A Client's View of Priorities in the Future

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Buildoffsite Stakeholder Event – 8 October 2009

Heathrow ◢

Heathrow: A National Treasure

- The World's Busiest International Airport

- More People Depart Heathrow every day than live in Cumbria

- More People Land at Heathrow every year than live in the entire of the United Kingdom

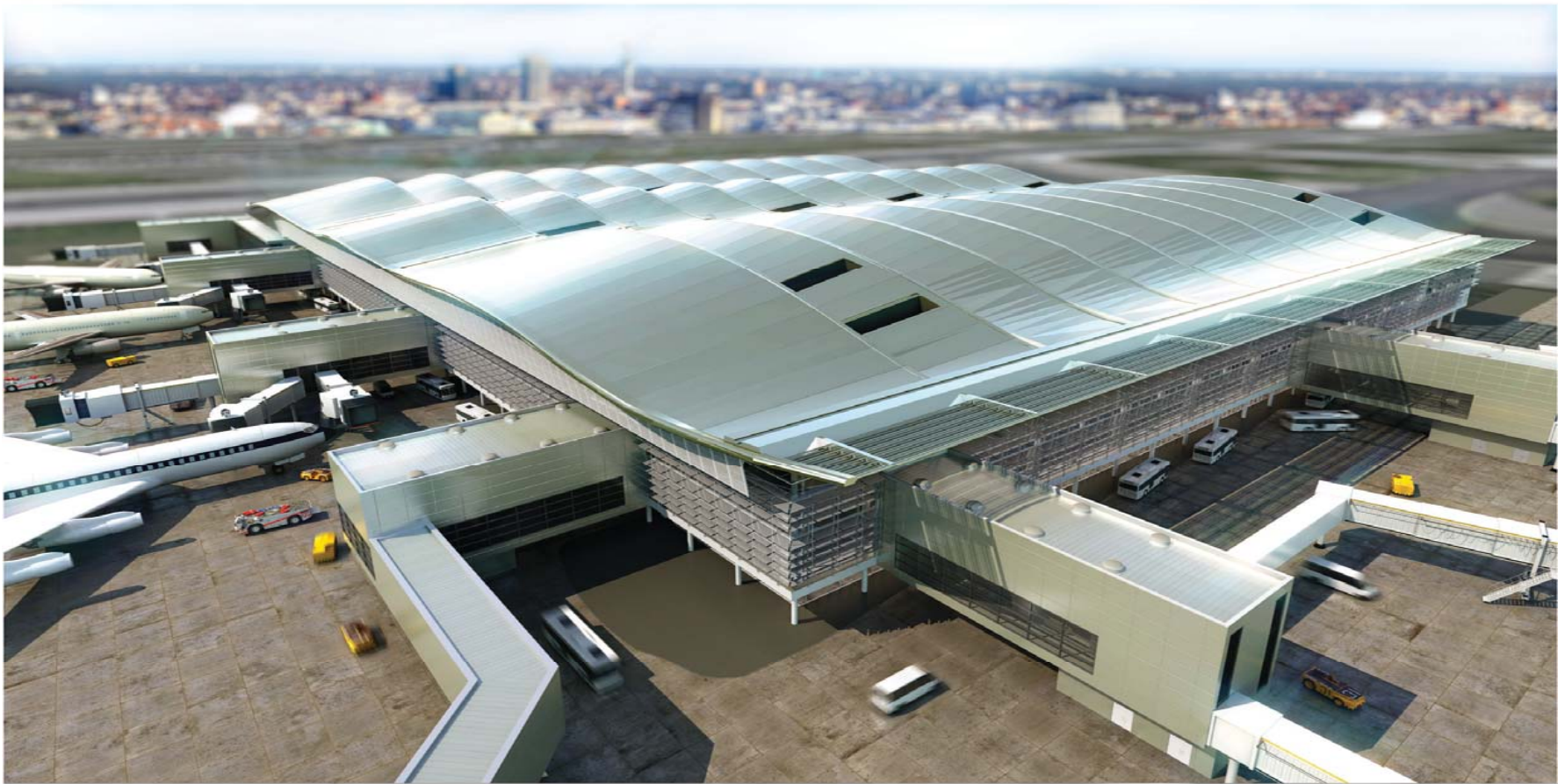- 92 Airlines Operate from Heathrow

- 99% of Maximum Capacity

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Heathrow in 2013

Terminal 2A - A Replacement for Terminals 1 and 2

Green Development
of Heathrow's Eastern Campus

- A New Terminal 2 and Annexes

  - 20 million passenger capacity for the Star Alliance

  - North-facing Windows

  - Photovoltaic Cells

  - Biomass Fuelled Heating

  - 40% Less Carbon than the Buildings it Replaces

- A New Automated and Integrated Baggage System

- Runway Resilence Improvements

- Airbus 380 Support Infrastructure

- Modernisation and Upgrades of Terminals 1, 3, and 4

- A New Third Runway and Reduced Stacking and Taxiway Queueing

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The Intelligent Client

- Terminal 5 Approach:
  - Customer as Tier 1 Contractor

- Complex Building Integrator and Framework Approach:
  - The Silent "Partner"

- The Smarter Approach: The Intelligent Customer
  - Define Requirements and Select the Solution Option
  - Enlightened Source Selection
  - Effective Incentivesed, Collaboration Contracts
  - Inside and Outside Enforcement of Contracts
  - Aversion to Change
  - Removal of Obstacles
  - Selective Customer Furnished Material and Services
  - Assess Post Delivery Effectiveness

Smart Changes

- Partnership & Alliance : ???!!!
- Well Defined Responsibilities under a Target Cost Contract
  - Some Equity at Risk
  - Award Fee
  - No Liquidated Damages Provision
- Competition:
  - Most Economically Advantageous Tener (MEAT) vs. Lowest Bid
  - Lifecycle Cost Consideration
- Offisite Fabrication
  - Plug and Play Installation
- Commercial Off the Shelf Specs (COTS)
- International Sourcing
- Design-Build Teams

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BAA Priorities

1. Safety

2. Green

3. Value for Money

4. Reliability

5. Innovation and Life Cycle Cost

6. Operability: Functional, Not Fancy

1. Maintainability

2. Ethics

3. Cooperativeness and Non Adversarial

4. A Team Assignments and Respect for Our Continued Business

5. Quality

Heathrow

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Heathrow

Making every journey *better*