

“This refreshed strategy has emerged following a period of reflection and review, including data from recent membership surveys, measurement of progress against the 2017 strategy, in depth interviews with senior leaders from member organisations and extensive analysis by the Major Projects Association Board. Strategy 2021 sets out the strategic direction of the Major Projects Association in a way that strengthens what we are good at and focuses on areas where we should exploit or respond to a changing context.”

Tim Laurence, Chairman

Our fundamental principles:

Throughout consultations with individuals at all levels, the overwhelming majority felt that our purpose statement was still very relevant, therefore the purpose of the Major Projects Association remains:

To improve the initiation and delivery of major projects through the interaction of members from all sectors in sharing experience, knowledge and ideas.

To achieve this purpose there are a number of themes that both the Board and the membership believe are fundamental to what we do and we will continue to do these as we have for some time – with high quality, professional service at the core:



Membership matters

A membership association is only as strong as its members. We need each member organisation to be engaged and involved. We have identified a number of ways in which members can increase their engagement and support us to create a strong and vibrant future for the Association and we highlight these throughout the strategy. We encourage our members to attend as many events as possible and to spread that attendance throughout their organisations. We seek input from members about which topics we should cover each year and they are our first port of call to find speakers. We also work more collaboratively with member companies by co-hosting discussion events over dinners or drinks receptions on topics or sectors which are of interest. We invite members to use our professional development programmes – Rising Stars is free for all full members.

Strategic developments

There are a number of aspects of our operations that we want to improve in order to address wider sociological and economic trends that create opportunities and challenges for the Association. We have set them out here as a series of strategic developments that we will implement over the next three years:



Vary the format and location of events, and hold more regional events



Encourage greater diversity of gender and ethnicity across the major project arena, from organisational leadership to project management



Improve the impact, value and accessibility of reports within the membership and across other key influencers



Broaden our current offer of cross sectoral mentoring and support to include: Chief Executives, sponsors, programme directors and project managers



Develop the Knowledge Hub into an easily accessible resource and discussion channel for our members



Increase our influence with government, industry and academia through careful use of our reports, advice and presentations

Delivery Plan



Vary the format and location of events, and hold more regional events

We will:

- Continue to review and revise the events programme to ensure there is sufficient variety of format to appeal to all individuals within the membership (Programme Committee, 4th Sep 2018, 4th Dec 2018, 5th Mar 2019)
- Identify the most relevant topics to discuss in regions and hold at least two events each year outside of London

It is the responsibility of our Programme Committee to implement this development, commencing immediately.

We ask our members to:

- Contribute to the events programme by making suggestions for topics and venues; different formats; nominate speakers; and participate actively in events
- Encourage and monitor event attendance by their own people to ensure they are making the most of their membership by accessing the live data that the Association makes available.



Improve the impact, value and accessibility of reports within the membership and across other key influencers

We will:

- Establish a working party for the oversight of our research and reports (Executive Director, May 2018)
- Develop a programme to exploit better the unparalleled access we have to recent project experience to produce study topics, synthesis reports, best practice guides and seminar output (Executive Director, September 2018)
- Liaise with our academic partners and others to ensure that we are leveraging current research. (Development Director, stock take September 2018)
- Develop and maintain a clear approach to communication with the membership and other key stakeholders with targeted messaging. (Development Director, proposal October 2018)

We ask our members to:

- Let us know if you have a good idea for a study or report
- Read, distribute and discuss the reports that we produce
- Inform us of any research you have undertaken which would be of interest to the wider membership
- Work with us on studies of mutual interest



Develop the Knowledge Hub into an easily accessible resource and discussion channel for our members

We will:

- Emphasise the practical application of the Knowledge Hub and how it can be used for good day to day effect (Knowledge Hub Manager, October 2018)
- 30% of member organisations to have a knowledge lead (Knowledge Hub Manager, October 2018)
- Develop a fully costed proposal for a Major Projects Association app (Executive Director, November 2018)

We ask our members to:

- Engage with the Major Projects Knowledge Hub by nominating a knowledge lead and encouraging staff to participate
- Exploit opportunities for new, younger and more diverse talent to get involved



Encourage greater diversity of gender and ethnicity across the major project arena, from organisational leadership to project management

We will:

- Support member organisations in the sharing of Gender Balance/ Equality, Diversity and Inclusion best practice (Development Director, next publication August 2018)
- Gather diversity data (initially gender, later on other elements of diversity) from member organisations (Development Director, share first data set July 2018)
- Develop a proposal for a diversity and inclusion campaign (Development Director, October 2019)

We ask our members to:

- Work towards improving gender balance and ethnic diversity



Broaden our current offer of cross sectoral mentoring and support to include: Chief Executives, sponsors, programme directors and project managers

We will:

- Use the ambassador network to disseminate information about our mentoring scheme to sponsors, programme directors and project managers (Development Director, October 2018)
- Extend the list of mentors (Executive Director, October 2018)
- Consider offering to arrange secondment opportunities between member organisations including reverse mentoring to help address diversity issues (Executive Director, November 2019)

We ask our members to:

- Nominate staff for mentoring or secondment opportunities
- Disseminate information about the scheme around their organisation



Increase our influence with government, industry and academia through careful use of our reports, advice and presentations

We will:

- Deepen our relationship with the Infrastructure and Projects Authority, the National Infrastructure Commission and other influential bodies (Executive Director, November 2019)
- Investigate how the Major Projects Association might increase its impact through initiatives such as quarterly reviews or sharing of members experience through digital communication channels (Executive Director, November 2020)
- Offer, when appropriate, an informed and authoritative comment in those discussions of major projects likely to impact future trends (Chairman and Board, ongoing)

We ask our members to:

- Let us know if they can identify an opportunity to increase our influence
- Contribute suggestions as to how MPA might raise its game in this respect



What good looks like (in 2021)

In setting the new strategy the Board looked ahead to 2021 asking what would good look like and how would the Major Projects Association have supported its members?

We hope you will share this vision:

Postcard from 2021

The Major Projects Association is a well organised, well respected voice of the Major Projects community – representing all sectors and unpicking topics of relevance to member organisations with the events programme continuing to be the backbone of all that we do.

Members interact with the Association through a variety of mechanisms – email, the website and mobile Apps – making it easier to register for events and engage in debates. Ambassadors now play key roles within member organisations and every member organisation uses them to good effect, both in support of their Main Rep and as a developmental step for promising new professionals.

Greater digital accessibility has encouraged younger talent to engage with the Association and this greater engagement of younger people has enabled us to ensure our activities are attractive to a wider audience. Because of the events and discussions held by the Association, member organisations are better informed about technological advances and international developments and they fared better through the Brexit process than they might otherwise have done.

Because of the collective approach to addressing Gender Balance and ethnic diversity, member organisations have a clear understanding of the systemic challenges and of the tools available to resolve them and are much more balanced than similar businesses in other sectors.

