

CATEGORY

PROGRAMME OF THE YEAR

WINNER

TERMINAL 3 INTEGRATED BAGGAGE – HEATHROW AIRPORT LTD

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Overview

Seeking to offer the best-rated airport service in the world, Heathrow has invested £11bn over the past 10 years in building and opening Terminals 5 and 2, as well as making significant upgrades to the other terminals.

Part of this major transformation programme is the implementation of a Heathrow-wide integrated baggage-handling system capable of handling 110 million bags a year. And a key part of that system is the £500m Terminal 3 Integrated Baggage (T3IB) system. This unique, state-of-the-art vertical facility uses a mix of proven and new technology, including robotic automation, to manage all

of the terminal's baggage under one roof. A project encompassing construction, technology and major business change, it has delivered real and tangible results for passengers.

Objectives

With one-third of Heathrow passengers connecting from one flight to another, the majority of connections being between Terminals 5 and 3, it is critical to ensure that connections are easy and fast, with the aim of keeping every passenger with every bag, every time.

A new dedicated baggage system for Terminal 3 that was integrated with Terminal 5 would further improve minimum connection times. It would also provide the opportunity to upgrade the Terminal 3 baggage facility and work environment, which was out of date and noisy, with inefficient processes and sub-optimal handling practices.

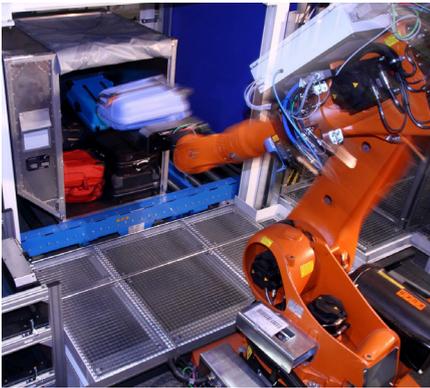
Delivery and governance

A cross-organisational leadership team made up of 10 programme leaders met on a weekly basis to track progress, plan and validate milestones. In addition, the programme had an 80-strong supply chain and client team, and a site presence of up to 400 at the project's peak.

T3IB was a highly complex programme, involving new ways of working, new technology and new equipment, all within a new facility. An extensive operational-readiness strategy

Heathrow

Making every journey better



ensured people, process, systems and the facility all worked together and were ready to go live.

This required consultation with, and the buy-in and involvement of, multiple global stakeholders, including airlines, baggage handlers and operations teams, as well as legal, security, safety and performance.

The team created a 'baggage roadmap' for sign-off by key stakeholders that illustrated the business-change journey and that set out an agreed schedule of what would happen and when. The robust governance structure ensured all these audiences were kept informed and engaged throughout every stage.

Stakeholder management and testing

Effective communication and engagement with the airlines and the baggage handlers about the level of automation being brought in was vital. Change champions, mobile roadshows, regular newsletters, and an animated brochure and movie were all tools used to make sure the stakeholders understood the new processes and how T3IB would benefit their operation and their business.

To build operational confidence, trials were set up using semi-automated devices and robots in existing baggage halls and supplier Vanderlande's test facility in the Netherlands. This early proving enabled the teams to identify and solve a whole range of issues in advance.

In addition, a dedicated T3IB training suite enabled the handlers and operations teams to get up to speed with the new equipment and technology well in advance of roll-out.

Challenges

Real-estate constraints at Heathrow meant that T3IB had to be built vertically, surrounded on all four sides by live operations.

Given the huge volume of air and passenger traffic that flows through Heathrow every day, it was vital that works did not disrupt everyday operations. For example, a steel-framed bridge that conveyed luggage had to be moved overnight in a window of just five hours so that an existing baggage facility did not have to shut down.

Project successes

Taking on board lessons from the 2008 opening of Heathrow's Terminal 5, the team delivered a phased transition of the new facility for affected airlines and handlers, hitting the agreed deadlines of March 2015 to June 2016.

People, processes, infrastructure and technology have been brought together at T3IB to keep baggage flowing smoothly. A bag from Terminal 3 now only takes 10 minutes to go through the tunnel to Terminal 5.

The new dedicated facility is much more efficient, provides an improved work environment for staff and is a pivotal part of Heathrow's plan to revolutionise the way it manages baggage to enhance the passenger experience.





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WINNER'S

CASE STUDY

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