

Stakeholder Engagement

There were numerous stakeholders involved in the project – from airport operations and engineering to retailers, passengers, baggage handlers and the airlines themselves. As a fundamental concept Stakeholder Engagement was ensured from the outset to enable successful project completion.

To successfully deliver the project an Operational Readiness Plan was created to establish how baggage handlers and system operators would be engaged. Employee engagement was one of the main drivers for successful roll out, therefore, project managers ensured rigorous planning and training occurred to enable assurance around how to operate the new technology correctly.

A whole training suit dedicated to T3IB was built for employees to become familiar with the new processes and how to operate the technology well in advance of rollout, meeting their needs and requirements effectively.

In line with principle 3 of RPM (engagement), substantial efforts were put into understanding the stakeholders and their levels of involvement and consultation, leading to a robust communications structure which ensured effective cooperation and decision making between project delivery, all stakeholders, and sponsors.

As engagement and communication were fundamental, a process integrator team was employed to enable effective engagement between airlines and employees, while facilitating their understanding of the new processes.



To engage stakeholders, change champions, mobile roadshows, regular newsletters and an animated brochures were used. Communicating updates to each stakeholder group as the project progressed was key, therefore, regular update meetings were continuously held

3. Engagement

Project Purpose

As the busiest airport in the world, Heathrow serves over 219,458 passengers a day, therefore it requires an advanced and innovative baggage handling system capable of handling passenger volume and airport demands. Balancing the needs of multiple stakeholders while positively impacting society, the surrounding environment and the economy.

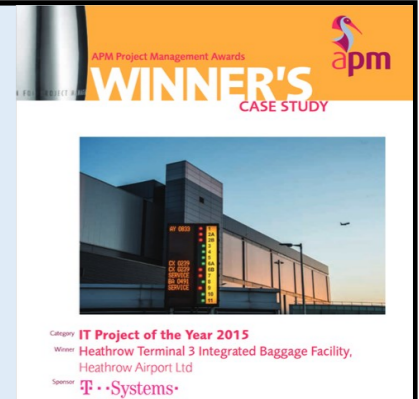
Terminal Three Integrated Baggage System (T3IB) is a £500 Million project that has replaced the outdated and expired system that was previously used. Now capable of handling up to 110 million pieces of baggage/year, reducing minimum connection times by 4 minutes and missed bag rate by 22%, T3IB is classed as the most sophisticated and efficient baggage handling system in the world.

Project Objectives

1. Create a new single integrated direct and transfer baggage system product.
2. Replace the life expired existing baggage system assets to benefit multiple stakeholders.
3. Improve the baggage delivery punctuality and delivery reliability (reduce system misconnects).
4. Provide a system that has suitable growth capacity and sustainable impact.
5. Contain the Operating Cost for the solution.
6. Produce a DfT (Department of Transport) compliant system.

“A significant effort was put into understanding the stakeholders and their level of involvement and consultation. Leading to a robust communications structure to ensure effective collaboration and decision-making between project delivery, all stakeholders and sponsors”

“The more we engaged with the baggage-handling teams, the more they engaged with the concept”



Responsible Project Management at Heathrow Terminal 3

Terminal Three Integrated Baggage System (T3IB)



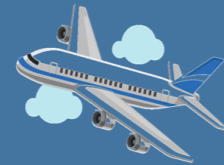
9. Stewardship



10. Balance

Responsible Project Management

Achievements & Challenges



Project delivery inside one of the busiest airports in the world, the most challenging airside location at Heathrow Airport, surrounded by airfield roads, passengers, and lives baggage operations; all during the Olympic Games embargo throughout 2012 was a huge challenge to overcome.

Described as Building the Eiffel Tower in the middle of Piccadilly Circus, the size and complexity of this project required an innovative approach to project management and stakeholder engagement. Clear budget plans and clear operational goals were put into place to ensure project delivery success, as well as a critical focus on Stakeholder Engagement practices.

Using an Integrated Project Management approach T3IB established and managed the involvement of all relevant stakeholders and resources effectively. Using this approach kept the process on track and minimised scope creep considerably. Alongside Principle 5 of RPM (uncertainty), T3IB effectively engaged with stakeholders throughout, communicated change, increasing flexibility and the ability to cope with uncertainties.

The reduced Minimum Connection Time of approximately 4 minutes between flights and the reduced number of missed bags per year will result in a total of £1,200,000 saved per annum thanks to the T3IB system when compared to the efficiency of the old baggage system.

T3IB developed an outstanding project in terms of construction as it was executed without disrupting the daily airport operations and was completed in record time and with exceptional safety standards. T3IB benefits and provides value to multiple stakeholders by balancing their needs and requirements. T3IB has improved the experience of thousands of passengers every day and positively impacts society and the surrounding environment, while demonstrating conscious awareness of the projects sustainable impact and great RPM practices.

Lessons Learned

T3IB demonstrates extremely effective Stakeholder Engagement practices by **balancing** the needs of multiple stakeholder groups including; employees, airlines and passengers. **Stewardship** was at the forefront of decision making as Project Managers also ensured additional stakeholders were considered including; the environment, communities and partners.

Project Managers managed T3IB being responsible for stakeholder wellbeing, providing conscious **awareness** of project impacts, demonstrated the ability to manage **uncertainty** and deliver **transparency** of results throughout. The adoption of the identified practices and technology found in T3IB by other airports around the world would promote RPM internationally while potentially providing developing countries with sustainable growth opportunities.

Sustainable Development

SDG 3 (Good Health & Wellbeing): T3IB has led to improved working conditions for employees who now lift 12 million less pieces of luggage every year. Now at a reduced risk of injury due to less manual lifting of baggage. Additionally during the construction phase, approximately 50 million cumulative man-hours were worked where only 2 reportable incidences on site occurred. Demonstrating success in terms of sustainable wellbeing of employees. Technology that provides benefits to a range of internal stakeholders.

SDG 8 (Decent Work & Economic Growth): T3IB shows efforts of inclusive and sustainable industrialisation and infrastructure due to generating 400+ jobs during the projects peak, benefiting society and the economy. With the ability to unleash dynamic and competitive economic forces that generate employment and income, T3IB provided an increased economic advantage to the UK through the large amount of jobs produced throughout the Project Life Cycle and still today with the continuous running of the system 24/7.

SDG 9 (Industry, Innovation & Infrastructure): Overcoming the ageing infrastructure where operations were spread across four separate facilities and combining them under one roof has saved land use and reduced resources used, thus having a positive sustainable impact on the environment. Positively impacting a range of Stakeholders through increased efficiencies; A 4 minute reduction time between transfer flights and a 22% reduction in mislaid bags provides passengers with an improved travel experience while airlines can now operate at higher output. T3IB is a state of the art cutting-edge project that reduces waste and improves overall efficiency of the baggage handling process; Technology and Infrastructure that all airports around the world could adopt.

SDG 12 & 13 (Responsible Consumption and Production & Climate Action): All materials removed during the construction phase were recycled, while the system has significantly reduced the amount of vehicles transporting luggage at the airport, replacing a total of 120,000 journeys each year and exponentially reducing the corresponding emissions. T3IB has adopted a sustainable approach to reducing carbon emissions year on year, adding to the increased level of sustainability seen at Heathrow Airport.

SDG 17 (Partnerships For The Goals): T3IB formed many partnerships to successfully complete the project. Hiring an external Project Management consultancy group called 'Royal Haskoning DHV' who helped manage multiple Stakeholders as well as Logistics and Production Planning, Systems Assurance, Integrations Management and Handover Management. Additionally Vanderlande Industries were partnered with to implement the high-level IT controls software which runs the baggage system.

