Heathrow Programme Controls
Business Change

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EVA18 12Jun13

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Heathrow Airport

1950s

Today

- 68 million passengers per year (185,000 a day)
- 90 airlines flying to 180 destinations
- Nearly 70% of the UK's longhaul flights go from Heathrow
- More than half of all UK air freight
- 70,000 employees and 100,000 indirect jobs

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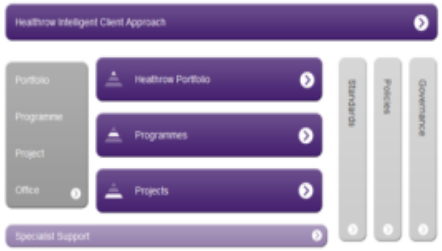
Who's who?

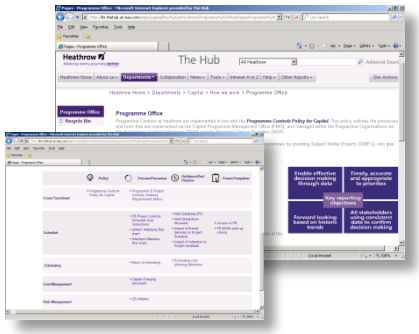
Portfolio, Programme & Project Controls

HEATHROW DEVELOPMENT



Centre for Best Practice

MANAGED SERVICE PROVIDERS



Apply Procedures

EC HARRIS BUILT ASSET CONSULTANCY

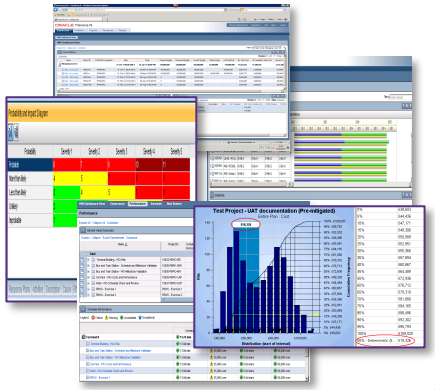
JACOBS

Mott MacDonald

Turner & Townsend

DESIGN & CONSTRUCTION SUPPLIERS

Employer's Requirements



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Evolution

“Intelligent Client”

Start of more Open Competition

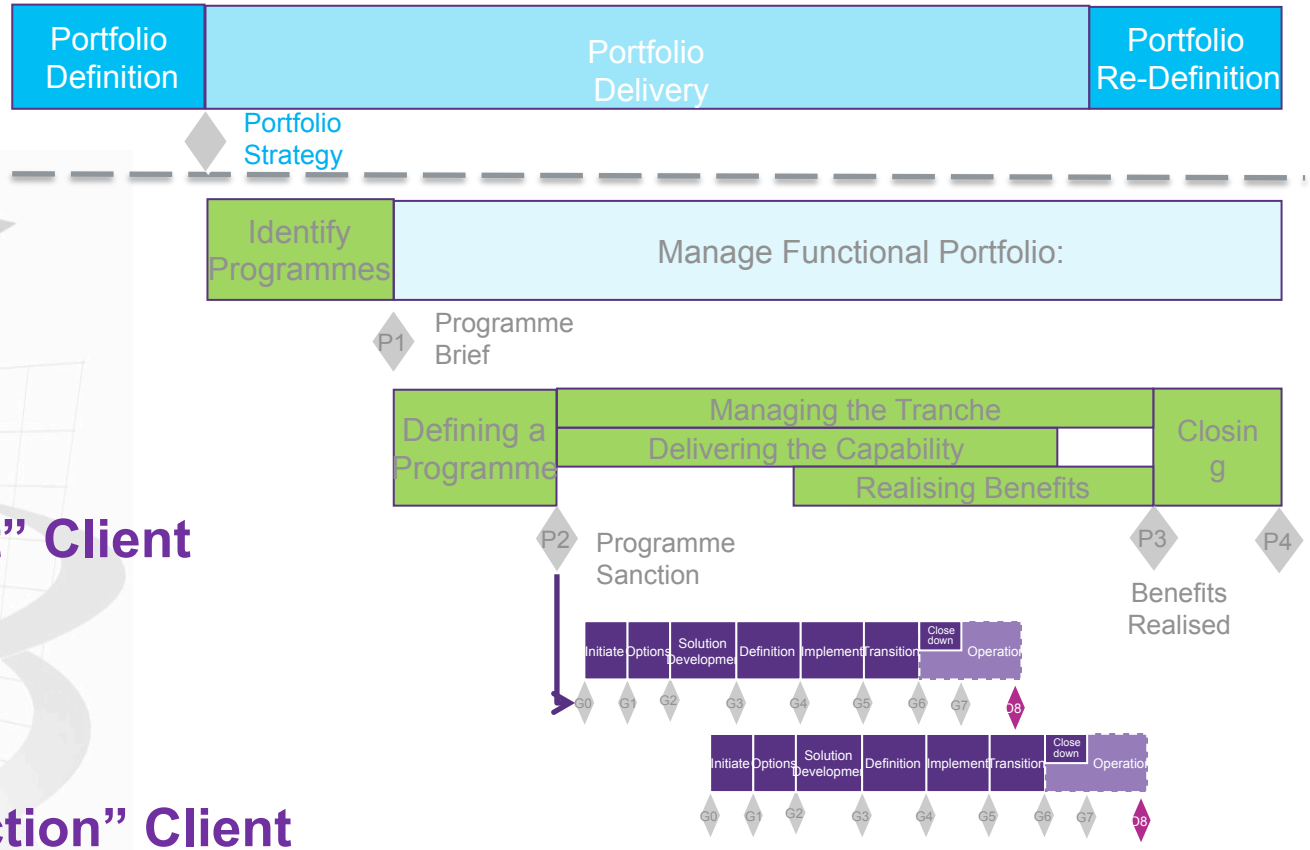
“Project Management” Client

3rd Generation Frameworks
Value in Partnerships

“Integrating Construction” Client

T5 Agreement

“Partnering” Client



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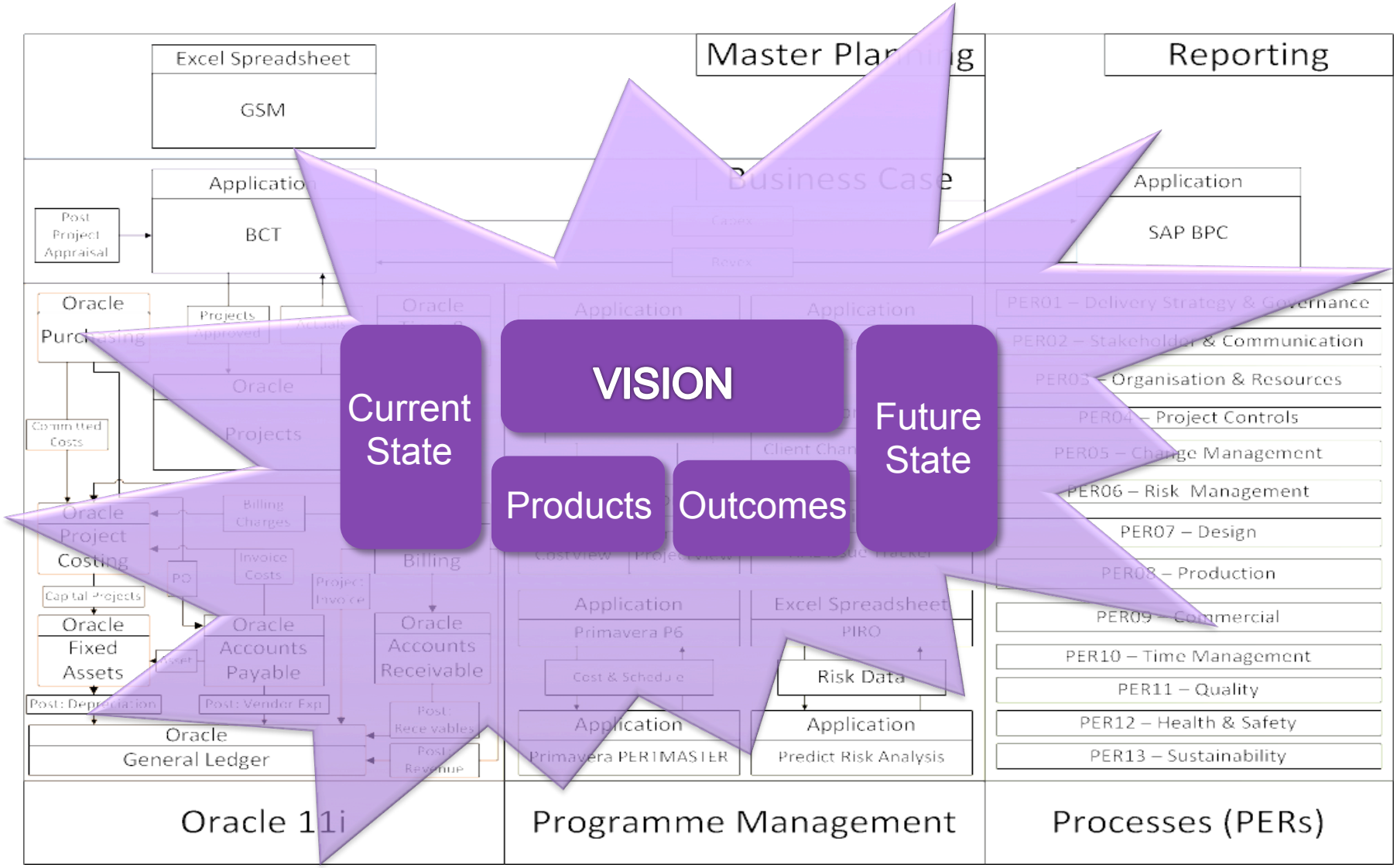
Panic Reboot



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Plug ‘n’ Play

People

- Greater investment in controls education
- PM talent spends time in controls function

Process

- Invest in and influence industry best practice
- Broader controls to measure project outputs and programmes outcomes

Systems

- Greater integration and automation of data transfers
- ‘Self service applications’

One system, one process

One version of the truth

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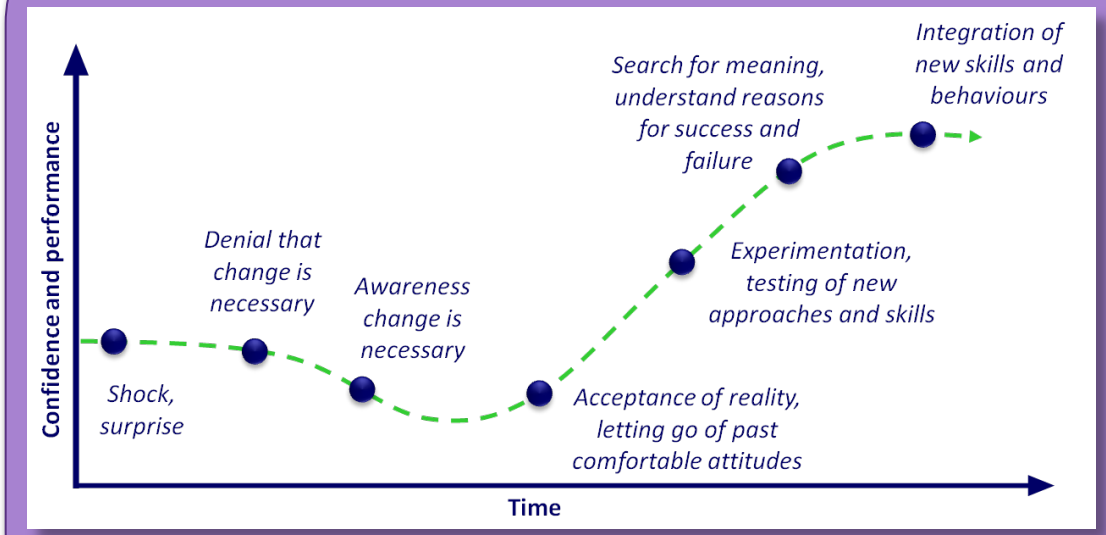
Mexican Wave

People transition through a predicable journey through change



- We know this journey will happen so let's anticipate it and manage it
- Effective change management speeds up the journey and makes it less painful
- Effective change management also looks to the future to ensure commitment is sustained

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Pick ‘n’ Mix

Introductory briefing for all users email, intranet, posters

Cascade briefings through face to face team meetings and conference calls

Regular updates using a website, SharePoint

On going support for key user groups: managed discussion forums, knowledge share

Roadshows, visits to main locations

Training, support materials

Targeted one-to-one interventions with senior stakeholders

Targeted one-to-one interventions with senior stakeholders

Temperature check

Demonstrations and simulations

Readiness assessment

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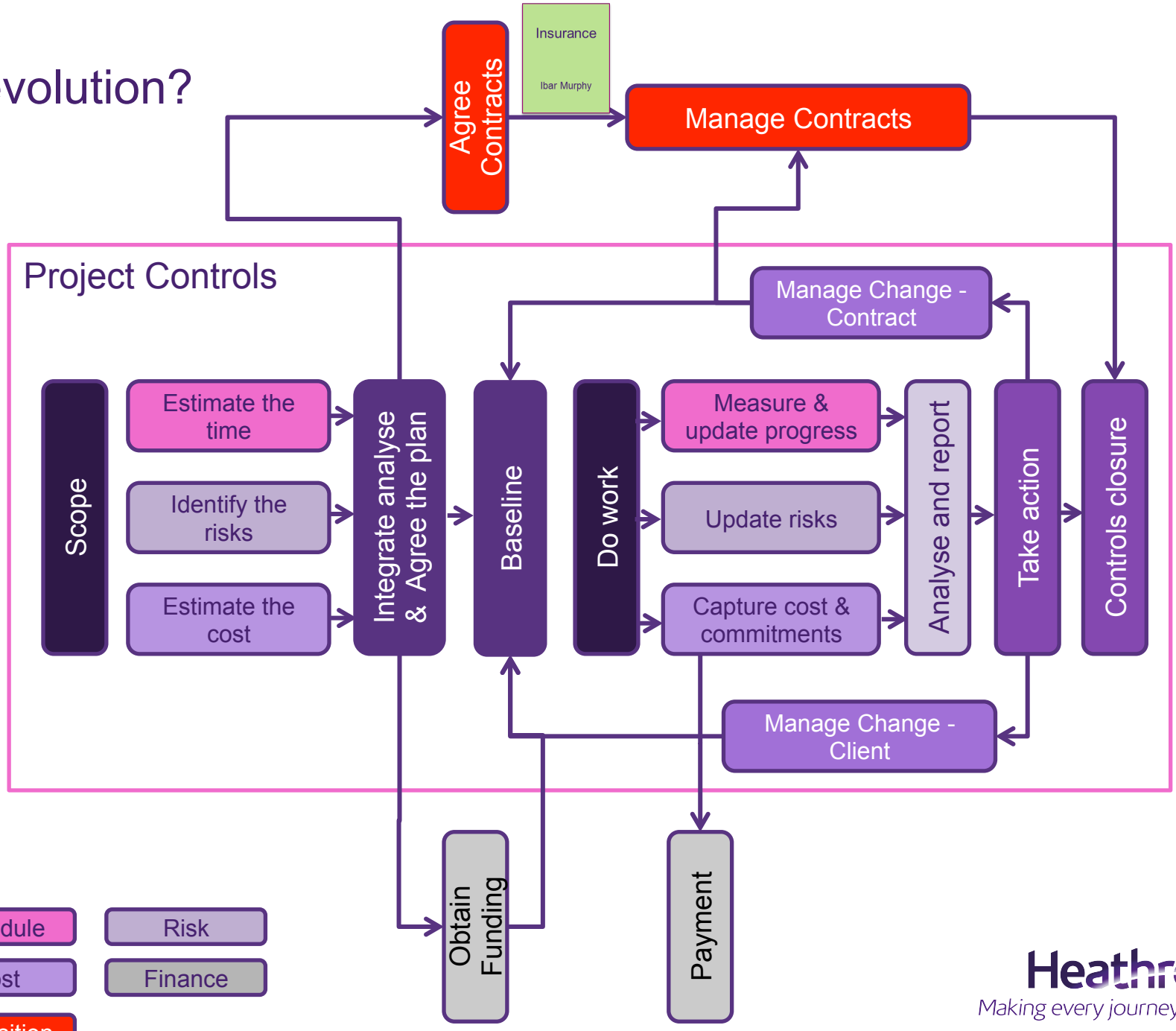
Revolution?



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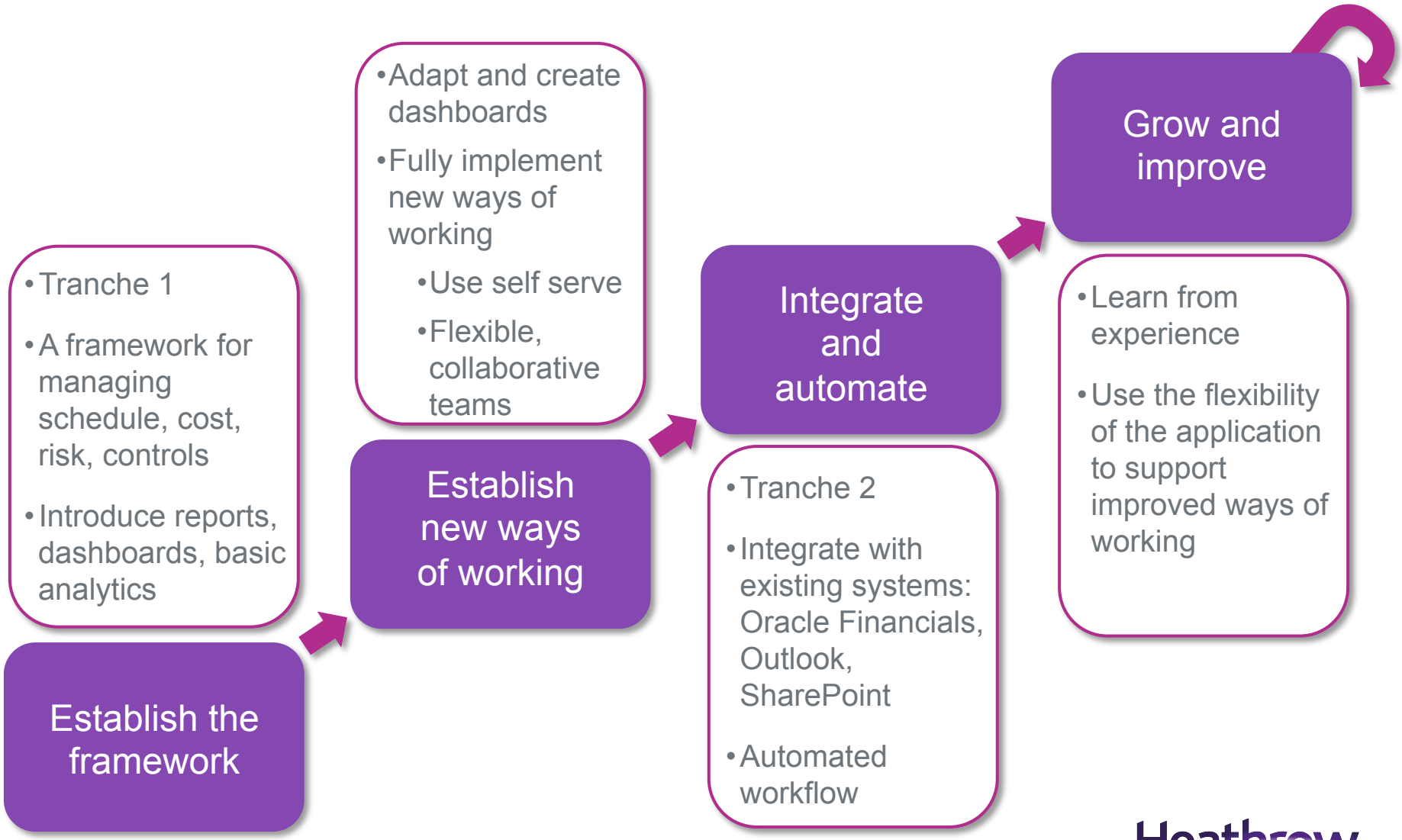
Time Space Continuum



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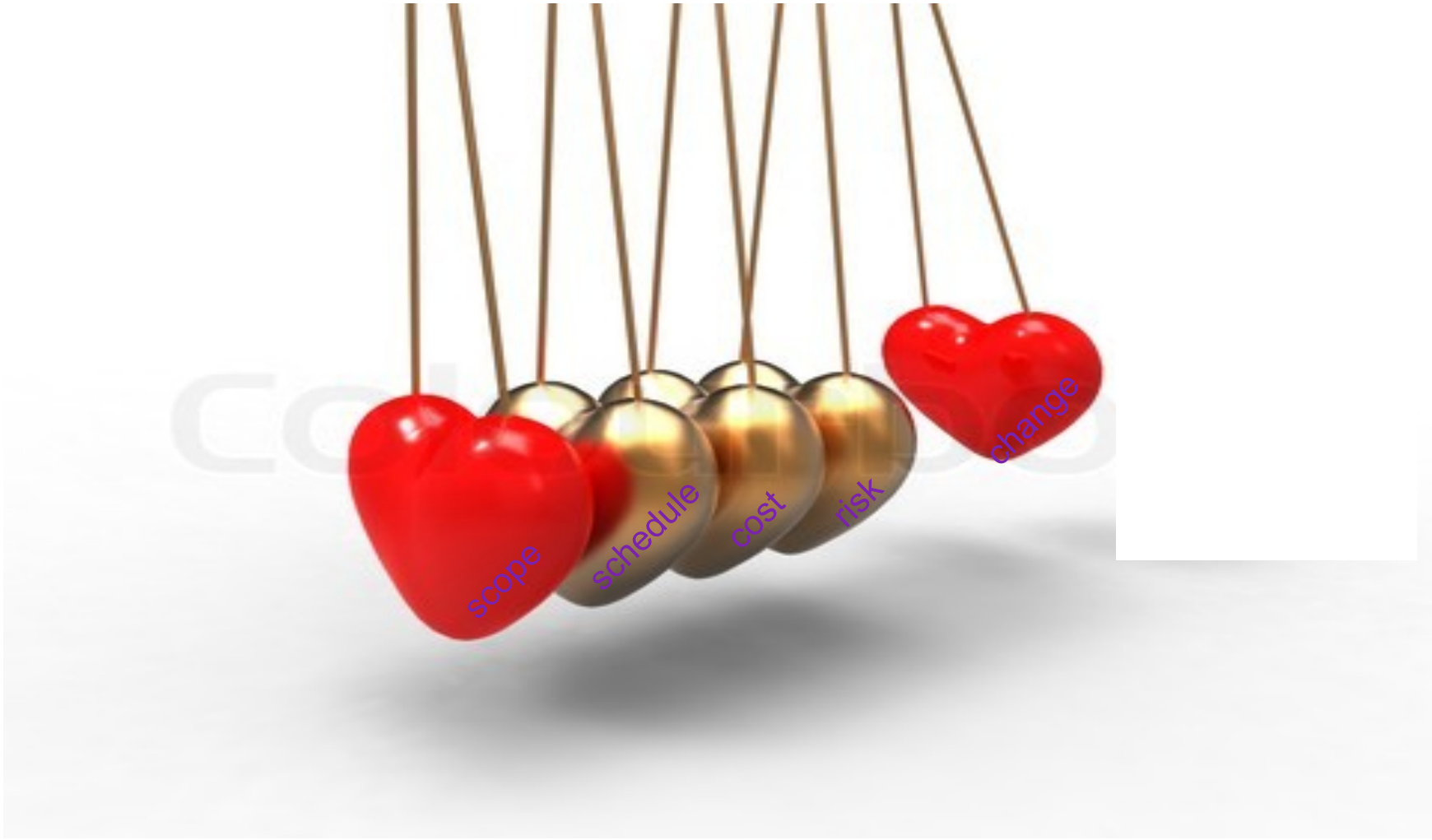
Love Me Tender



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