



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

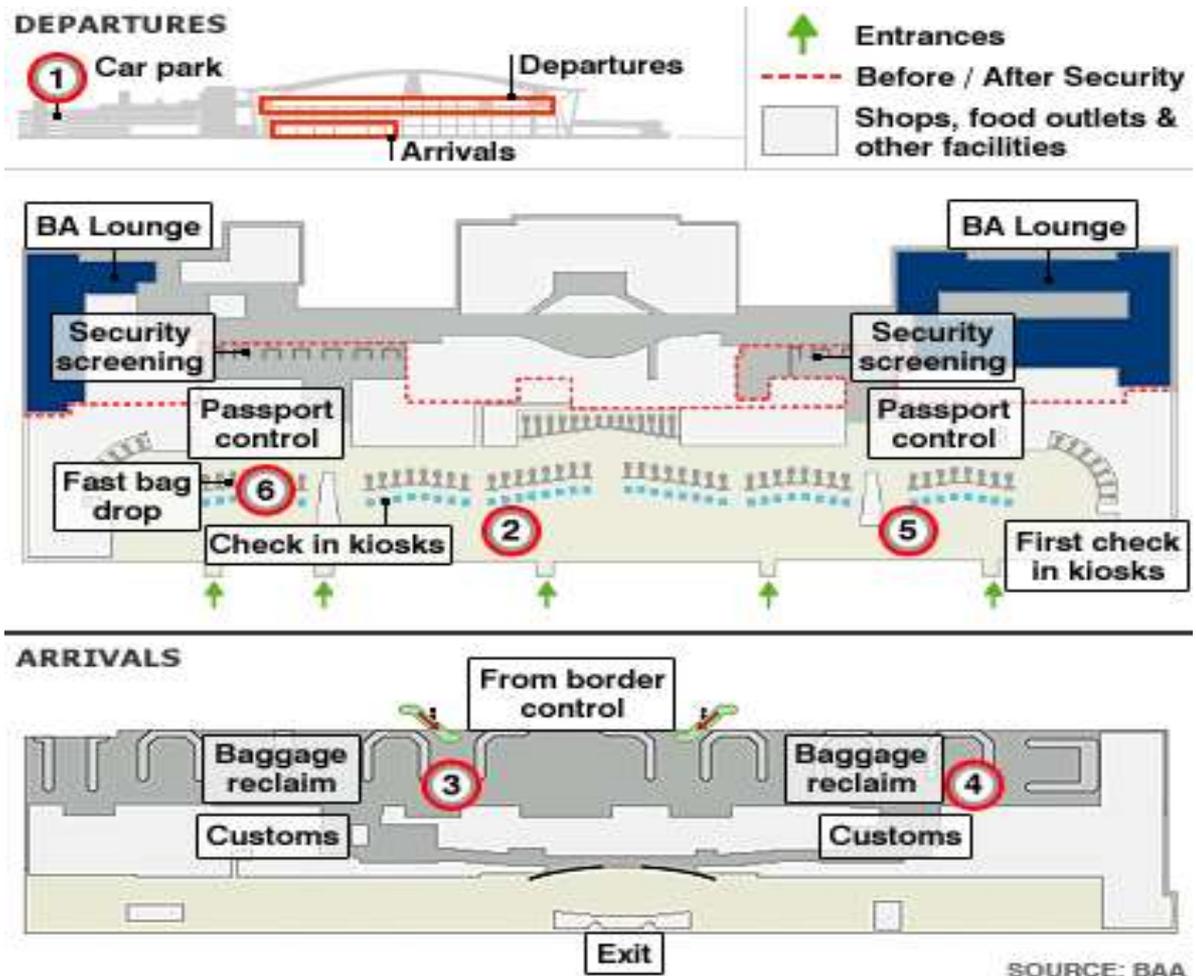
Limited airline operational change

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

