

Gatwick Airport: Delivering Small Projects in the Worlds Busiest Single Runway Airport

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Head of Operations PMO

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Overview of Gatwick Airport



TRAIN ARRANGEMENTS (RETURN JOURNEY).

An Ordinary Up-Train for Victoria and London Bridge will call at 3-29.

A Special Train for Victoria will leave at 4-15.

PASSENGERS FOR LONDON BRIDGE MUST CHANGE AT CROYDON.

Portsmouth Line Passengers, leave Gatwick at 5-0, changing at Three Bridges and Horsham into the train leaving Horsham at 6-11 for Portsmouth, &c. Bosham Passengers also changing at Chichester into the 7-43 p.m. train.

No. 1 Platform for Croydon, Clapham Junction and Victoria. No. 2 Platform for Croydon, New Cross and London Bridge. No. 3 Platform for Brighton, Eastbourne and all down Stations.

☛ TO CLOSE BY 10 p.m. ON TUESDAY NEXT, MAY 21st.

GATWICK SUMMER.

Friday and Saturday, June 14th and 15th.

(CLEAN FIXTURE.)

Secretaries, Messrs. PRATT & CO., 9 George Street, Hanover Square, London, W.
Handicapper, Mr. A. KEYSER.

FIRST DAY.

THE GATWICK SELLING HANDICAP of 500 sov.; one mile. Did not fill and is rescheduled.

THE HORSESHOE HANDICAP of 200 sov.; one mile and a half.

THE MANOR WELTER PLATE of 100 sov.; one mile.

THE DORKING WELTER HANDICAP of 100 sov.; six furlongs.

SECOND DAY.

THE THREE-YRS-OLD HANDICAP of 200 sov.; one mile.

THE EMLYN HANDICAP of 100 sov.; five furlongs.

The entries for includes free stabling.

LEWES JUNE.

Monday and Tuesday, June 10th and 11th.

(Clear Plates in the South, preceding Newbury and Gatwick.)

Secretaries, Messrs. PRATT & CO., 9 George Street, Hanover Square, London, W.
Handicapper, Hon. HOWLAND LEIGH.

FIRST DAY.

THE THREE-YRS-OLD HANDICAP of 200 sov.; one mile and a quarter.

THE OPEN WELTER HANDICAP of 100 sov.; one mile and a half.

THE CLUB OPEN WELTER PLATE of 100 sov.; one mile.

SECOND DAY.

THE LEWES SPRING HANDICAP of 200 sov.; one mile.

THE SOUTHDOWN OPEN WELTER PLATE of 100 sov.; one mile and a half.

THE APPRENTICES' HANDICAP of 100 sov.; T.Y.C., five furlongs and a few yards.

THE LANDPORT MAIDEN TWO-YRS-OLD PLATE of 100 sov.; T.Y.C., five furlongs and a few yards.

☛ Entries can be made in the Weighing Room.

OFFICIAL PROGRAMME.] [PRICE 6d.

SPRING MEETING, 1912.

SECOND DAY, SATURDAY, MAY 18th.

(UNDER RULES OF RACING.)



Pratt & Company

STEWARDS:

THE EARL OF DURHAM, K.G. | J. H. LOCKE, ESQ.
CAPTAIN J. G. R. HOMFRAY. | F. LUSCOMBE, ESQ.

C. ATHERTON BROWN, ESQ.

Judge—MR. C. E. ROBINSON.

Clerk of the Scales—MR. W. C. MANNING.

Clerk of the Course—MR. F. H. CATHCART, 9 George Street, Hanover Square, London, W.

Auctioneer—MR. J. PRATT.

Handicapper—MR. A. KEYSER.

Surgeons—DR. S. MATTHEWS AND DR. S. A. CLARKE.

Veterinary Surgeon—MR. F. J. WALDER, M.R.C.V.S.

Secretaries and Stakeholders—

MESSRS. PRATT & CO., 9 GEORGE ST., HANOVER SQUARE, LONDON, W.

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Project Controls
EXPO



LOST BRITAIN POSTED BY ILL TONKSO



Gatwick Capital Investment Plan

[VIDEO TO GO HERE]



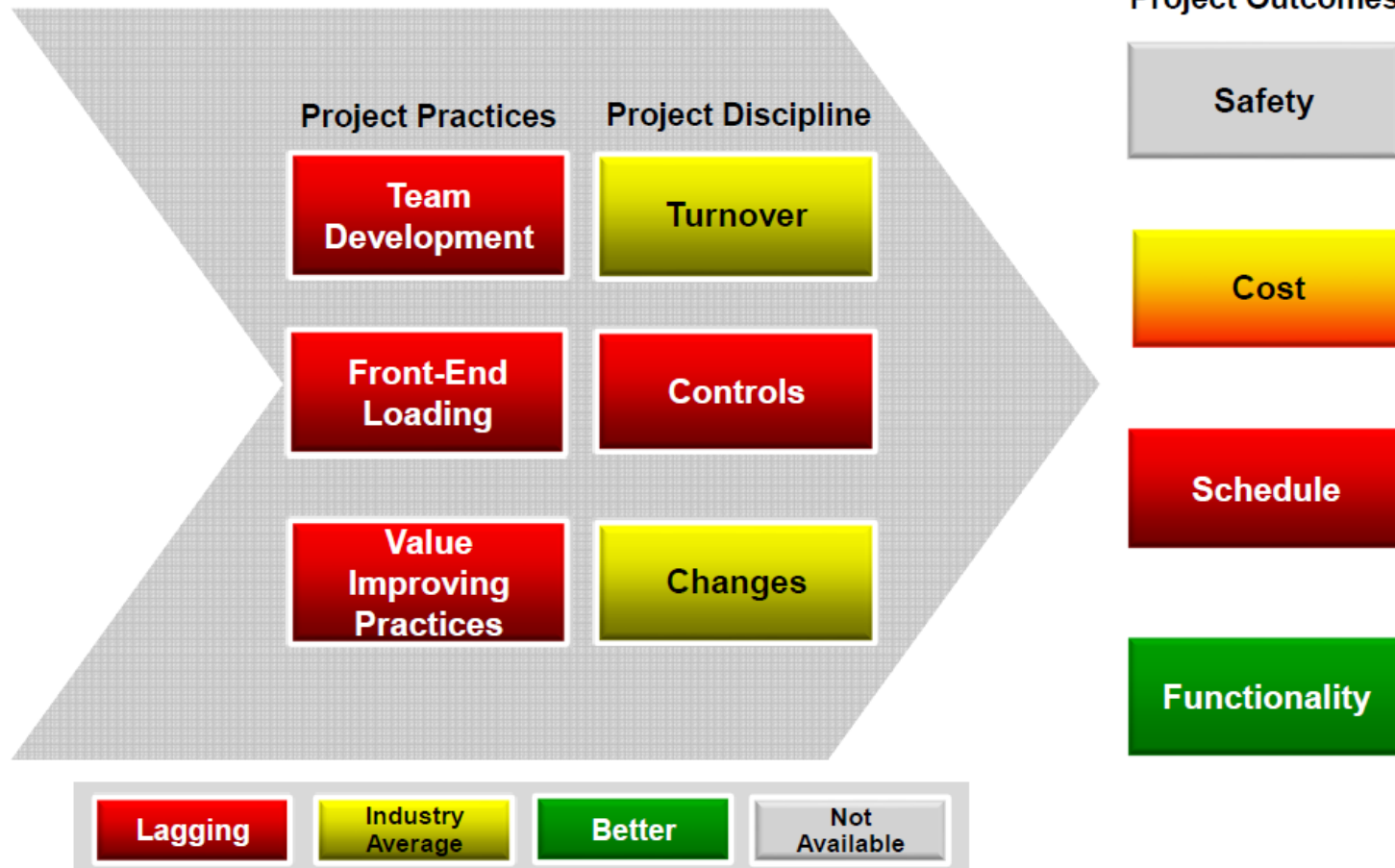
Small project programme

- Operations PMO formed in 2014 – low bureaucracy, fast delivery
- Projects <£10m, 12 months duration
- Potentially operationally disruptive
- Use of new construction frameworks
- Typically Asset Replacement and Resilience projects
- Operationally-led





What have we learned so far?

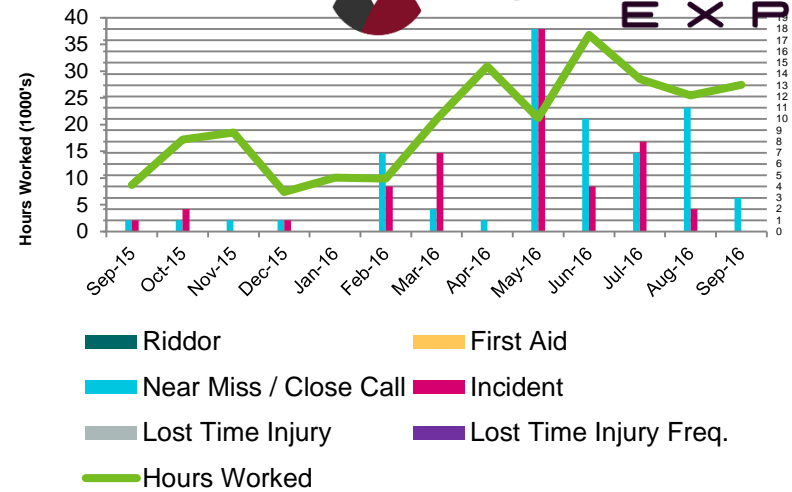


Independent Project Analysis Ltd, 2016
 Benchmarking review of Gatwick Capital Projects from 2012-2015



EH&S Excellence

- Core value for the team and our contractors
- Zero LTI's to end of September 2016
- Environmental good practices in use



Stable Operations

43m+ passengers per year + projects in a live 24/7 operational environment

- Management of Change
- Fire alarm activations/evacuations
- Electrical isolations
- Hoarding and wayfinding
- Noise
- “think outside the box”



Front End Loading

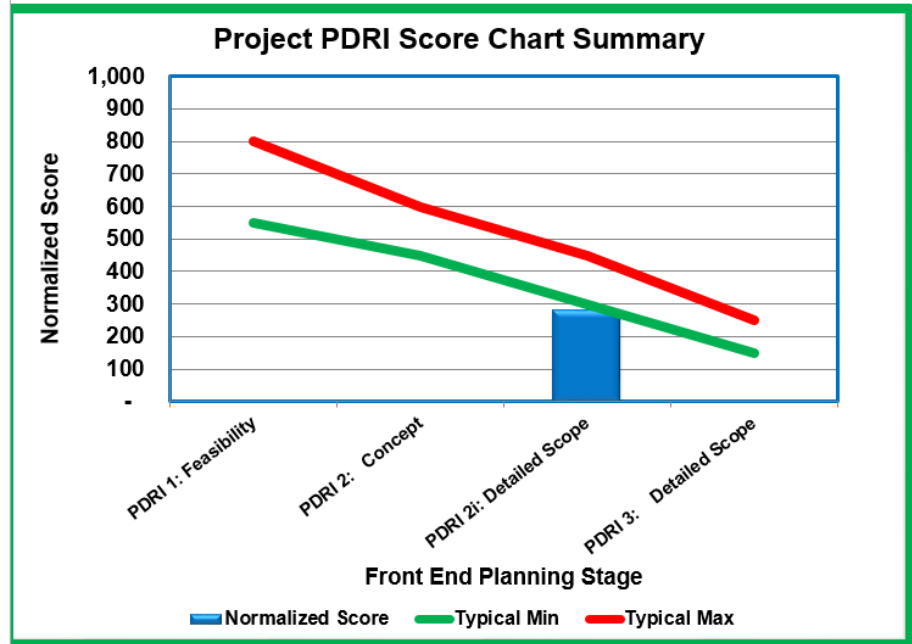
PDRI – Project Definition Rating Index

Full version – 64 questions

GAL-specific covering Buildings, Airfield and Baggage

Covers:

- Project Strategy
- Owner Responsibilities
- Project Requirements
- Deliverables
- Project Controls



Stage	PDRI 1: Feasibility	PDRI 2: Concept	PDRI 2i: Detailed Scope	PDRI 3: Detailed Scope
Normalized Score	NA	NA	281	NA
Score	-	-	256	-
Max Score	55	-	910	37
Total Max Score	1,000	1,000	1,000	1,000
Typical Min	550	450	300	150
Typical Max	800	600	450	250

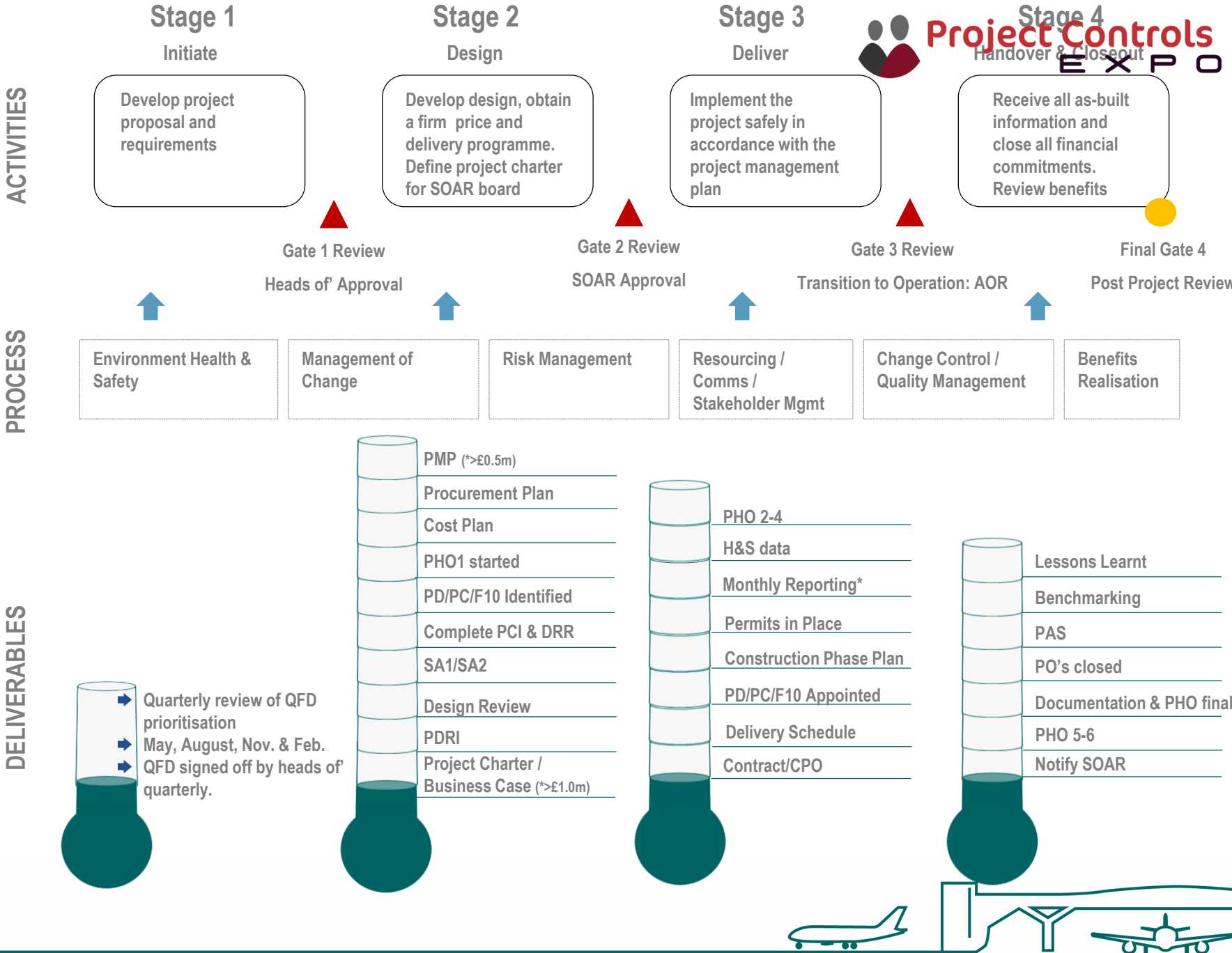


Low Bureaucracy

What we do	What we don't do
4 stage process based on APM methodology	7-stage Major Projects process
New construction frameworks	Negotiate terms on a project-by-project basis
Self serve where possible	Rely on lots of other teams
EH&S requirements built into process	Avoid specific EH&S documentation
Airport readiness and Stable Ops impact ("Management of Change")	Stop the op!
Minimal reporting	Lots of dashboards!
Project Handover process	Fit and forget



Operations Project Delivery Framework



Overhead

- Small team – c25 people delivering £55m of investment
- Project Managers are cradle-to-grave
- Small central Project Controls function (governance, commercial, planning)
- Project Manager retains accountability at all times
- Outperforming CAA overhead target by over 30%



What's next

- EH&S development
- Controls enhancements (whilst maintaining low bureaucracy!)
- On time delivery improvements
- Framework supplier performance
- Design processes
- Future projects and scaling the team for greater programme values





Summary



Questions?