INDEX

3D modelling technology, 39, 40
80 by 08 Milestones, 134
Abbot, Ralph, 278
Accidents, in sites, 108–112, 114
Accounts closure strategy, 243–244
Adams, Jonathan, 145, 199, 209, 215,
237, 294–296, 298
Advertising, 175
Air noise, 50
Air quality monitoring, 118–119
Airbus A380, 25
Airline alliances using Heathrow, 11
   One world, 10
   Sky team, 10
   Star Alliance, 10
Airline voice, 51–52
Airports, See also Heathrow airport
   benefits, 60
   for and against, 51–52
Airside road tunnel, 276–281, 308
   key deliverables, 278–279
   key learning, 280–281
   key players, 277
   key risks, 277–278
Anderson, Andy, 89, 94, 99, 182, 257
Andreu, Paul, 36
Archaeological excavations, 117
Artemis project-management system,
   94, 340
Arups, 75
Asian passenger boom, 24
Aviation industry trends, 18–44
   political landscape, 18–23
   competitive equivalence at
   Heathrow, management,
   20–23
   global deregulation, 18–19
   UK planning and regulation,
   19–20
   shape of, 18
   size of, 18
BA migrating from T1 and T4 to T5,
   161
BAA
   in airport retailing, 17
   and BA team, in construction inquiry
   phase, 49
   and BA, integration with, 145–146,
   299–306
BAA project heads, 86
CEO leadership, 183–186
   Mike Clasper, 185
   Sir John Egan, 183–184
   Sir Mike Hodgkinson, 184
   Stephen Nelson, 186
   as design client, 72–73
   key players, 72
   stakeholders, 73
   stakeholders management, 195
   UK planning and regulation impact
   on, 19–20
Badger, Ian, 21, 299
Baggage system, 293–298, 312
failures
  Denver Airport, 35
key deliverables, 295–297
key learning, 298
key players, 294
key risks, 295
managing the risk, 297
Baker, Ted, 13, 173
Barrett, Stephen, 288
Bartlett, Dave, 182, 199
Bartlett, David, 72, 76, 78, 79
Batchelor, Russel, 86, 269
Bates, Jeremy, 87, 89, 99, 182
Beecroft, Martin, 151, 206
Benchmarking, 40
Bennett, Kevin, 146, 147
Berry, James, 72, 73
Big-picture design, 64–66
Bishop, Sir Michael, 168
Black, Roger, 114, 272
Blackman, Bob, 205
Boeing, 25
Bolton, Neil, 218
Branson, Richard, 22
Bridgen, Steve, 272
Brown, Wendy, 215
Brumwell, George, 208
Bruzelius, N., 33
Bullen, John, 146
Bullock, Mark, 23, 92, 93, 96, 97, 144, 145, 151, 160, 182, 186, 194, 199, 246, 247, 250, 257, 259, 268, 269, 299, 316
Burton, Paul, 145, 300
Buszewska, Joan, 130
Butterworth, Anna, 169
Byrne, Charles, 169
Campbell, John, 38
Canyon design, 65
  loose-fit flexible envelope design
replacing, 66
rejection, 65
Carbon dioxide emissions, 27, 116
Cashman, Sylvia, 205–207
Change-control process, 93
Charles de Gaulle, 35–36
opening delays, 35
roof collapse, 35–36
Chek Lap Kok airport, 34–35
opening delays
  systems failure in, 34–35
Civil Aviation Authority (CAA), 23
Clarke, Nigel, 214
Clarkson, Colin, 145, 182, 299–301, 306
Clasper, Mike, 21, 23, 99, 173, 183, 185–186, 189, 193, 196, 198, 199, 248, 252, 258, 303
Client role, 233–262
  on detailed design, 78–79
risk management
  joined-up approach, 247
  process and accountabilities, 246
strategic frameworks used, 247–258
annual OGSM, 248–249
clear individual accountabilities, 253
culture and values, 254–255
highway code, 254
management and governance forums, 250–253
message management, 257–258
organizational effectiveness model, 248
people and resources, 255–257
structure and governance, 250–251
T5 Agreement, See T5 Agreement
Commercial contracts
  risk approach and, 31
Commercially important passengers (CIP) lounge, 22
Competition Commission inquiry, 194
Competitive equivalence management at Heathrow, 20–23
Concrete crushing, 118
Consent for T5, 53–54
  planning consent, design changes
  following, 54–57
car-parking spaces, 56
in landside area, 54–57
pedestrianized interchange plaza creation, 55, 56
ramps, 56
principal conditions in, 54
INDEX 349

Construction, 83–141
80 by 08 milestones, 134
BAA project heads, 86
collection story, 117–121
air quality, dust and noise issues,
monitoring, 118–119
archaeology, 117
concrete crushing, 118
local community, management of,
117–118
site-specific air-quality control
plan, 118
environment, 115–125
frameworks embedded through
culture change, 124–125
handing over to operational readiness
on time, 96
HCFCs, greenhouse gas, 119
HFCs, greenhouse gas, 119
key players, 86
logistics, 125–131
materials used to build T5, 119
mechanical and electrical modules, 84
milestone marker, 134
operational airport story, 121–123,
See also individual entry
principal contractors, 86
proactive monitoring, 124
programme management, 86–99, See
also Programme management
quality, 100–106
retail fitout, 84
roof section, 83–84
safety, 106–115
stakeholders, working with, 123–124
T5 Hall of Fame x, 135
twin rivers diversion, 119–121
Construction design and management
(CDM) regulations, 109
Construction News, 217
Construction trends, 29–33, See also
UK, construction
Department of Trade and Industry’s
(DTI) construction report, 31
Egan’s report, 30
partnering contracts and relationships,
31–33
shape of construction industry, 30–31
size of construction industry, 30–31
Contingency management,
164
Contractors/Contracting
commercial contracts and risk
approach, 31
construction track record, 33–36
Charles de Gaulle, 35–36
Chek Lap Kok airport, 34–35
Denver Airport, 35
contracting assumptions, T5, 32
cost-plus contract, 32
fixed-price contract, 32
cost-plus contract, 32
fixed-price contract, 32
partnering contracts, 31–33
principal contractors, 86
T5 contracting assumptions, 32
T5 principal contractors, 3
Core processes, 255
Cork, Steve, 107, 114, 182, 191, 199,
218
Corstan-James, Trisha, 182, 300
Cost challenge, mitigating, 91–92
Cost plan
importance of, 97
Cost-plus contract, 32
Cost-verification team, 97–98
Couglan, Mike, 102
Cowison, Mark, 282
Cowlam, Shaun, 126, 199
CP7 process, 246
Critical success factors
client role, See Client role
leadership, See Leadership
motivating leaders, See Leaders,
motivating
team integration, See Team
integration
Crone, Jonathan, 215
Crude oil price rise, impact of, 28
Czwartos, Peter, 288
Darling, Alistair, 192, 199
Davies, Mike, 63, 182, 184, 199, 222,
344
Delivering Excellence Experience
(DEE) approach, 149
Demarco, Giuseppe, 215
Dent, Nick, 147
Denver Airport, USA, 43
opening delays
  baggage system failures in, 35
Department of Trade and Industry’s (DTI) construction report, 31
Design changes following planning consent, 54–57
Design phase of T5, 6, 45, 63–81
  areas for improvement, 70–71
  car park wall finish, 71
  commercially important
    passengers’ (CIP) lounge, 71
    immigration area, 71
BAA as the design client, 72–73
big-picture design, 64–66
campus design guidelines, 73–75
  design concepts for each major locality (Level 3), 75
  design strategies (Level 2), 74
  design vision and values (Level 1), 74
design team, 75–81
favourite design features, 66–72
  ceiling ‘flying saucers’, 67
  facilities usage, 67
  ‘glass house’ experience, 67
  integrated facilities, 67
  integrated transport hub, 67
  lighting, 67
  ‘loose-fit flexible envelope’, main
    terminal building as, 67
  passenger interchange space, 67
  views, enjoying, 67
Rogers Stirk Harbour + Partners (RSH+P), 63, 65
T5 concept design schemes, 64–66
  Canyon, 65
  Flying carpet, 65
  loose-fit flexible envelope, 66
Devlin, Carl, 288
Dodd, Steve, 215
Doherty, Sharon, 145, 199
Douglas, Tony, 21, 38, 87, 92, 95, 98, 114, 174, 179, 182, 185, 186, 189, 190, 193–196, 198, 199, 206, 217, 221, 246, 250, 252, 253, 256–259, 268, 269, 299–301
Dresher, Melvin, 239
Driver, Hyland Edgar, 75, 344
Dust, monitoring, 118–119
Early warning notification (EWN), 93
Earned value management, 90
Ecological harm issue, 51
Economic powerhouse, Heathrow as, 8–14
Economic trends, 23–27, See also
  Passenger growth
  Asian passenger boom, 24
  bigger planes, 25
  European hub competition, 24
  low-cost carriers, 24
  retailing, 26
  technological trend, 26–27
Eddington, Rod, 47, 303
Egan, Sir John, 17, 26, 29, 30, 34, 37, 48, 57, 182–184, 198, 199, 234, 236, 237, 241
Electrical modules, 84
Elliot, Chris, 300
Elliot, Steve, 89, 94
Embedding quality approach, 105
Emerson, Peter, 189, 198, 199, 263, 285, 291, 292
Employee engagement, 149–151, 164
Employee relations, 204–215
  workforce engagement, 210–215
  employ, 210–211
  engage, 213–214
  equip, 212–213
Employment generation, Heathrow airport, 13
End-user involvement from day one, 164
Energy efficiency management, 121–122
Environment, and construction works, 27–29, 115–125
  air quality, dust and noise issues, monitoring, 118–119
  CO2 emissions, 116
  oil price rises impact, 28
  site-specific air-quality control plan, 118
  sources of impact on, 116
  terrorism impact, 28–29
European hub competition, 24
Evans, Mike, 108, 113, 182
Ewing, Margaret, 99, 185, 193, 196, 207, 252

Fatalities, in sites, 114
Fay, Chris, 195
Featherstone, Nick, 288, 290, 292, 293
Ferroussat, Dave, 182, 199
Final verdict, 328–331
Fit-out team, 84
Fit-out, retail, 170
Fitzpatrick, Tony, 75
Fixed-price contract, 32
Flood, Merrill, 239
Flying carpet design, 65
Forster, Mike, 23, 63, 72, 73, 78, 79, 92, 132, 182, 194, 198, 199, 250, 254, 257, 259, 268, 269
Fox, Paul, 145, 148, 182, 199, 300, 305
Frameworks embedded through culture change, 124–125
Frankland, Bill, 182, 282, 284, 286
Fugeman, Ian, 86, 182, 199, 237, 269, 276
Gaffney, Noel, 235, 267
Gaines, Nick, 27, 86, 130, 154, 156, 157, 165, 269
Gammon, Richard, 104
Garner, Rebecca, 124
Garside, Tom, 154, 157
Geiger, Kurt, 173
Gerretse, Peter, 182
Gibson, Roger, 300
Global deregulation of aviation market, 18–19
Goode, Priestman, 75, 344
Gordon Ramsay’s restaurant, 175
Government
making planning changes, 57–58
Town and Country Planning Act 1990, 57
Green belt, damage to, 51
Green shoots of progress, 39–44
construction, 39–41
benchmarking, 40
cross-industry lessons, 39
just-in-time logistics, 40

prefabrication, 39–41
design, 39

Hall, David, 234
Hammond, Fiona, 182, 234, 236, 260
Hargreaves, Ian, 196
Harman, John, 126
Haste, Norman, 86, 204, 205
Healey, Wakefield, 13
Heathrow airport, 5–8
after T5, 15
airline alliances using, 11
before T5, 15
competitive equivalence management at, 20–23
construction work, 8
an economic powerhouse, 8–14
facilities at, 6
first runway, 9
Heathrow air traffic control tower, 287–293, 311
Heathrow East experience, 58–59
history, 8–9
land for, 8
local and national economy benefiting from, 13–14
employment generation, 13
tourism, 13
UK competitiveness, 13
market impact on, 24
non-stop departures, 12
regular users of, 5
runway capacities, 12
service capacity, 9
significance, 9
Terminal 2 (T2), 9
Terminal 3 (T3), 9
Herrenknecht, 277, 278, 280
Hierarchy of needs, 208–210
Highway code, 254
Hill, Andrew, 87, 89, 92, 97, 99, 199
Hoare, Rod, 236
Hodgkinson, Sir Mike, 17, 19, 21, 23, 37, 49, 183–184, 198, 199, 234, 247
Holyrood airport, 38, 43
Honeywells, 344
Hong Kong airports, 34–35, 43
Hughes, Chris, 86, 199
Hunt, David, 126, 130, 209

In-channel enhancements, 120
Incident-free site, creating, 108–112,
See also site Safety
Industry trends and performance,
17–44, See also Aviation industry
trends; Construction trends;
Economic trends; Environment
Green shoots of progress, 39–44, See
also individual entry
Injury-free site, creating, 108–112
Insurers, 193
Integrated baseline review (IBR), 90–91
IBR5, 91
IBR1, 95
Integrated schedule approach, 95
Integrated team of T5, 76–77,
263–312, 343, 345
BA and BAA, 299–306
key deliverables, 301
key learning, 305–306
key players, 299
key risks, 300
purpose, 304
‘best man for the job’, 266–269
colocating teams, 266–269
team structure, 269
team testimonies, 271–306
‘twin rivers’, 271–276
airside road tunnel, 276–281
baggage system, 293–299
Heathrow air traffic control tower,
287–293
T5 main building roof, 281–287
‘twin rivers’, 271–276
Integrated time
importance of, 97
Inter-team, 265
Intra-team, 265
Intranet, 340
Investors, 193
Issues resolution process, 243
IT support to enable knowledge worker
productivity, 130–131

James, Wilson, 127
Janis Kong, 20

Johnson, Martin, 294
Just-in-time logistics, 40

Kameg, Ryan, 223–226
Kimberly, Antonia, 258
King, Julie, 192
Kitchener, Neil, 283
Knowles, Mike, 107, 205, 268
Knox, Mike, 89
Kumar, Veronica, 150–152, 165, 182

Labour profile, 206
Laing O’Rourke organizational ethos,
191
Landscaping, 51, 122–123
Last responsible moment (LRM)
approach, 77–78, 94–96
Latham, Sir Michael, 115, 259, 333
Leaders, motivating, 203–227
Angie Young, 218–221
Daniel Shipton, 221–223
Maslow’s hierarchy of needs,
208–210
Ryan Kameg, 223–227
Sam Lloyd, 216–218
Leadership, 179–199
BAA CEO, See BAA, CEO
leadership
culture, 98–99
tenure of, 181–183
phases and leaders, 198–199
Keep stakeholders on side, 191–196
vigilant trust, operate with,
188–190

Lease, Bovis Lend, 109
Levy, Grant, 154, 317
Lewis, Pete, 89
Lighting, 121, 236
Lister, Beverly, 117
Little, Chris, 102
Lloyd, Sam, 182, 193, 216, 217
Local community voice
   air noise, 50
   in construction inquiry phase, 50–51
   damage to the green belt, 51
   ecological harm, 51
   management of, 117–118
   night noise, 50
   public safety, 51
   surface access to Heathrow issue, 50
   twin rivers diversion, 51
Logistics, 125–131
   delivering materials, approach to,
      127–128
   good-quality facilities for people,
      129–130
   IT support, 130–131
   off-site prefabrication to manage risk,
      129
   plant management, 128–129
Long, David, 102
Longford and Duke of Northumberland
   rivers, 119
Loose-fit flexible envelope, 66, 184
Low-cost carriers, 24
Ludlow, Grahame, 86, 129, 199
Madrid Barajas airport, 43
Main terminal building floor plates, T5,
   7
Maine, Michael, 48
Major Project Agreement (MPA), 205
Making of T5, 5–8, 199
   design schemes, T5, 64
   landscape, T5, 7
   main terminal building floor plates, 7
   operational readiness team, 7
   planning inquiry, T5, 6
Markets, aviation
   Asian market, 25
   global deregulation, 18–19
   impact on Heathrow, 24–25
Martin, Becky, 210
Master planning, in retail, 170
Materials specifications, 119
Mathews, Richard, 288, 292
McCarthy, Rob, 199
McDermid, Alastair, 48
Mechanical modules, 84
Media, 194
Mega project, starting a
   frameworks, 340
   strategies and plans, 339–340
   systems, 340
   T5 tips for, 333–339
      client in construction, 338
      client in design, 337
      client in operational readiness, 338
      client in planning, 337
      integrated teams, 339
      leaders, 334–335
Mellors, Dr Terry, 193, 244–246, 254,
   260, 277
Merchandise strategies, in retail, 170
Mercieca, Mark, 158, 182
Meredith, Lynne, 48
Metal decking, 216
Michelin, 173, 175
Milestone marker, 134
Milford, John, 76, 86, 199, 269, 281
Millard, Chris, 72, 78, 102, 104–106,
   182, 199
Miralles, Enric, 38
Mitchell, Dervilla, 75, 182, 189, 199,
   291
Monitoring and mitigating air quality,
   dust and noise issues, 118–119
Morgan, Anthony, 88, 233, 248
Morton, Ben, 199, 257
Motivating leaders, See Leaders,
   motivating
Napthine, Richard, 72
National Air Traffic Services (NATS),
   287
Nelson, Stephen, 97, 168, 170, 183,
   186, 198, 199, 300, 303
Noise/Noise issues
   minimization, 118, 122
   monitoring, 118–119
   night noise, 50
Non-stop departures, at Heathrow, 12
Noyes, David, 299
O’Rourke, Ray, 182, 198, 216, 330
Objectives, goals, strategies and measures
   (OGSM), 248–249
Off-site prefabrication, 109
to manage risk, 129
Oil price rise, influence, 28
Oliver, Jon, 182
On time and on budget, 89–96
  Artemis project-management system, 94
  change-control process, 93
  cost challenge, mitigating, 91–92
  earned value management, 90
  integrated baseline review, 90–91
  milestone plan and LRM, 94–96
  regulatory milestones, 95
  opening date, declaration
  30 March 2008, 93–94
  risk financial management, 92–93
Oneworld, 10
Opening date
  bringing forward, 163–165
  end-user involvement from day one, 164
  declaration, 93–94
Operational airport story, 121–123
  energy-saving targets, 121
  landscaping, 122–123
  lighting, 121
  noise control during operation, 122
  water, energy efficiency and waste management, 121–122
Operational readiness phase of T5, 46, 143–165
  BA and BAA
  integrated team relationship between, 145
  bringing the opening date forward, 163–165
  employee engagement, 149–151
  having a plan and mitigating risk, 146–147
  migrating BA from T1 and T4 to T5, 161–162
  organization and structure, 148–149
  people familiarization induction training, 148
  people, processes and systems plus the facility work, 158–161
  processes, 153
  retailing, 170
  risk management and mitigation, 157–158
  systems, 153–158
  team, 7
  trade union engagement, 151–153
  working with third parties, 145–146
Organization structure of T5, 3, 148–149, 250
  principles, 85
Organization of effectiveness model, 248
Paris Charles de Gaulle airport, 43
Parsons, Stephen, 104
Partnering contracts, 31–33
Pascall, 75, 104, 344
Passenger
  growth
  Asia, 24
  UK, 23–24
  retailing for, 172
Pearman, Mike, 192
Peasland, Mike, 86, 199
Pellman, Roger, 48
People, processes and systems plus the facility work, 158–161
  approach to proving, 158–159
  first large-scale trial, 160
  November 2007, 160–161
Permasteelisa, 344
Phases of T5, See Construction; Design phase; Operational readiness phase; Planning phase
Phillips, Huw, 161, 163, 182
Phillips, Jon, 257
Piper, Conni, 215
Planning changes by government since T5, 57–58
Planning consent, 53–54, See also Consent for T5
Planning inquiry, T5, 6
Planning phase of T5, 45, 47–60
  airline voice, 51–52
  BAA and BA team, 49
  duration, 47, 49
  Heathrow East experience, 58–59
  key players, 48–49
  local community voice, 50–51
  planning changes by government since T5, 57–58
planning consent, 53–54
Plant management, 128–129
Political landscape, aviation trends, 18–23
Poll, Ian, 27
Pollution, environmental, 27–28
  carbon dioxide emissions, 27
Poor opening impact, 320
Post-opening verdict, 324–327
  economic, 326–327
  efficiency gains, 326–327
  environment, 327
  passenger traffic forecasts, 326
  political, 324–325
  revenue gains, 327
Pre-opening verdict, 320–324
  construction, 322–323
  design, 321–322
  operational readiness, 323–324
  planning, 320–321
Prefabrication, 39–41, 129
  off-site prefabrication, 109
Prescott, John, 30, 183
Proactive monitoring, 124
Processes, 153
Programme management, construction, 86–99
  approach, 87–88
  cost-verification team, 97–98
  dimensions of, 88
  leadership culture, 98–99
  on time and on budget, 89–96
  people, process, systems and governance, 88–89
  project controls team, 89
  supply chain involvement, 98
  on time and on budget, 89–96, See also On time and on budget uniqueness, 97–98
Progressive design fixity and LRMs, 77–78
Project leader’s instruction (PLI), 93
Public safety issue, during construction inquiry phase, 51
Quality, in construction, 100–106
  in design and construction, 100–102
  embedding quality approach, 105
  key performance indicators, 104–105
  ‘right first time six golden rules’, 101–102
  uniqueness, 105–106
Ramsay, Gordon, 173, 175
Recycled trees, 120
Rees-Jones, Gwilym, 299
Retailing, 167–176
  experimental and creativity, 174
  Gordon Ramsay’s restaurant, 175
  impact in airport revenue stream, 26
  passengers choice and integrating retail, 170
  phases of, 170
  fit-out and operational readiness, 170
  master planning, 170
  merchandise strategies, 170
  tendering and retailer section, 170
  significance, 172
  T5 approach to, 170
  T5 giving importance to, 174
Reynell, Colin, 87, 89, 96, 199
Reynolds, Mark, 40, 86, 198, 199
Right first time six golden rules, 101–102
  agree specification (Step 1), 101
  benchmark check (Step 4), 101
  getting ready to start on site (Step 3), 101
  handover (Step 6), 102
  method statement and inspection plan (Step 2), 101
  quality audits (Step 5), 102
Riley, Matt, 92, 188, 189, 198, 199, 234, 235, 239, 243, 260, 291
Risk factors
  commercial contracts and, 31
  employee relations challenges, 319–320
  fire, 317–318
  risk registers, 246
  employee relations, 204
  systems failure, 318
  terrorism, 320
Risk management, 157–158, 161–162, 245
  financial, 92–93
Risk management (continued)
  joined-up approach, 247
  process and accountabilities, 246
  risk types, 245
Robbins, Mike, 86, 199
Rogers Stirk Harbour + Partners (RSH+P), 63–65, 75
Rogers, Richard, 63, 72, 73, 75, 77, 170, 171, 182, 184, 222, 224, 281, 282, 285, 288, 329, 344
Rolls-Royce, 27
Roof section, 83
  main building roof, 281–287, 309–310
  key deliverables, 284–286
  key learning, 286
  key players, 282
  key risks, 282–284
Rosters, 151
Rothengatter, W., 33
Rumsfeld, Donald, 245
Runway capacities, Heathrow airport, 12
Russian doll technique, 77
Safety, in construction, 106–115
  importance, 107
  incident- and injury-free site, creating, 108–112
  leadership forums about, 112
  off-site prefabrication, 109
  planning supervisors in, 109
  site rules establishment, 110
  T5’s approach to, 108
  training for, 111
Schmidlin, Lindner, 288, 344
Scott, Simon, 169
Seele, 344
Senior leadership, 98
Shipton, Daniel, 70, 182, 221–223
Single-model design environments, 39
Site rules establishment, for safety, 110
Site-specific air-quality control plan, 118
Skyport, 194
Skyteam, 10
  main focus of, 23
Smith, Eryl, 117, 299
Southern, Liz, 72, 117, 182, 199, 300
Sparks, Jerry, 169
Spiers, 75, 344
Spinks, Wendy, 169
Stacey, Graham, 154
Stacey, Rob, 89
Stake holders management, 123–124, 191–196
Star Alliance, 10, 22–23
  main focus of, 23
  problem of, 22
Stent, John, 299
Stewart, Rob, 182, 191, 199, 269
Stewart, Robert, 86
Stranders, Lee, 244–247
Supply chain involvement, 98
Sydney Opera House, 43
Sykes, Geoff, 102
Systems, 153–158
  systems strategies, 155–156
    approach to innovation, 155
    approach to integration, 155
    avoid innovation where possible, 155
    future proof, 156
    testing regime, 156
    use open standards, 156
  systems test centre, 156–157
T5 Agreement, 188, 234–244
  delivery steps
    accounts closure strategy, 243–244
    contract in place, put, 236–239
    create value, partnering to, 240–241
    issues resolution process, 243
    supplier motivation, managing, 239–240
    supplier performance management, 242–243
  impact of, 259–262
    client delivery, 259
    ground-breaking contract, 259–260
    hands-on client, 260
    key learning, 261
    lawyers and litigation, 260
    insurance policies, 238
    principles, 237
    professional indemnity, 238
T5 Hall of Fame, 135
Tann, Catherine, 157
Taylor, Chapman, 75, 169, 170, 176
Taylor, Paul, 114
Team, design team, 75–81
Arups, 75
client focus on detailed design, 78–79
client team, 77
design companies, 75
Din Associates, interior designers, 77
DSSR, 75
environment and tools provided for, 76
lighting designers, 75
Pascall & Watson, 75
progressive design fixity and LRMs, 77–78
Rogers Stirk Harbour + Partners, 75, 77
specialist designers, 75
uniqueness of, 76–79
integrated teamworking, 76–77
value engineering, 77
Technological advancements, 26–27
Temple, Mick, 22, 23, 144, 145, 325
Tendering and retailer section, 170
Terminal building roof, 83–84
Terrorism in aviation industry, 28–29
Thacker, Selby, 277, 280
Thatcher, Margaret, 115
Third parties, working with, 145–146
Thornton, John, 75
Tips for T5
client in construction, 338
client in design, 337
client in operational readiness, 338
client in planning, 337
integrated teams, 339
leaders, 334–335
Toms, Mike, 48
Tourism, Heathrow benefiting, 13
Townsend, 89
Track transit system (TTS), 223–225
Trade union engagement, 151–153
Traditional teams, 264
Tucker, Albert, 239
Turner, Raymond, 72, 73, 89
Twin rivers diversion, 51, 119–121, 271–276, 307
key deliverables, 273
key players, 272
key risks, 272–273
Longford and Duke of Northumberland rivers, 119
UK, construction in, 29–30
planning and regulation, aviation trends, 19–20
track record, 37–39
Holyrood airport, 38
Wembley Stadium, 38–39
trends, 29–30
Union of Construction, Allied Trades and Technicians (UCAAT), 208
Value engineering, 77
van Helmond, Henk, 182, 198, 199, 294–296, 298
Vanderwil, Brigitte, 148, 150
Vascallin, Priscilla, 248
Veatch, 272
Verling, Aran, 191
Vetters, 344
Vince, Tim, 154
Virgin, 21, 22, 24, 325, 326
Wadham, Andy, 58
Walsh, Willie, 91, 97, 146, 151, 199, 300–303, 316
Want, Geoff, 145, 160, 299
Ward, Tony, 248
Waste management, 121–122
Water management, 121–122
Watson, 75, 104, 282, 286, 287, 344
Wavy roof, 281
Wembley Stadium, 38–39, 43
Wenn, Sarah, 89, 99
West, Steve, 104
Western perimeter corridor, 271
Whitten, Tony, 288
Wilbrham, Phil, 182, 192, 199, 272–274
Wilkinson, Stephen, 305
Williams, Ian, 277, 279, 280
Williams, John, 89, 182
Williams, Richard, 193, 259
Wiltshire, Megan, 182, 213, 214

Wood, Roger, 104

Worker productivity, IT support in, 130–131

Young, Angie, 152, 183, 209, 218–221

Younger, Debbie, 145, 146, 150, 161, 182, 199, 300

Ziebland, Nick, 26, 167, 169–174, 199