
- 18+ Airlines
- 5 ground handlers
- 165,000m² (T2A)
- 52 retail units
- 1,300 car parking spaces
- Opens Q2 2014

T2 & T5 Operational Readiness drivers

T5



T2



OR Drivers T5

Significant airline operational change

6 year build duration

Technically complex

New BAA operation, BA operational relocation

OR Drivers T2

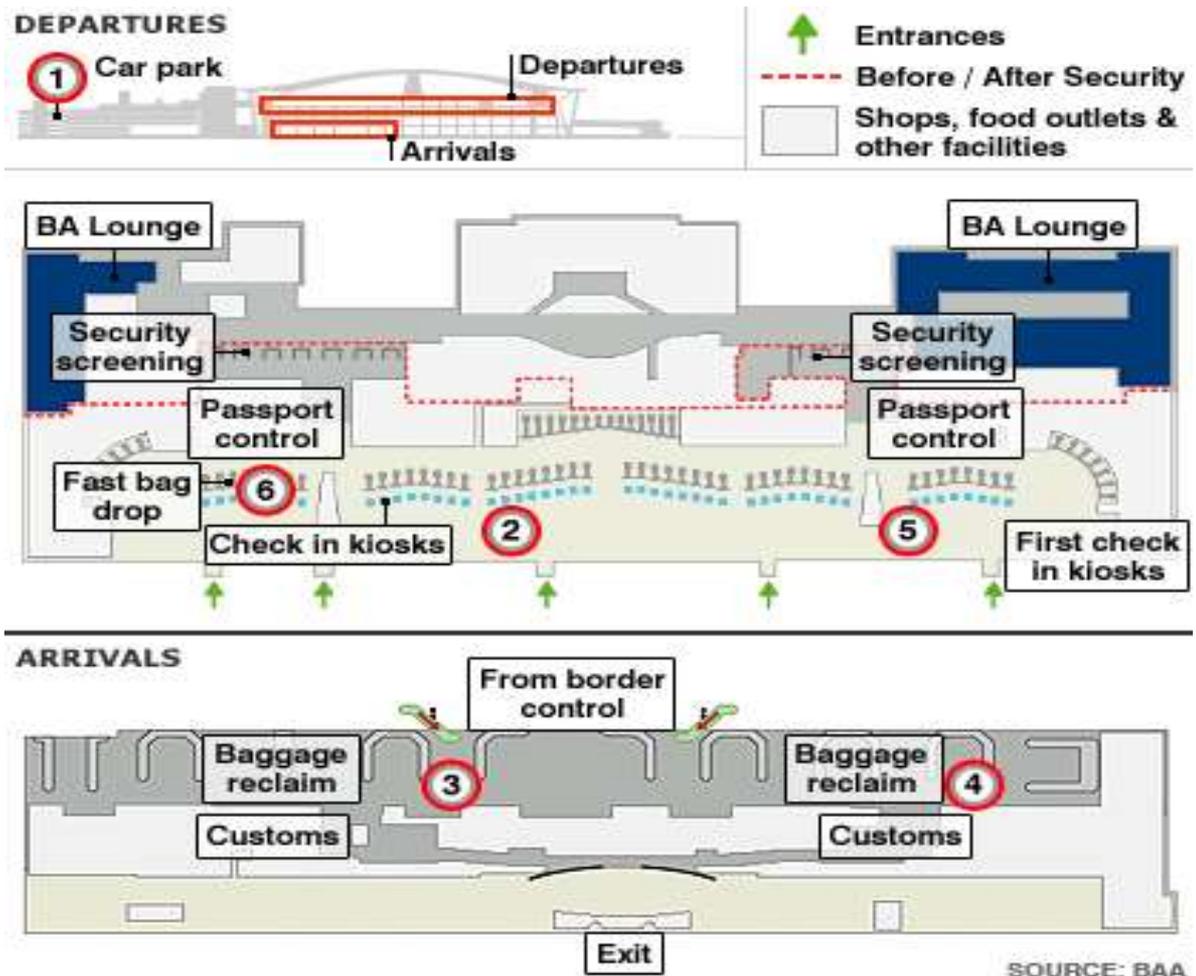
Limited airline operational change

4 year build duration

Technically & Politically complex

Same as T5

T5 – The Opening



From BBC Website
30th March 2008

1. **0400** - Both passengers and staff have trouble locating car parks
2. **0400** - Delayed opening of check-in results in long queues
3. **0442**- First passengers arrive early but wait an hour for luggage
4. **All morning** - Clogged conveyor leads to long wait for luggage
5. **1630** - Baggage system failure; all check-in at T5 suspended
6. **1700** - After long queues form at "fast bag drop" desk, BA suspends check-in of all luggage into hold

T5 – Post Opening

Widely published;

- 300 flights cancelled in first 5 days
- 15,000 bags stranded at Heathrow
- “Heathrow Chaos”
- House of Commons Transport Select Committee investigation.

Not so well known;

- Punctuality 3 days after opening – hit pre-opening figures
- Punctuality continues to improve year on year
- Travel experience through T5 rated best in Europe.
- T5 baggage system out performs all other baggage systems, on reliability & no's of lost bags.
- T5 out performed BA expectations significantly reducing their opex. (within 1st year of opening)

Learning from T5

Positive

- Safety
- Logistics
- Collaborative Working
- T5 Agreement
- Reporting Process
- One Goal

Negative

- Design Preparedness
- Number of First Tier Suppliers
- Systems Integration
- **Operational Readiness**

T5 Key OR Learning

- Build
- Process
- Systems
- People
- Trials
- Baggage
- Go-Live



House of Commons
Transport Committee

The opening of Heathrow Terminal 5

Twelfth Report of Session 2007-08

Report, together with formal minutes, oral and
written evidence

Ordered by The House of Commons
to be printed 22 October 2008

Conclusions from the House of Commons Report



- Developed and test a range of **contingencies** ready for the unexpected, not just be prepared for business as usual.
- Work with the TUs and frontline teams so we pull on their knowledge and experience - they are critical to our success and in the event of things not going well we need our **people working for us not against us.**
- **Familiarisation at the right time**
- Develop a culture where people raise issues that are listened to and not ignored or put into the 'green machine' - many issues were escalated but not resolved. Consequently we **disengaged the key front line staff who were instrumental to the success of T5.**
- The baggage system **testing must reflect reality**
- The trials have to be more than a PR exercise - the **trial feedback must be acted on.**

Summary

- Start with the end in mind – OR activity starts at the beginning of the project
- OR duration (& associated expenditure) is considered prudent risk mitigation for opening.
- Go-live typically fixed before construction enters its most difficult & unpredictable phase.
- OR is often compromised by delayed build (&/or late change), with more build certainty OR durations would reduce overtime.
- Too much focus is often placed upon proving, not enough on people readiness. People , People, People!
- Rehearsals are key.
- Fluid, flexible integrated plan responding to the risks, and great “honest” reporting are key.

Terminal 5C



Baggage systems

