



Programme of the Year Award

Sponsored by Program Framework

Winner | Eurostar High Speed Rail Link, Eurostar



The strategic aim of this programme was to increase Eurostar's impact on the choices made by the short haul European traveller. The goals of shorter journey times, excellent punctuality, greater frequency leading to simpler journey planning, more destinations and comfort are supported by a strong business case for Eurostar: stronger revenues, bigger 'footfall' of passengers and significant competitive advantage against the airlines.

The changes enabled and delivered by the High Speed (HS1) programme, will not only grow the Eurostar business but will also position Eurostar to become the natural choice for short haul travel between the UK to the Continent.

When the last Eurostar service pulled out of Waterloo International on the evening of 13 November 2007, the business had exactly 15 hours to implement the final stage of moving to St Pancras International where commercial services were to commence the following morning.

With the world's media about to descend, it was crucial that the overnight transfer was carried out seamlessly.

On the day, 97% of Eurostar services arrived on-time and over the first 10 days, 94% of trains were on time overall and traveller numbers rose by over 21% in the first three months of 2008.

Our judges agreed that the programme was a well-earned success: "This is a well defined programme falling directly out of strategy ... with detailed evidence of excellent programme management practice, clear benefits definition, mapping, ownership and projects prioritisation. Clear leadership, a good governance structure and stakeholder management and communications seemed to have contributed to success of the programme."

APM judges

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Runners-up: Department for Work and Pensions Internet Protocol (IP) Convergence Programme, BT Global Services

A major infrastructure deployment programme of a converged IP network providing IP Telephony and data services across DWP's organisation, providing 202,000 managed ports across 1,140 DWP sites, within 23 months.

The success of this programme was deemed "mission critical" for both BT and the DWP. Noting the scale of the programme, the judges commented: "The communications plan involved a quite staggering series of meetings, bulletins plus a programme-specific website all designed to keep the many stakeholders informed."

Swanwick and West Drayton Air Traffic Control, NATS (National Air Traffic Services)

The transfer of air traffic control operations from West Drayton to Swanwick is an outstanding example of how a 4 year, £90 million programme – incorporating several key projects, multiple stakeholders and many external interdependencies – can come to fruition while maintaining the safety critical 24 hour air traffic control "business as usual" throughout.

Keenly aware of the implications of making errors, the judges noted: "We were impressed with their use of an in-house programme management team, their governance arrangements and use of regular reviews at both project and programme level. The team clearly put a great deal of thought and effort into managing the diverse stakeholders in this programme. There was a very useful focus on benefit delivery and the special appointment of benefit managers."