

APM's South Wales and West of England Branch, working with its Corporate and HEI members on the Branch Corporate Advisory Group, is proud to report that the 2019 inaugural APM SWWE Branch Conference was a great success as a first event of its kind in the region. The event was held on Monday 24<sup>th</sup> June and was entitled "Project Management beyond 2020 – the Southwest Leading the Way". The sponsors, speaker line up and panelists were proof that the Southwest should be very proud of the programmes that were discussed. The thought leadership demonstrated by the speakers on the future of our profession presented an exciting challenge for all professionals to embrace as we look into the next decade.

A conference of this scale would not have been possible without the support of the University of the West of England as the Headline Sponsor, and session sponsorship from Turner and Townsend, SNC-Lavelin Faithful+Gould, and PA Consulting. We are also grateful for the support of all the exhibitors: University of West of England, Arcadis, Bristol Management Centre, BMT Global, Faithful+Gould, Gleeds, PA Consulting and Turner and Townsend.

### **Opening Address**



APM Chairman John McGlynn opened the conference with an update on the progress of the APM as a body and set the scene for the exciting line of speakers for the day ahead.

### **Session 1 - Major Southwest Programmes in 2020's**

Tim Rowntree, DE&S Director, Engineering and Safety, led with The Challenges in Managing Advanced Technology Defence Projects, describing how DE&S is developing innovative project management processes to deliver state of the art technologies more quickly to the hands of the soldier in the battlefield, to enhance and maintain an edge in combat.

We were then enlightened by Andy Waring, Commissioning Director from Hinkley Point C on the Digitalisation of Project Management. Andy described how digitalisation was being used to transform the entire project management system to deliver the largest project in Europe. This provided a great example of using virtual models to demonstrate the scale and detail of the project to enable better understanding by all stakeholders with effective decision making as a result.

Our headline sponsor, Professor Steve West, Vice-Chancellor University of the West of England, talked about the value of project management in an uncertain landscape. Taking the example of the University of the West of England is proof in itself that project management is a necessary and valuable skill that we all need. We are in a world of constant change. We need to roll with it!

### **Session 2.1 & 3.1 - Disruptive Technologies that will impact P3M in 2020 - 2030**

Kim van Rooyen, Head of Technology, Turner & Townsend, UK talked about Artificial Intelligence, (AI), Impact on P3M. He explained that AI is being used in our everyday lives - we just don't always recognise it. AI and Machine Learning go hand in hand. It could transform the way we deliver projects and programmes. We will see more predictive analytics, automating those processes which are time consuming and will need to harness new technologies as they come to market improving the experience. It is a journey, but we need to start somewhere. It was powerful and comforting to hear that "Robots need Humans".

Professor Hefin Rowlands, University of South Wales, walked us through the Impact of the 4th Industrial Revolution on the Project Management professional. He explained that 44% say they won't invest in the 4th Industrial revolution due to a lack of understanding. We can't afford not to invest in understanding what it means for our industry. The key findings of research show that our softer skills such as Emotional Intelligence are more relevant now than before. Technology can't replace this. We also have a way to go to join up our academic research and how industry uses this to be future ready.

The next speaker, Martin Paver, MD of Projecting Success Ltd, talked about UK Data Analytics in Project Management – is it hype, or will it really transform how we deliver projects?

Martin explained that this is progressing at pace in other sectors and although project delivery is a late adopter, it is ripe for disruption, with capabilities being demonstrated daily. Project management will need to be transformed, as when Data Analytics moves, it will be difficult to catch-up. Some will start small; however, others will be more visionary;

Simon Carpenter from PWC, shared his insights on Drones – Skies without limits – Driving value from aerial data to support projects. He went on to say that 69% of UK CEOs believe that emerging technologies, such as Artificial Intelligence, Blockchain and Robotics will disrupt their current business models in the next five years. Martin went on to share 3 excellent Use cases:

- UK's first audit stock take with a drone
- Drones give port operator insight into the condition of key infrastructure
- Drone modelling delivers compelling case for implementation in a large infrastructure client

He summarised that organisations seeking to seize the opportunities presented by drones must understand how and where they can create a business case for change that generates tangible value.

### **Session 2.2 - Education & Research - Thought Leadership to address future challenges**

Professor Paul Olomolaiye, Faculty of Environment and Technology (FET), University of the West of England, UK led us through his thoughts to address future Challenges. He looked at Bristol's history of innovation, including Brunel's Suspension Bridge, Templemeads Station, Aerospace heritage and concluded that the region dreamt big, inspired and attracted the best people, and continues to do so. He compared Bristol with Shenzhen in China, which had developed from a copycat economy to

one of innovation and was the home of Huawei. Project Management is the core to the success of these two economies. Universities have a challenge to prepare young project professionals to meet the future needs of such regions.

Barbara Bradley from PA Consulting captured the audience's imagination talking to the title "Food for Thought – Recipe for future commercial success". Barbara used the powerful analogy of making a cake to discuss the key ingredients for successful procurement for projects. Preparation is about a clear business case and stakeholder buy in. Cooking is about preparing the tender documentation and bid management. Testing is about assessing the tenders. Eating is about delivering the project, Reflection is about lessons learned and sharing in the organisation.

### **Session 3.2 - Globalisation and other challenges for P3M**

Merryn Horneman and James Le Grys, PCUBED UK, shared their views on "New Horizons – adapting project delivery to a changing landscape"

We learnt that AI is coming, and our jobs will change. We need to problem solve, work in ecosystems, have action orientated leadership and embrace the future of constant change. It is now all about people, culture, language and ways of thinking. Learn, practice, embed.

Angela Owen from Women in Defence UK, really got the audience talking whilst sharing her views on the Holy Grail of Gender Balance. Angela left attendees with a powerful message after saying that the ways of leading takes many forms so we need diversity of thought to succeed. Be aware of your gender bias. We all have a part to play. We are on a journey and only when we all understand that diversity is key to success will we solve the issues of today. The session concluded with a very active audience discussion!

### **Session 4 - After Chartership – the Future of the profession.**



Rob Leslie-Carter, Director, ARUP, UK asked the audience "why would anyone want to be project managed by you?" Rob looked at the project we all need to consider – Net Zero - reducing GHG Emissions to zero by 2050, and what it means for the project profession. There is a need for project professionals to be responsible: politically, intellectually and morally. Corporate culture must change to be more socially responsible.

### Session 5 - Are we Ready – Panel Discussion



We are privileged to have an expert panel consisting of Richard Bonner (Arcadis) Simon Gould (BMT Defence & Security UK Ltd), Martin Paver (Projecting Success Ltd), Rob Leslie-Carter (ARUP) and Merryn Horneman (PCUBED) The question posed to the panel was “Are we Ready”. We had a great interactive discussion reflecting on the key points made during the day. There were some interesting questions around the future of the South West economy including "how do we best manage the re-allocation of skills?"

### Closing keynote - “Back to the Future”





Alistair Kirk, Director, Group Programme Management and Operating System, Rolls-Royce Plc, summed up the day and left everyone with the challenge to adopt agile ways of working, embrace digitisation and the use of data analytics to connect to the bigger picture. Using AI, BIM and other supporting digital solutions will become the norm. Keep learning and link this to business outcomes. Alistair emphasised the need to address the future skill requirements to deliver and manage projects successfully.

Finally, a drinks reception sponsored by PA Consulting provided an opportunity for attendees, speakers and sponsors alike to network and reflect on the days event.

Thank you to everyone who provided feedback after the event. The SWWE Branch and BCAG are very pleased that overall this event was so well received and look forward to improving the experience for all attendees should the event become a regular feature in the APM calendar.