

MONTHLY MONITOR



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SUMMARY

- + APM/PwC – *The Golden Thread*
- + The NAO's framework to review programmes
- + Young professionals urge the next generation to share their vision for infrastructure
- + Framework for the Project Management Office (PMO) for the nuclear sector deal (NSD)
- + Reports, publications, and events across Westminster and Whitehall
- + Reports and publications – professional bodies/think-tanks/other
- + Reports, publications, and activity from the world of project management
- + APM events/research and policy outputs
- + APM forthcoming

(GVA) to the UK economy each year. £6.63bn of this in central government and £5.84bn in local government. By comparison marketing employs 1.5 per cent of UK FTE and contributes £36.5bn respectively.

- The APM research involved a three-phased approach, taking data and insights from a range of key sources including the 2017 ONS labour force survey, the BEIS small business survey, the APM annual salary survey and other published market statistics. This data was then supplemented by interviews with 438 UK businesses (including APM corporate partners eg Gleeds and Network Rail). To further test the validity of the emergent results, in depth discussions were held with a small group of experienced project management professionals from across the UK.
- Debbie Dore, chief executive of APM welcomed the report: "*Project management has for too long been cast as a 'Cinderella' or 'hidden' profession, working hard behind the scenes to ensure other's success. But this new report recasts the profession into the role of a 'golden thread' - a seam that runs through the fabric of UK plc, helping to develop new services, drive strategic change and sector-wide reform. The report also expresses a compelling and positive story about a future anticipated growing demand for the profession flagging the possibility of a corresponding future skills gap. This last point makes clear that professional standards (such as those provided by APM) are essential - because as 'The Golden Thread' highlights, relying on amateurs or 'accidental project managers' in times of scarcity of supply of experienced project professionals is a grave mistake, and can greatly jeopardise project success.*"

APM/PwC – *The Golden Thread*:

- As the Chartered body for the project profession APM seeks to listen to, act for, and advocate on behalf of our members and for the profession more widely. That's why for the last year we have been working in partnership with PwC UK's research division to conduct a new ground-breaking study entitled: [*The Golden Thread: The contribution of projects and project management to the UK economy.*](#)
- Launched on April 10 at a high-profile event in the City of London, *The Golden Thread* seeks to explore and highlight how deeply the contribution of the project profession is woven into the fabric of society. Importantly, this new research tells the story of the value of a profession that far out-weighs other established business services such as marketing and law. In people terms the project profession employs 1 in 12, or eight per cent of the UK FTE, and makes a financial contribution of £156.5bn of annual gross value added

The NAO's framework to review programmes:

- The **National Audit Office (NAO)** published an [updated framework](#) – giving new examples of good practice and lessons learned – setting out the questions it asks when reviewing programmes. The report states that "major programmes are expensive, high profile, and carry great uncertainties and risks. It is not surprising that many fall short of their objectives in terms of cost and/or outcomes."

The NAO has completed about 140 reports on major projects and programmes since 2010. Based on this experience, this framework draws together the key questions we ask when we review major programmes. It was developed for its value-for-money auditors to use when reviewing programmes but may be useful for those seeking an overview of the NAO's work on projects and programmes. The questions are structured into four sections:

- ❑ **Purpose:** Is there a strategic need for the programme and is this the right programme to meet the business need?
- ❑ **Value:** Does the programme provide value for money?
- ❑ **Programme set up:** Is the programme set up in accordance with good practice and are risks being well managed?
- ❑ **Delivery and variation management:** Are mechanisms in place to deliver the intended outcomes and respond to change, and is the programme progressing according to plan?

There are 18 key questions, each illustrated with examples of good practice and lessons learnt from previous reports. The framework also outlines the NAO's related resources that provide further support for examining issues in more depth.

Young professionals urge the next generation to share their vision for infrastructure:

- The **national infrastructure commission's young professionals panel (YPP)** invited young people to "share their vision for the future of infrastructure in the UK" as they marked the panel's one-year anniversary. Having pledged to "ensure the next generation have a strong voice in infrastructure decision-making" the panel launched an initiative which will give young people the chance to do just that.
- In March, the young professionals announced that they were conducting research on how generational shifts are altering the demands on the UK's infrastructure network, focusing on the trends associated with people born between 1981 and 2012 – those classed as millennials and generation Z. To gather evidence for the project, the panel is calling on younger generations to tell them how infrastructure could work better for them – whether it's the transport they use to get around, the mobile and broadband technologies that keep them connected or the way electricity is generated to their homes. One of the ways those interested can get involved is by attending a series of 'infra-cafés', which will be free informal events held around the UK to get the conversation about infrastructure going. With each focusing on a different theme, the infra-cafés will feature a panel discussion with leading experts, as well as interactive sessions. The panel hopes to attract a diverse range of views, so the events will be aimed at early career professionals working in the sector, as well as young people who want to share their personal experiences of how infrastructure affects their daily lives.
- The first infra-café will be held in London on Thursday 11 July, focussing on recycling and circular economy, with plans for further events – including ones in Cardiff, Nottingham and Newcastle – to be announced in the coming months. To coincide with their first birthday, the young professionals have also released the second episode of their new podcast, **Infra[un]structured**, which explores how open city data and visualisation can be used to understand the science and culture of cities.

To attend an infra-café or to express an interest in the YPP, please email: ypp@nic.gov.uk

Framework for the Project Management Office (PMO) for the nuclear sector deal (NSD):

- Systems and engineering consultancy Frazer-Nash is supporting the **Nuclear Industry Association** and **Nuclear Industry Council** in setting up the framework for the *Project Management Office* (PMO) for the nuclear sector deal (NSD).
- The PMO will formalise, monitor and report on the progress of industry and government actions against the commitments of the NSD. The initial focus of the NSD is up to 2030, but the government says that there is potential for it to "be the foundation for much longer-term activities and progress." The ambition is for the nuclear sector to deliver, by 2030:
 - ❑ a 30 per cent reduction in the cost of new build projects;
 - ❑ savings of 20 per cent (compared with current estimates) in the cost of decommissioning;
 - ❑ 40 per cent women in nuclear; and
 - ❑ up to £2 billion in domestic and international contract wins.
- To support these goals, an NSD programme board and working groups have been set up. The PMO will deliver a central function: coordinating between the working groups, driving progress within industry and government, and helping to build momentum and excite industry as it comes together to deliver the deal's commitments.

Reports, publications, and events across Westminster and Whitehall:

- The **Department for Digital, Culture, Media and Sport** published a [white paper](#) on online harms.
- The **House of Lords international relations committee** published a [report](#) on nuclear risk, non-proliferation and disarmament.
- The director of GCHQ, Jeremy Fleming, announced that the cyber security arm of GCHQ, the **National Cyber Security Centre (NCSC)**, will increase its collaboration with the private and public sectors to share information about potential cyber security attacks in a matter of seconds. In turn, this will help businesses and consumers respond to attacks quicker. During his speech, Mr Fleming highlighted the successful work of the NCSC thus far, with their analysts already sharing "time-critical, secret information" with, for example, operators of critical national infrastructure. This has yielded much success with, for example, the NCSC's **active cyber defence (ACD)** programme which has reduced the proportion of phishing emails that emanate from British computers from 5.4 per cent globally in 2016 to less than two per cent today. However, in the future, the agency will declassify and promptly share information such as whether an attack is emanating from a nation state or details of malware used by cyber-criminals "in a matter of seconds" and with "just one click".

- The head of the **Environment Agency**, Sir James Bevan gave a [speech](#) on climate change and resilience.
- The **House of Commons business, energy and industrial strategy (BEIS) select committee** published a [report](#) on carbon capture usage and storage.
- Following an evidence session to the **BEIS select committee inquiry on energy efficiency** in April, chief executive of the **National Infrastructure Commission (NIC)** Phil Graham wrote a [letter](#) to committee chair Rachel Reeves MP to clarify the commission's position on energy efficiency and correct two errors in chapter two of the national infrastructure assessment which were identified during the session. The letter includes an explanation of the calculation of energy recommendations used in the assessment.
- The **London Assembly transport committee** this month published a [report](#) on Crossrail. The report explores reasons why the project – which was supposed to be opened in December 2018 – has failed to meet its targets. It makes recommendations to ensure the project in completed successfully, and other major infrastructure projects in the capital avoid a similar fate. As has been widely reported, the committee recommends that TfL's commissioner must "reflect on whether he is fit to continue to fulfil his role", given the report's findings that warnings were ignored and concerns downplayed.

Among the main findings are as follows:

- emails between Crossrail and Transport for London (TfL) suggest that communications to the mayor were watered down by TfL commissioner, Mike Brown, instead of flagging risks to the timetable early;
- significant concerns raised by the independent reviewer, as early as January 2018, were largely ignored;
- the desire to achieve the completion date overpowered any professional and critical assessment of risk;
- the Crossrail executive did not have the skills required at the later stages of the project to adequately assess and understand risks as they became apparent.

Among the key recommendations of the report are that:

- TfL's commissioner must reflect on whether he is fit to continue to fulfil his role in TfL;
 - the mayor and TfL board must strengthen control over TfL and implement the necessary processes to allow them to remain fully informed and on top of the projects they are ultimately accountable for; and
 - Crossrail and similar future projects should have systems that encourage transparency, openness, and a sense of accountability on all levels.
- The **House of Lords intergenerational fairness and provision committee** published a [report](#) on supporting young people in the housing and employment market.

- The **House of Commons environment, food and rural affairs committee** published a [report](#) to conclude its inquiry into the government's draft national policy statement (NPS) for water resources infrastructure.

Reports and publications – professional bodies/think-tanks/other:

- The **Hansard Society** published a [report](#) on a time-series study to measure political engagement and the health of democracy in the UK.
- The **Charity Commission for England and Wales** published its [report](#) on The Garden Bridge project. The report confirms the regulator's findings on the management of the charity and sets out wider lessons for charities, the Commission itself, and those making public policy decisions that involve charities. The report acknowledges that over £50m of public funds were spent by a charity without producing demonstrable public benefit and concludes that this represents "a failure for charity" which risks undermining public trust. A key conclusion is that the trustees of the charity fulfilled their legal duties in their decision making and that the charity was not mismanaged. However, the report is critical of the charity's approach to transparency and accountability.
- The **Independent Commission for Aid Impact** published its [performance review](#) into the **Department for International Development's** partnerships with Civil Society Organisations.
- The **National Infrastructure Commission** published its report [Better Delivery: The Challenge for Freight](#).
- The **Institute for Public Policy Research North (IPPR North)** published a [report](#) on growing the civic core of the Northern Powerhouse.
- Looking beyond the current Brexit impasse, the **Institute for Government (IfG)** published its report on [Negotiating Brexit: Preparing for talks on the UK's future relationship with the EU](#).
- **London City Airport** published a [report](#) on the role of transport infrastructure and services in improving mental health.
- The **Institute for Fiscal Studies (IFS)** published a [briefing note](#) on Universal Credit and its impact on household incomes.
- **Tech Nation** published its [report](#) on tech for social good.
- **Localis** published its report [Prosperous Communities, Productive Places: How a deeper relationship with anchor businesses can drive place prosperity and business productivity](#).
- The **National Institute for Economic and Social Research** published its [quarterly forecast](#) of the UK and global economies.
- The **Centre for Policy Studies** published a [report](#) by Damian Green MP on fixing the care crisis.

- **Make UK** and **Semta** published a [report](#) on the need to boost design and technology to fuel industrial strategy.

Reports, publications, events and activity from the world of project management:

- **IPMA Awards 2019** open for nominations. [See here](#) for more information.
- Reminder – call for papers: Trust and governance in megaprojects special issue for *International Journal of Project Management* (IJPM). [Click here](#) for more information.
- The German Project Management Association (GPM) has released part 3 of its [Handbook for Agile Practices](#).
- *Challenges of Modern Project Management* event, 20–21 May 2019 in Slovenia [click here](#) for more information.

APM events/research and policy outputs:

- [Understanding leadership in the context of transformation projects](#) – This latest study from the **APM research fund** aims to advance understandings of individual, team and organisation-wide leadership capabilities for successfully delivering transformation projects, and ways in which they can be fostered.
- New [APM Research Summaries](#) were published in this period across a range of topics including three on agile.
- The [APM Body of Knowledge 7th edition](#) now available. Launched at the APM Conference in London, the highly anticipated latest edition is a foundational resource that provides the concepts, functions and activities that make up professional project management. Written by the profession, for the profession, the 7th edition has been edited by Dr Ruth Murray Webster and Professor Darren Dalcher. The content has also been subject to an extensive review – with APM consulting across the profession to ensure that it reflects the latest in professional thinking.
- The [nominations are now open](#) for the **APM Awards 2019**. The APM Awards recognise the valuable contribution that project professionals make to the development of the profession and showcase the best individuals, projects and programmes the profession has to offer. With 19 categories in total, four of which are completely new to the awards, there's a refreshed focus this year on rewarding particularly innovative project delivery approaches and achievements.
- The [APM Conference Manchester 2019](#) will take place on 26 June and will focus this year on how the project profession can unlock a confident future through reflection on past achievements and learnings.

APM forthcoming:

- **LSBU Project Management Conference** – *Bridging the gap between theory and practice* will take place on 31 May 2019. This LSBU conference with APM and other partners presents a rich programme of influential experts within the field of project management from academia, project management professional bodies and industry who will discuss how those working in the project management profession can benefit from the created knowledge and shared experience by academics and professional bodies to deliver greater value and minimise the risk of failure. For more information on this no cost event please [click here](#).
- The **APM North West Research Symposium** is taking place on 11 June 2019. This is the third APM NW Branch 'research symposium' and is part of our drive to break down the misconceptions and barriers between project management researchers and practitioners. Our intention is to open discussions between researchers looking for useful topics to research and practitioners facing real issues in the workplace, who could be helped by some applied research. This interactive no cost event will include short presentations by researchers and practitioners followed by a panel discussion.