



YEAR IN ACTION

2018

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DEPARTURE OF MAGGIE LATHAM



Our longest-serving member of staff, Maggie Latham, will be leaving the Association at the end of November. Maggie joined the Major Projects Association in 1997. After twenty-one years with us she has decided to leave for pastures new to explore new ways of using her creative and organisational talents.

Twenty-one years in one job may seem a long time. But during her years Maggie has worked for four different Executive Directors, four Chairmen and been based in three different locations. She has progressed from 'Assistant to the Administrator' to 'Events Manager' and developed her talents by studying part-time to achieve her BA Hons in Communications, Media and Culture.

For many, Maggie is the face of the Association, ever-present at events, welcoming newcomers and regulars alike, ensuring that no one feels like a stranger. Her warmth, imagination and attention to detail will be hugely missed by everyone who has been involved in the Association over many years. She leaves with all of our very best wishes for the future.



Dear MPA Members,

Every organisation in which I am involved is grappling at the moment with how best to up its digital game, and the Major Projects Association is no different. This is partly about how we communicate with our members. We are constantly thinking about how we can improve the way we send out information – in advance of events, reports from events, and other information – in a way which is most easy for you to receive, understand and disseminate further. We have received lots of excellent feedback on this issue recently – please keep it coming.

The Knowledge Hub is another important part of our digital strategy. It is coming along well, but please do use it and help us continue to improve it. A further aspect is improving the ability to join or access our events from remote locations. Our ideal is for you to come to our events in person, creating that 'collegiate atmosphere' in the room for discussions. But we recognise that it is not always possible for people to do this, so we must make every effort to enable remote access. We will continue to trial different ways of doing this.

In years past we have had small experiments with events away from London – in Birmingham or Manchester for example. Historically these have not been well supported, but in response to your encouragement, we have tried again, and recent events have had much better attendance. We will therefore keep trying. We have events planned in Bristol, Manchester and Birmingham over the coming months. I hope you will make sure that members of your organisations who live or work in those areas know about them.

The theme of our recent annual conference was how organisations from different parts of the sector can work better together, to mutual benefit, to deliver the projects which the UK and other nations need. We asked Board Director, Sadie Morgan, to interview Lord Heseltine, her former colleague at the National Infrastructure Commission, or rather, to engage him in conversation. He gave us a fascinating insight into how he had galvanised people to work together for inner city regeneration in Liverpool and London Docklands.

One key element was getting different Departments in Whitehall to cooperate locally through the vehicle of a Development Corporation. This is just one example of how we need to think radically if we are to progress major projects. Conventional organisational structures may prove too narrowly focused to get things done. One of the Association's greatest strengths is that we bring people together from public, private and academic sectors to solve problems collectively, and that will continue to be a major focus of our forward programme.

I have got this far without mentioning Brexit. What will happen and what will it mean for the major projects sector? Well, I turn to that great business guru and philosopher Doris Day for my inspiration in her immortal lines – 'Que Sera, Sera; whatever will be, will be'. But whatever the outcome, I am sure our members will see it not just as a major challenge but also as a huge opportunity, and will face the situation with a positive mindset, determined to make the best of it. We certainly will.

With all best wishes,

Tim Laurence
Chairman
Major Projects Association

Members can contact Sir Tim via: tim.laurence@majorprojects.org

In March 2017 we launched the new role of Ambassadors to support Main Reps to make the most of their membership. Over a year later and over two-thirds of member organisations have one or more Ambassadors who are making a big difference to the engagement levels of those members.

Two Ambassadors who have made a big impact are Dee McGinn of Transport for London (TfL) and Gareth Naylor of Raytheon.



'The Major Projects Association Ambassador initiative has been instrumental for TfL Major Projects Directorate in helping us maximise value from our membership. Working closely with our main representative, we identify the right people to attend the wide range of events, conferences and seminars which address some of the most relevant and critical challenges affecting our Major Projects business. The fantastic thing is that almost all of these are free to attend under our membership. It has been really important to us to follow events with embedding the valuable learning back into our organisation, to share the knowledge much wider than the lucky few who have attended the event. The most successful way in which we do this is through publishing blogs on our intranet homepage, often generating lots of debate and discussion, and bringing what we have learned to life in the context of our business.' **Dee McGinn, TfL**



'Raytheon UK employs over 100 Project and Programme Managers and recognises the Major Projects Association as a vital element of continuing their professional development within the function. Appointing an Ambassador has enabled us to widen awareness of the Major Projects Association to a greater organisational demographic by facilitating messaging of activities at a peer-to-peer level. Communications have primarily consisted of word-of-mouth messaging and the use of in-house methods such as internal social media and the Programme Leadership Newsletter. This has resulted in an increased attendance at Major Projects Association events/training by a wider range of personnel from across a number of RTN sites, providing them with an insight into other industries, projects and organisations. We intend to continue to use the Ambassador programme to promote the wider resources that the Association offers throughout our organisation, including the Knowledge Hub and the event write-ups.' **Gareth Naylor, Raytheon**

If you do not yet have any Ambassadors at your organisation and are interested in doing so please contact Eleanor Burquest on mpa@majorprojects.org.

NEW PROGRAMME COMMITTEE MEMBERS



Chair:
Prof Sadie Morgan
Director
dRMM Architects



Eloise John
Director, Major Projects
AECOM



Lisa Kelvey
Director
KPMG LLP



Bryn Lockett
Chief Executive Officer
LogiKal Projects



Tayo Oyetan
Principal Consultant
Moorhouse Consulting

Professional development and sharing good practice are at the very centre of the Association's objectives. In addition to the wide range of events and seminars, the Association offers its membership a number of professional development opportunities.

MAJOR PROJECTS SIMULATOR

The event is run in Oxford three times per year. Visit the website to find out the next dates: www.majorprojects.org

Feedback from a Simulator participant:

Yes, the event met my objectives & I was entertained throughout the day. It brought some of the PM theory I have acquired through the APM PMQ to life.

RISING STARS SEMINARS

These two-day residential seminars, held in January each year, are aimed at talented people in member organisations who are on track for responsible positions in management. The programme focuses on:

- Analysis of key issues affecting major projects
- Attitudes and ways of thinking
- Establishing effective relationships with clients and professionals
- Marshalling and presenting opinions
- Establishing a network of contacts with high-flyers in other member organisations
- Building business confidence

THE CHALLENGE OF MAJOR PROJECTS

This is an intensive one-week programme which tackles a broad range of challenges associated with delivering successful major projects. It is aimed at those who are already working on large projects and is intended to help them to take the step from large to major; from supporting to leading; from complicated to complex. This course differs from conventional development offerings by combining presentations from senior leaders who have real-life experience with interactive case studies and group exercises. Delegates will learn as much from each other as from the speakers and by the end of the week they will have developed a cross-sectoral network which will support them throughout the rest of their career.

'Overall the course is a must for those involved in projects. It is a good reminder of what we need to focus on and to catch up with the initiatives in the industry at large. It is an excellent learning forum.' **2018 Delegate**

The week covers topics such as:

- Lessons from project success and failure
- Project governance
- Organizational change and transforming delivery
- Managing stakeholders
- Navigating an uncertain major projects world
- Project finance
- Leadership
- Identifying and managing complexity

At the end of the week delegates will have experienced all key aspects of the initiation and delivery of major projects; will have forged strong links with their peers in different types of projects; will have heard some of the most senior figures in the industry; and will be better prepared for the challenges that lie ahead.

A TALENTED TEAM

We congratulate Executive Director Denise Bower on her OBE in the 2018 New Year's honours list for services to engineering.

Manon Bradley, Development Director, has, once again, become a double world champion in her sport of drug free powerlifting – taking her world title wins to 13.

Advance Consultancy Ltd
 AECOM
 Affinity Water
 Amey
 Anglian Water
 Arcadis LLP
 Argent (Property Dev) Services LLP
 Arup
 Atkins - member of the SNC-Lavalin Group
 BAE Systems
 Balfour Beatty plc
 BAM Nuttall Ltd
 Bechtel Ltd
 Bentley Systems
 Berkshire Consultancy Ltd
 BP Exploration Operating Company Ltd
 Burges Salmon LLP
 Campbell Lutyens
 Capita Property and Infrastructure Ltd
 CJ Associates
 Clyde & Co
 Copper Consultancy
 Costain Ltd
 Cranfield University
 Deloitte LLP
 Department for Transport
 Department for Work and Pensions
 EDF Energy
 Environment Agency
 Enzen
 Ernst & Young LLP
 European Investment Bank
 FCO Services
 Fluor Ltd
 Freshfields Bruckhaus Deringer LLP
 Gardiner & Theobald
 Gatwick Airport Ltd
 Grosvenor Britain & Ireland
 Heathrow Airport Ltd
 Highways England
 Horizon Nuclear Power
 HS2
 IBM United Kingdom Ltd
 Imperial College London
 Infrastructure and Projects Authority
 Institution of Civil Engineers
 IPA Global
 J Murphy & Sons Ltd
 Jacobs Group
 JCP Consultancy Ltd
 KBR
 KPMG LLP
 Laing O'Rourke
 Lendlease
 LogiKal Projects
 London Legacy Development Corporation
 Manchester Business School
 Ministry of Defence
 Moorhouse Consulting
 Mott MacDonald
 National Grid
 NATS
 Network Rail Ltd
 Northumbria University
 Nuclear Decommissioning Authority
 PA Consulting
 Parliamentary Strategic Estates
 Pinsent Masons LLP
 PwC
 Ramboll
 Raytheon Systems Limited
 Rolls-Royce plc
 RSM UK
 Saïd Business School
 School of Construction and PM, UCL
 Scottish Power
 Sellafield Ltd
 Severn Trent Water
 Siemens UK plc
 SKEMA Business School
 SLC Rail
 Thales Group
 The Nichols Group
 Tideway
 Transport for Greater Manchester
 Transport for London
 Turner & Townsend
 UK Power Networks
 University of Cambridge
 University of Edinburgh
 University of Leeds
 Viridor
 WMG: University of Warwick
 Wood
 WSP
 WYG

Chairman Sir Tim Laurence	Claire Gordon Chair Copper Consultancy	Mike Robertson Mashroat Risk Manager; Saudi Arabia Bechtel Ltd
Directors Prof Denise Bower OBE Executive Director Major Projects Association	Simon Kirby Senior Associate The Nichols Group	Nicola Shaw CBE Executive Director UK National Grid
Graham Dalton Chief Executive Defence Infrastructure Organisation Ministry of Defence	Nirmal Kotecha Director of Capital Programme & Procurement UK Power Networks	David Smith Managing Director Capital Dynamics Ltd
Dr Michèle Dix CBE Managing Director, Crossrail 2 Transport for London	Prof Sadie Morgan Director dRMM Architects	Simon Webb Executive Director The Nichols Group

Chair Prof Sadie Morgan Director dRMM Architects	Huw James Programme Management Director Network Rail Ltd	Fred Mukonoweshuro Associate Arup
Members Trevor Birch Partner PA Consulting	Eloise John Director; Major Projects AECOM	Tayo Oyetan Principal Consultant Moorhouse Consulting
Prof Denise Bower OBE Executive Director Major Projects Association	Lisa Kelvey Director KPMG LLP	Ashley Rees Vice President and General Manager Fluor Ltd
Michael Bridgeland Head of Assurance, TfL Programme Management Office Transport for London	Bryn Lockett Chief Executive Officer LogiKal Projects	Keith Waller Senior Advisor Infrastructure and Projects Authority
	Bill McElroy Head of Industry Strategy, Programme Advisory Turner & Townsend	

'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.

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

'I never cease to be impressed by the activities and value of the Major Projects Association. With an increasingly wide range of topics covered throughout the year through seminars, workshops and courses it is easy to see why corporate members and individuals remain committed and enthusiastic. At the seminars and conferences I personally find the willingness of people to discuss the issues of the day so openly to be very helpful – I am sure that the insights that we all get from each other's industries and situations is one of the reasons why people of such high calibre keep coming back for more!

As a forum for sharing lessons and learning from each other, the Association is an extraordinarily useful (and good value) resource to help improve project performance across the UK, and I know that the team are committed to maintaining the high quality of what they do for us all.'

Andy Mitchell, Chief Executive, Tideway

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