

## **CASE STUDY: LONDON HEATHROW TERMINAL 3 – PIER 6 PROJECT CONTROL**

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### **ABSTRACT**

A major process within Project Management, which supports the Project Manager (PM) and the Team to set up, coordinate and subsequently monitor the project is that of Project Control.

Standard structures, i.e. Work Breakdown Structure (WBS), Cost Breakdown Structure (CBS), etc., as described in the Project Management Book of Knowledge (PM BoK), and other project coding need to be defined from the very early project stages. Management of interfaces between Planning, Estimating, Cost Control, Commercial and Finance disciplines, as well as processes such as Change Control, Progress Monitoring / Reporting, level(s) of rolling up of information from Contractors, Suppliers, Designers, Consultants, etc. is the 'work arena'/environment where Project Control performs its daily functions.

British Airports Authority (BAA) responding to developments in the aircraft industry, specifically the introduction of the Airbus A380 – the biggest passenger carrier – is constructing in Heathrow Terminal 3 a Pier (Pier 6) that will accommodate all its demands.

Pier 6 which is the second biggest project within BAA, with tight budgetary and time demands, health and safety, energy and environmental demands, a large number of interfaces, and the requirement for passenger segregation, follows the standard company wide Major Project Process.

A large number of parties, Construction Manager, contractors, suppliers, design consultants and suppliers are working together through the different project stages to deliver the project.

This paper will describe the approach taken by the Project Control Manager and the Project Management team in setting up, and rolling out the Project Control processes and systems. In doing so, this case study will point out the number of benefits, at project as well as company level, that are derived from having and performing proper Project Controls.

### **KEYWORDS**

Project control, Project Structures

### **BASIC BIBLIOGRAPHY**

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