

## UK Project Management Round Up



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### Introduction

UK has seen some of the worst weather in living memory with many parts of the country suffering record rainfall for months on end. Not only have rivers burst their banks, causing extensive flooding, but there have been flash floods in many other areas as a month's rainfall fell in a matter of hours. These events have caused a number of emergency projects to be activated as emergency services and local



Picture courtesy liveoopenorth.co.uk

authorities have put matters more or less straight before the next major event of the summer began.

The past month has seen the completion of the second major tranche of one of the world's biggest and most complex programmes. Seven years in the planning and execution, the London Olympic Games began at the end of last month. The third tranche is underway and there is a fourth and fifth tranche to follow.

There have also been many developments at the Association for Project Management with their annual conference attracting record numbers of delegates and a broad selection of senior speakers.

Whether your interests lay in design, supersonic car engineering or the role of projects in national government, there was something for every type of Project Manager.



## London 2012

On Friday 27 July, the Olympic Torch arrived in London (see right) after 8000 runners covered 8000 miles in 70 days. Apart from the usual relay of runners, the Torch travelled on helicopters, trains, planes and was even parachuted into an airfield. After an overnight stay in the Tower of London, the Torch travelled down river then into the River Lea and so on to the Olympic Park to mark the start of a spectacular Opening Ceremony.



Photo courtesy Daily Mail



Photo: Franck Fife/AFP/Getty Images

Produced by Danny Boyle, the £27 million spectacular was watched on TV by a billion people, while thousands of others travelled to the UK to witness the official start of the sporting celebration in person. According to *The Times*, the Queen's cameo appearance was a particular highlight audience as she took part in a comical segment filmed in Buckingham Palace with Daniel Craig, before seemingly parachuting into the Olympic Stadium with the James Bond star (see picture left).

From a project management perspective, the London Games are a work in progress and the Olympic Delivery Authority (ODA) can be pleased with progress so far as the Opening Ceremony was on time and budget as was the delivery of the major infrastructure. The ODA is the public body responsible for developing and building the new venues and infrastructure for the Games and their use after 2012. Headquartered at Canary Wharf and co-located with the London 2012 Organising Committee of the Olympic Games and Paralympic Games (LOCOG), the ODA is led by Association for Project Management (APM) Hon Fellow Sir John Armitt (Chairman) and Dennis Hone (Chief Executive).

The ODA is responsible for:

- Building new permanent venues for the Games and use afterwards: The Olympic Stadium, Aquatics Centre, International Broadcast Centre/Main Press Centre, Velodrome, Copper Box, BMX Track – all in the Olympic Park; and the Lee Valley White Water Centre in Hertfordshire.
- Building temporary arenas/facilities that will be dismantled and/or relocated after the Games such as: the Water Polo Arena; Basketball Arena; facilities for Wheelchair Tennis at Eton Manor; and the venue at Royal Artillery Barracks for Shooting, Paralympic Archery and Paralympic Shooting.
- Improvement works to existing sports venues at Eton Dorney (rowing) and Weymouth and Portland (sailing).

- Planning and delivering transport infrastructure and operations to support the Games.
- Making sure the project sets new standards for sustainable development.

The ODA is working with the Olympic Park Legacy Company to plan Games-time and long-term use together to make sure the area will be regenerated, leaving housing, schools and health facilities for the local community after 2012 alongside world-class sports facilities.

A delivery partner was appointed to work with the ODA to project manage the venues and infrastructure programme for the Games. The CLM consortium is made up of CH2M HILL, Laing O'Rourke and Mace. The Consortium is led by O'Rourke which has a 37.5% stake while CH2M Hill also has a 37.5% stake and Mace owns the remaining 25%. Recently released accounts from the Olympic Delivery Authority show CLM was awarded £50m in "performance payments" in 2010-11 after pocketing £47.6m the previous year. The bonus brings CLM's fee for Olympic work last year to £116m – or £317,000 a day.

Overall planning for the Games has been based on a number of tranches:

- the Bid which was won seven years ago.
- the detailed planning conducted on a rolling wave approach.
- the construction tranche which has been a resounding success which has not only delivered all the venues and infrastructure but also had a highly successful Health and Safety record. The accident frequency rate during the construction of the main London 2012 venues and infrastructure was well above the industry average and better than the national average for all workplaces.
- Games Delivery – First phase currently under way with Paralympics to follow in the second half of August
- Recovery where the temporary structures are either removed or relocated.
- Legacy - after the Games the Olympic Park will be transformed into the Queen Elizabeth Olympic Park, offering a range of activities from sporting and leisure events, to residential, employment and commercial opportunities.



Picture: LOCOG/Getty Images

The Park will go into a period of transformation immediately after the Games to remove the Games-time infrastructure and prepare the Park and its remaining Olympic and Paralympics venues for all to enjoy. The transformation is expected to take up to 18 months, with a phased approach that will see sections of the Park opened to the public from summer 2013 onwards.

In addition to the sporting facilities that will form the backbone of the Legacy plan, there will be a considerable contribution for the athletes' village (pictured, left) which will be converted to Local Authority housing. New transport connections and a brand

new infrastructure of energy, water, telecommunications was built for the Games, but with the long-term development of the Park very much in mind. In fact, 75p of every £1 the Olympic Delivery Authority (ODA) spent was an investment in the long-term transformation of the area.

So far, the Games seem to be a tribute to good programme management which as been able to weather late issues such as the scare over Games security. Good planning had placed a reserve of military personnel on stand-by and they were able to move smoothly into gaps left when the security Contractor was unable to fulfil its contract commitments. Similarly, other issues were foreseen and mitigation strategies put in place. So despite hysterical reports in the press of last minute decisions, risk management really does work.

## Association for Project Management



The summer has been a particularly busy period for the Association for Project Management (APM) amid all the events surrounding their 40<sup>th</sup> Anniversary celebrations (see <http://www.apm.org.uk/40years> for full details).

Recent events have included:

- Annual Conference
- Apprenticeships
- Body of Knowledge
- Olympic Legacy Partnership
- Awards

### Annual Conference

Held at 8 Northumberland Avenue at the end of June, the programme covered many major issues in British Project and Portfolio Management. The conference theme investigated and celebrated project management as The Art of the Possible.

The conference featured three themes that underpin and showcase the diversity and growing maturity of the discipline.

**Making it happen:** This theme centred on outrageous ideas, innovative projects, ambitious targets and the determination to succeed, innovate and make a difference. Progress relies on pioneers willing to think outside the box. This theme featured 1000mph cars on the road, space tourism using suborbital flights, the bringing of people and places together through environmental graphics and identity, and the construction of a new high frequency, convenient and accessible railway through the centre of a bustling metropolis.

**From vision to reality:** The preparations for the London 2012 Olympics and the early delivery of the facilities a year ahead of schedule have been a major talking point in the project management community. The conference offered an unprecedented opportunity to hear the story of the London 2012 Olympic

programme direct from the team that delivered it, just before the games open in July.

**Reconfiguring project management:** Successful delivery also relies on identifying new ideas and perspectives that are needed to underpin the discipline of project management. Managers work with people, establish coalitions and alliances, engage with organisations, and endeavour to establish trust, overcome resistance and make change stick. Reconfiguring project management brought together experts and practitioners who are challenging the boundaries of project management by emphasising alternative perspectives, views and concepts that address fundamental aspects related to the delivery of change, innovation and improvement. Focusing on key initiatives, identifying the human element, engaging groups and stakeholders, allowing people to make change possible and the unintended consequences of decisions; the stream provoked, challenged, questioned and offered new ways of approaching the art of project management.

Speakers included:

**Dr. Ed Hoffman**, NASA, director of the NASA Academy of Program/Project and Engineering Leadership (APPEL) and NASA's chief knowledge officer. He works within NASA as well as with leaders of industry, academia, professional associations, and other government agencies to develop the agency's capabilities in program and project management and engineering.

**Lord Andrew Mawson** OBE, Andrew Mawson Partnerships. Andrew is a serial social entrepreneur, best known for his pioneering work at the Bromley-by-Bow Centre in East London. He also co-founded Community Action Network (CAN). Recently he co-founded One Church 100 Uses CIC and launched Water City Group to create and implement a vision for East London revitalised by the opportunities of the 21st Century and the 2012 Olympic Games

**Peter Fielder**, BAE Systems, chairman of the BAE Systems Project Management Council, responsible for the project management function and the strategic direction of the 3,000+ members of the project management community who run some of the most complex projects in the world today with an order book valued in excess of £50 billion.



**Caroline Blackman**, CLM - Olympic delivery partner. As well as construction, Caroline has worked across banking, finance and the car industry. Over the last 25 years, she has been in strategy, marketing, business development, consultancy and organisation development roles. The last ten have been in the construction sector working for Laing O'Rourke. She has been instrumental in supporting the programme director in designing the organisation, managing change, aligning strategy and driving and achieving high performance

**Richard Noble** OBE, project director on the Bloodhound SSC project. Against a background of today's low risk culture, Richard Noble specialises in developing high

risk ventures. Obviously not all of them can be successful, but the Thrust2 programme which brought the World Land Speed Record back to Britain in 1983 and the Thrust SSC first ever supersonic land speed record programme are the best known.

**Antonio Nieto-Rodriguez**, BNP Paribas Fortis, currently working for BNP Paribas Fortis as head of transversal portfolio management, which deals with the prioritisation, the selection and the execution of all the large strategic projects in the bank (130 approximately).

**Jim Neill**, Sir Robert McAlpine, bid manager for the tender process for the Olympic Stadium. His spell on the Olympics continued into the design and construction phases where he was a senior manager in the project team taking responsibility for the management and delivery requirements of key stakeholders including Town Planning, LOCOG, Utilities, Legacy and Works Information.

### **Higher Apprenticeships in Project Management**

APM and Skills CFA have developed a Higher Apprenticeship in Project Management. The aim is to create new pathways into the project management profession, improve the management of projects and embed vital project skills in organisations throughout England. Announced at the Annual Conference, these apprenticeships have been developed in conjunction with employers and training providers, with more than 80 organisations being actively involved in the consultation and design to ensure the qualification reflects current demand in the market.

The apprenticeship is equivalent to the first year of a degree course and the Level 4 Diploma in Project Management, which forms part of the Higher Apprenticeship, had officially received accreditation from the regulatory body of qualifications and examinations OFQUAL.

The UK's largest international scheduled airline is the first employer to commit to the Higher Apprenticeship. British Airways will be taking on five apprentices in September to help deliver their five year plan of investing more than £5bn in new aircraft, cabins, infrastructure and customer facing technology.

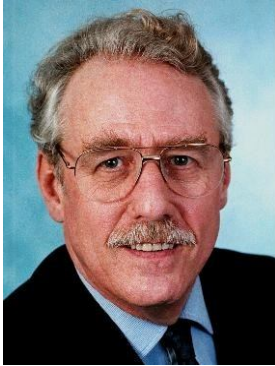
### **Body of Knowledge Refresh**

After close to three years of hard work and collaboration with over 1,200 stakeholders and 350 contributors the APM Body of Knowledge 6th edition was launched at the annual conference. The APM Body of Knowledge 6th edition has been completely refreshed and will, for the first time, represent the full breadth of professional disciplines of project, programme and portfolio management.

### **Awards**

The Awards are one of the highlights of APM's year. The Awards Presentations will take place at the Park Plaza Riverbank on 1 November. Deliberations on the first round of judging have taken place and the complete shortlist of finalists can be found at <http://www.apm.org.uk/news/apm-awards-2012-finalists>

## ABOUT THE AUTHOR



### MILES SHEPHERD



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**Miles Shepherd** is an executive editorial advisor and International Correspondent for PM World in the United Kingdom. He is also managing director for MS Projects Ltd, a consulting company supporting various UK Government agencies, nuclear industry organisations and other businesses. Miles has over 30 years' experience on a variety of projects in UK, Eastern Europe and Russia. His PM experience includes defence, major IT projects, decommissioning of nuclear reactors, nuclear security, rail and business projects for the UK Government and EU. Past Chair and Fellow of the Association for Project Management (APM), Miles is also past president and chair of the International Project Management Association (IPMA). He is currently the Chair of the ISO committees that are developing new ISO 21500 Guidelines for Project Management and for Program/Portfolio Management. He was involved in setting up APM's team developing guidelines for project management oversight and governance. Miles is based in Salisbury, England and can be contacted at [miles.shepherd@msp-ltd.co.uk](mailto:miles.shepherd@msp-ltd.co.uk).