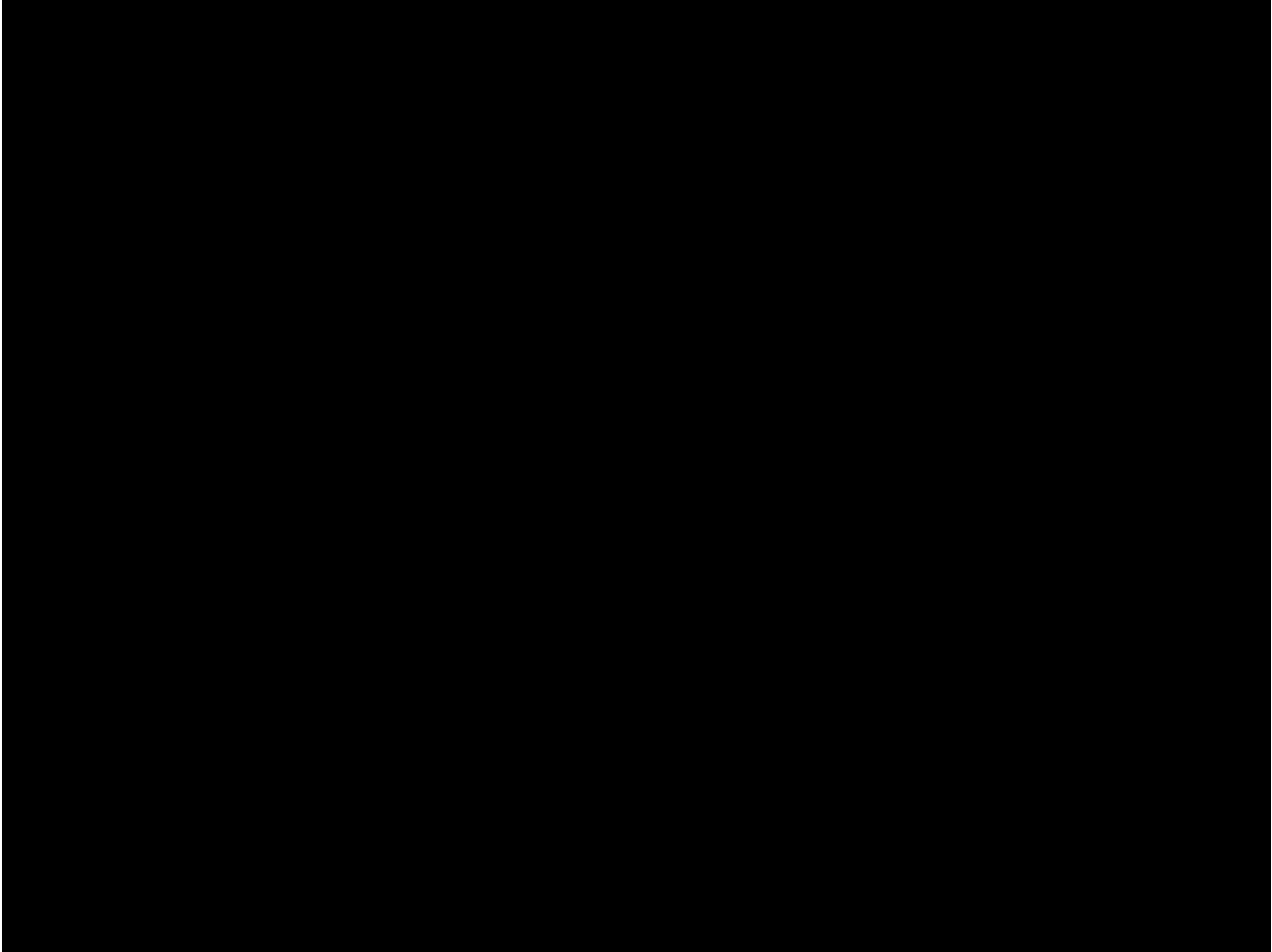




IPMA Congress - Rome 2008

Paul Chapman



10th November 2008



Headlines

- Project value €7.5bn
- Section 1 opened 2003
- Section 2 opened 14th November 2007
- Completed on time and on budget
- Paris 2h 15 Brussels 1h 51
- Domestic High Speed opens December 2009

Highlights of First Year



Eurostar sales increased by 20%

Punctuality improved now 93.9%

Moving Annual Average delay 7.6s
per train

St Pancras International established
as an iconic gateway to Europe

Business case for retail proven and
revenues on target

What drove that success (1)



- Single client with a single objective – London & Continental Railways (LCR)
- Privately funded with government support – project fully funded at outset
- Funding client and construction client in the same ownership – LCR and High Speed 1

What drove that success (2)

- Operator involved from early stages
- Tried and tested **rail** technology but great **innovation** in civil engineering elements



Building safely = building more efficiently

- Accident Frequency Rate 0.36%
- Better than the national average of 0.68%
- St Pancras fit out 1.8m man hours
not a single lost time accident

Safety Awards

- ROSPA Gold Award for Temple Mills Depot
- 'Work Well Together' Construction Award (4 C's)
- Construction News - Quality in Construction Award
- Railway Industry Innovation Awards Railways
- 2007 Quality Awards
- 2008 Innovation Awards Engineering and /or Safety category

How did PM make a difference

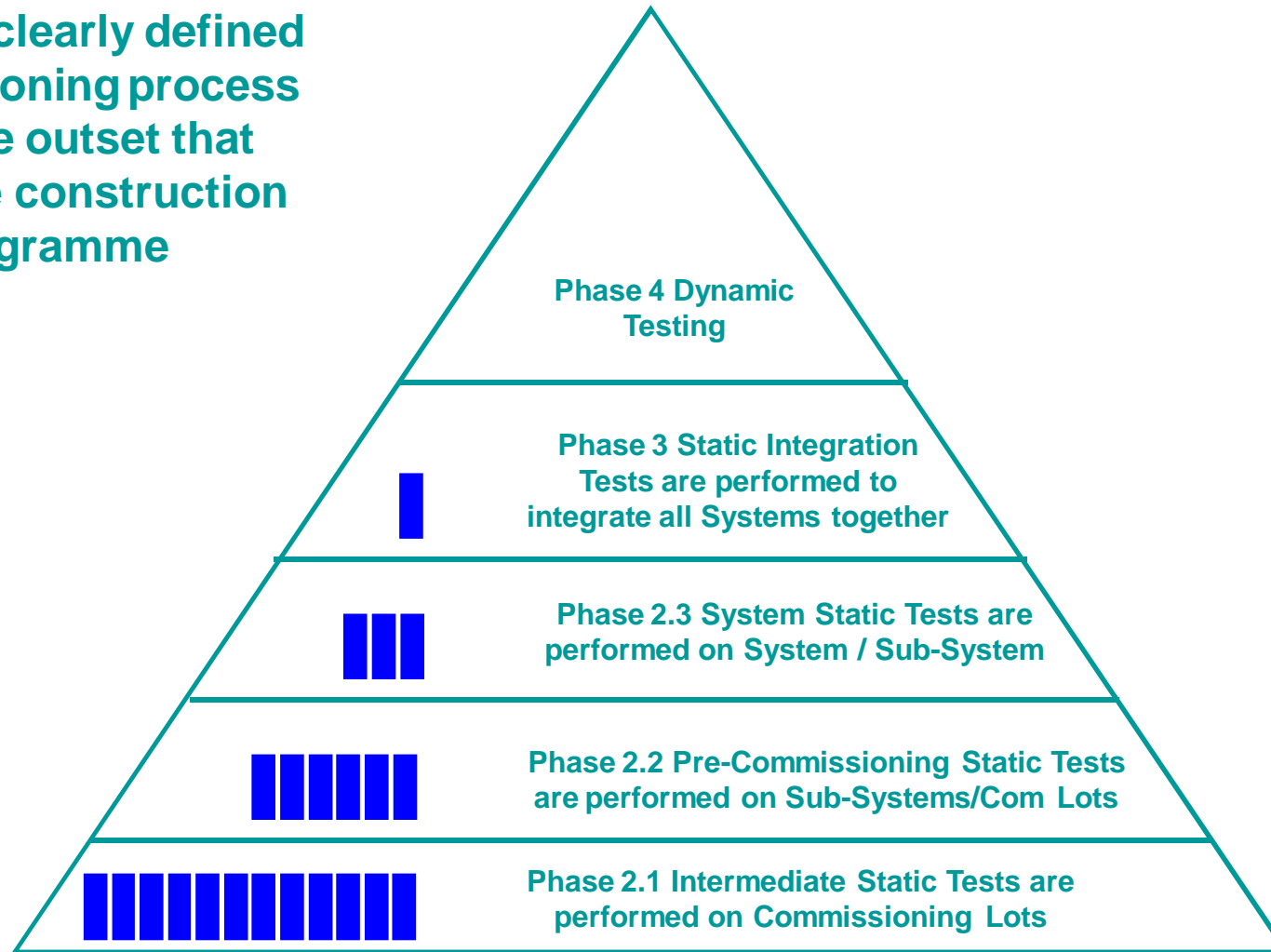
- Packaging and Procurement
 - NEC Target Cost Contracts
 - Appropriate levels of Risk Transfer
- Planning Backwards
 - Operate – Commission – Test – Build – Design – Procure
- Master programme to provide overall control and sequencing to provide alignment through the supply chain and to build in flexibility and contingency where needed

How did PM make a difference

- We used tools that are scaleable to suit the task at hand
 - Strategic Risk Management – P3 Planning – Six Sigma analysis
- Joint project bank accounts coupled with NEC Target cost contracts
 - We always had visibility of the true cost at any stage of the project.

How did PM make a difference

We had a clearly defined commissioning process from the outset that drove the construction programme



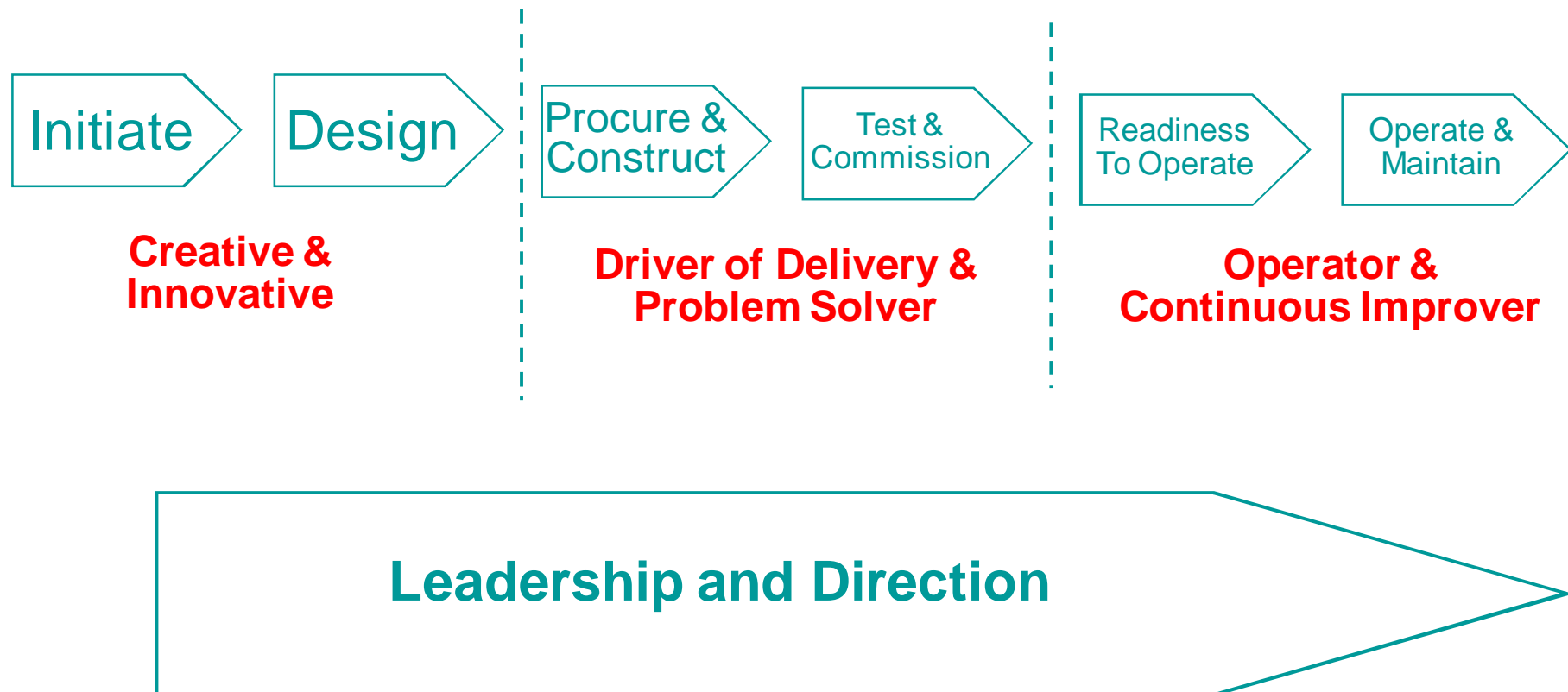
What other factors contributed

HS1
Autonomy

LCR & DfT
Governance

Freedom to take difficult decisions for the **overall** benefit of the project

Recognising project life cycles need different skills sets and different leaders



A very fast paced finish achieved through alignment of all stakeholders

- Jan 07 25Kv Traction Power on
- Feb 07 Transition Management Team created & objectives aligned
- April 07 Phase 4 Dynamic Testing commenced
- July 07 Commissioning Handover to Operator
- Oct 07 Full Passenger Tests
- Nov 13th 07 Eurostar move from Waterloo to St Pancras International
- Nov 14th 07 Service Starts

Historic day as first Eurostar trains leave St Pancras



Action stations: three Eurostar trains stand ready to leave St Pancras today, the culmination of the £800million project to transform the Victorian station into an international hub

THE 186MPH BLAST-OFF

VALENTINE LOW

HISTORY was made at the new St Pancras International today when the first Eurostar train left for Brussels.

The 186mph passenger service pulled out of the £800million station at 11.06 to mark the successful launch of the most celebrated engineering project in years.

The restoration of the Victorian station has been universally acclaimed and even environmental campaigners were on board to praise the project. To underline the occasion, hundreds of people gathered outside

CONTINUED ON PAGE 6 ►

Comment 12-13 Londoner's Diary 14-15 Business 28-38 Food & Review 39-43 In London Tonight 45 TV 46-47 Games 48 Readers' View