

Headline sponsor



MEET THE APM PROJECT MANAGEMENT AWARDS 2019 WINNERS...

It was an evening not to be missed (that stretched into the early hours of the morning). The great and the good of project management were regaled in London's Old Billingsgate Market on a frosty November night, and celebrated for their awe-inspiring work. Project congratulates them...

“This is a celebration of great projects and inspiring professionals across a wide range of sectors,” Sue Kershaw, APM president, told the excited award nominees as the evening began. Allyn Keown, chair of the APM Project Management Awards, praised APM for its impressive growth in membership this year, as well as a 12 per cent increase in the number of award entries. “I could talk about Brexit but I won't,” he said wisely. “Let's just celebrate the achievements of the past year.” So, without further ado, *Project* presents this year's APM award winners. Congratulations to you all!

SOCIAL PROJECT OF THE YEAR AND OVERALL PROJECT OF THE YEAR

Sponsored by



NORTH CUMBRIA INTEGRATED CARE (NHS FOUNDATION TRUST)

Maternity Information System

Women registering their pregnancy in Cumbria are now some of the first across the country to have access to electronic maternity notes via an app created as part of the Maternity Information System project. The purpose of the project was to replace paper-based processes with an electronic personal health record system, called BadgerNet.

The app helps women track their pregnancy journey, talk to care professionals through secure

messaging, keep a note of their antenatal appointments and upload photos. It also contains information about their baby's development as they move through their pregnancy, and up to six weeks post-birth. The new system is safer, as women no longer need to carry paper notes.

The project board included a digital midwife, other clinical and business staff, as well as a benefits and change manager, a project manager and a project officer. Having a digital midwife involved throughout the lifetime of this project was key to its success. “The digital midwife was able to provide her clinical expertise every step of the way, helping to inform the training materials and configuration of the new system; streamline and standardise processes; engage the midwives and obstetricians; and remind the project team why we were doing what we were doing: for the women,” explained the team in its awards submission.

The project is forecast to deliver long-term benefits. Implementing a fully electronic record for both midwives and women will reduce spend on paper files drastically. North Cumbria University Hospitals Trust (NCUHT) currently obtains funding through ‘Payment by Results’, but due to difficulty in the past with capturing the pregnancy pathway electronically, reporting has not been sufficient to capture the care given. Now that this can be effectively captured in BadgerNet, reporting will result in accurate payments that are expected to increase by nearly £150,000 a year.

Karen McGovern, project manager at Clevermed, a supplier to NCUHT, was part of the team that picked up the award: “I'm absolutely delighted. I've worked in the NHS for the last 20 years and had my little boy last year, so I've seen it essentially from the customer and the supplier side, and it completely changed my viewpoint.”



Winners of the Overall Project of the Year Award, North Cumbria Integrated Care, pick up their award with host comedian Jo Caulfield (far right)



The Sellafield Ltd, Cavendish Nuclear and Balfour Beatty team, winners of the Engineering, Construction & Infrastructure Project of the Year Award

ENGINEERING, CONSTRUCTION & INFRASTRUCTURE PROJECT OF THE YEAR

Sponsored by



SELLAFIELD LTD, CAVENDISH NUCLEAR AND BALFOUR BEATTY

Silo Maintenance Facility Project
Sellafield is the UK's most complex nuclear site, with a mission to reduce the hazards of its nuclear legacy safely and securely. The Silo Maintenance Facility (SMF) project is a critical element of a wider programme of work at Sellafield and enables a number of the strategic objectives for cleaning up the site, the benefits of which were delivered in January 2019.

In addition to delivering to cost and schedule, the project delivered a significant achievement in project safety performance, with more than four million man-hours worked without a lost-time accident. The benefits of this project were delivered to time and within the sanctioned business case at a cost of £252.9m (under the required cost maximum of £254m). At its peak, the project team comprised a multidisciplinary team of around 300 people.

Close adherence to project fundamentals, using visual health dashboards, was key to the successful delivery of the project. The team developed visual management processes to ensure that project information and its status were accessible to everyone.

The SMF project was also an early adopter of building information modelling (BIM) in the nuclear industry. The project team realised the potential of BIM model usage for management of conventional safety and planning of works. The 4D BIM models were used for animations, virtual walk-throughs/reviews and screen grabs.

This allowed for clearer, more meaningful discussion with the designers and installers and made the management of safety more productive. When combined with the use of interactive whiteboards at co-locations, the team was also able to reduce the number of people travelling to meetings. This approach is now being incorporated into Sellafield's Digital Transformation Strategy.

Kevin Bell, SMF project manager for Sellafield, said: “We're proudest of the collaboration that we achieved between ourselves and the supply chain... and the way that we worked together to deliver a successful outcome for all three partners.”





TRANSFORMATION PROJECT OF THE YEAR

Sponsored by



ROLLS-ROYCE Product Lifecycle System

Rolls-Royce Civil Aerospace was challenged to transform a £250bn technology portfolio to achieve better delivery and technology, and lower costs. The four-year Product Lifecycle System (PLS) programme has delivered £350m of benefit to the bottom line through implementing best practice in an environment of low project management maturity.

With an expanding portfolio, Rolls-Royce needed significant transformation. The PLS programme included the deployment of a new Oracle planning suite. A project management office (PMO) with new roles, such as PMO lead and project controllers, was introduced.

Due to the complexity of the PLS programme, Rolls-Royce needed to be innovative. It ran a series of workshops with practitioners to identify key processes where data and reporting were required. Of 67 reports that were being used in the product life cycle, 28 were instantly removed. The digital approach of the PLS programme focused on lean techniques and the deployment of agile programme management.

The short-term benefits included raising the profile of project management practice and delivering a new organisational structure with clear accountabilities. The long-term benefits have resulted in a simplified work breakdown structure, reporting using executive data and minimising waste.

Mike Hopkins, head of engine programme transformation at Rolls-Royce, said: "The team has put so much energy in over the last couple of years... It's brilliant to see the programme get recognised as a transformation project at this level."

TECHNOLOGY PROJECT OF THE YEAR

Sponsored by



HEATHROW AIRPORT Integrated Airport Operations Plan and Demand Capacity Balancing Tool

Heathrow's ambition is to provide the best airport service in the world. To deliver this, it has partnered with EUROCONTROL, NATS and its technology partners to implement the next generation of airport planning and operations. The result is the Airport Operations Plan (AOP), underpinned by a cloud-based Demand Capacity Balancing (DCB) tool – a paradigm shift in the way flight operations are handled.

Operational planning for large international airports is a challenging task, balancing relatively fixed resources against the ever-changing operating times of aircraft. Heathrow, NATS and their partner Harris Orthogon began to develop a solution to enable more stable pre-tactical planning. The DCB solution provides the Heathrow Airport Operations Centre with high-quality flight-time predictions up to 10 days ahead of operation.

By combining flight schedules with local weather forecasts and global wind data, the DCB system, integrating user intelligence and analysis of historic data, can identify congestion issues long before they materialise, enabling users to take pre-emptive actions and avoid such problems. The DCB tool drives an optimised AOP, providing a single, trusted view of operations. With this user-friendly

and visually intuitive plan, stakeholders can move from being reactive to proactive, organising resources and activities in anticipation of events, resulting in fewer cancellations, improved punctuality and reduced costs, fuel consumption and CO₂ emissions.

The project successfully delivered an industry-leading capability – not just new software, but a complete change in the concept of operations. Such an innovative, ground-breaking project required use of new tooling and methodologies. The DCB tool built by NATS used service-oriented architecture and micro-services to provide simulation generation and analytics capabilities to predict flight movements. The algorithm integrates with multiple data sources and generates predictions based on algorithms designed using predictive analytics, producing 52,000 simulations to forecast flight movements.

Joe Butterfield, project manager, Heathrow Airport, said: "The project itself was incredibly successful... but what was really paramount to the success was the 'one team' ethos across our supply chain, business users and operations... Everybody had that one shared vision. There was no hierarchy and no silos across different organisations."

"Paramount to the success was the 'one team' ethos across our supply chain, business users and operations... Everybody had that one shared vision"



Heathrow Airport, winners of the Technology Project of the Year Award



Jacob Achenbach picks up his award for Young Project Professional

PROJECT PROFESSIONAL OF THE YEAR

Sponsored by



DAVID CALVER North Highland

A project manager at management consultancy North Highland, Calver has over the past three years been managing the IT and audiovisual work streams for the Cambridge Expansion Programme (circa £64m), which will deliver a flagship HQ for Arm, the semiconductor and software design company.

The Cambridge Expansion Programme was set up to build a state-of-the-art smart building that would more than double the capacity of Arm-owned buildings on campus. Under Calver's stewardship, the project evaluated and selected multiple products that were installed in a demo suite to facilitate early end-user feedback. The showcased integrated solutions received resoundingly positive feedback from Arm staff and resulted in the leadership team deciding to set this as the new Arm standard.

It authorised the rollout of the technology to all sites globally and Calver was asked to manage the rollout to four buildings in Cambridge with an overall budget of around £9m. Part way through the project, Arm was acquired by Softbank and embarked on ambitious plans to almost double headcount globally. This was coupled with multiple instances

of water ingress in the building that was under construction, which impacted the project.

"The tech hub was going to be housed in the new building, but Arm could not afford to wait for that benefit to be delivered. I therefore came up with the idea of using the space leading into the atrium of one of the existing buildings and this has turned out to be a huge success, as it is easily accessible," Calver explained.

Even though he was taken seriously ill, Calver managed to keep the project running on an even keel, and returned to work with minimal disruption, delivering the ARM 3 (Phase 1) and ARM TV Project on time and under budget.

"I know the purists out there will kind of string me up for this, but I am most proud of the ability of the team to incorporate agile ways of working in a very regimented traditional waterfall-style project methodology," he said.



David Calver, Project Professional of the Year

YOUNG PROJECT PROFESSIONAL OF THE YEAR

Sponsored by



JACOB ACHENBACH Rolls-Royce Crosspointe

The aim of the project Jacob Achenbach was tasked with was to rapidly expand Rolls-Royce Crosspointe, a plant manufacturing turbine blades for commercial jet engines. The objective of the project was to deliver a comprehensive expansion of the manufacturing plant with sole ownership and accountability for £31m of capital investment. He ended up doubling the size of the facility four months ahead of schedule and £3.5m under budget.

The Crosspointe facility was limited to an empty manufacturing hall, posing a need to convert the civil engineering infrastructure first. The key requirement of the project was to source, install and validate over 50 pieces of advanced manufacturing machinery capable of meeting the increased blade demand. The expansion also required development of the IT architecture for new machines and recruitment of employees capable of operating and servicing those machines.

The project gained recognition and accolades from the Rolls-Royce organisation, external customers and suppliers. It increased the plant's machining-ready footprint by 60 per cent, securing the future of the facility and making it a mature plant that can reliably serve the aerospace industry, and led to the recruitment of 112 new employees.

An area for which Achenbach received much praise was the management of lessons learned. "I knew that Rolls-Royce Crosspointe was not the first plant to be expanded. Therefore, I reached out to professionals who had worked on similar projects in the past and asked for their advice and project documentation," he explained. Throughout the project, he collaborated with teams who had previously expanded factories, which particularly helped with the machine validation process.

"It wasn't just a project for our facility, it was a project for the whole aerospace industry," said Achenbach. "The reason why this project even took place was because Rolls-Royce was facing a global turbine blade shortage. So knowing that we could increase the capacity and alleviate the situation in the global aerospace industry was very rewarding."



◀◀
CONTRIBUTION TO THE PROFESSION: COMPANY SELLAFIELD LTD

The mission to clean up Sellafield operates a 100-year plan and deploys around 14,000 people, and project delivery is vital. Project delivery sits at the top table in Sellafield, with an executive projects director reporting to the CEO.

Sellafield is implementing a radically different approach to project delivery, integrating and collaborating with four supply-chain partners for a 20-year period. The change is managed through a relationship management plan – Collaborative Business Relationships – and industry best practices. This sets out the vision, objectives and desired end state, including the behavioural model and the selection approach.

Its first cornerstone is governance, with a project board to review implementation of key strategies, training and development, and communication messages. Its second is employee engagement, and its third is training and coaching. The final cornerstone is measurement, so that understanding and expectations can be tested throughout the readiness phase.

Sellafield has established its Project Academy to develop capability for unique and complex decommissioning projects over the coming decades, and has created two new national standards for higher education in projects: the UK's first university certificates (HNC equivalent) in project controls and in project scope baseline management. These qualifications are open to non-staff. Sellafield provides a pathway from HNC to PhD through courses, professional qualifications, mentoring, professional accreditation and professional chartership.

Andrew Tyson, head of project management at Sellafield, said: "We've spent a lot of time training our people, bringing on apprentices and graduates, and it's paid real dividends today to win this award. It's a source of great pride."



Home Group PMO with their Contribution to the Profession Award

CONTRIBUTION TO THE PROFESSION: CHARITY/ NOT-FOR-PROFIT HOME GROUP PMO

Home Group is one of the biggest housing associations in the UK, and one of the largest providers of new homes and houses for affordable rent. In addition, it provides long-term integrated housing, health and social care.

Created in 2017 to enable holistic delivery of Home Group's five-year strategy, its programme management office (PMO) has become a central function with an overview of all change across the organisation – allowing successful cross-departmental working and transparency for all staff, giving greater change control and governance, and improved control of budgeting and reporting of change.

The PMO is now a central go-to point, actively sought out to assist the business in delivering change, and provides the executive and board with the confidence and security that the entire organisation is committed, engaged and on track to deliver the company-wide strategic objectives.

"Just because we can deliver a change doesn't mean we should, so we consider the collective impact of delivery on our colleagues and customers, and plot this and when it lands to ensure we don't overload and cause change paralysis," explained the team in its awards submission. "We produce various snapshot views, considering data in innovative ways to inform decisions, helping us to speed up, slow down or stop

delivery as needed. This, mixed with the 'people impact assessments' completed for all projects, ensures we give our projects the best possible chance of success."

The Getting Home Group Ready for GDPR project demonstrated how the PMO's 'little bit out there' approach gave colleagues and customers the right amount of information and training, showing them just how serious it was about protecting their data – while making the information

"They've tried many times before to set up a similar function, and we've succeeded where others have failed previously in providing that service to the organisation"

interesting and easy to digest. It introduced a range of formal and informal methods for managing communications, and created a brand called 'We Love Data and the Data Detective'. The project came in on time, under budget and with loads of positive feedback.

Alison Moore, director of programme management, said: "They've tried many times before to set up a similar function, and we've succeeded where others have failed previously in providing that service to the organisation."

CONTRIBUTION TO THE PROFESSION: CONSULTANCY

Sponsored by



ARUP

Arup's portfolio, programme and project management consultancy provides specialist services on a wide range of complex projects. It develops bespoke tools, delivers innovative solutions and connects with its global network of specialists to share the most current thinking, skills and best practice for the benefit of clients and employees.

As a firm with innovation at its very core, Arup's aim is to contribute to the industry, proactively influencing its future with initiatives. Its dedicated Foresight + Research + Innovation team helps Arup and its clients to understand trends, explore new ideas, identify future markets and produce publications based on its findings.

For example, Arup's team collaborated with APM and The Bartlett, University College London's (UCL's) faculty of the built environment, to write *The Future of Project Management*, a report that explores future trends, such as artificial intelligence. The consultancy has also assigned a research manager role in its PPM team to promote and pursue project and programme management research opportunities, and its annual internal Innovation Awards are a vehicle for celebrating and sharing innovative projects and ways of working.

"Our people are the single biggest contributor to achieving our goal: to provide an optimum service to our clients to shape a better world," explained Arup in its awards submission. Central to its company culture is investment in its people. All staff have an annually updated personalised development plan, jointly agreed with their people manager. This combines individuals' development aspirations and the organisation's need to provide current and future skills, and a range of services required by clients. Discussions are captured in the Arup contribution guide and its self-assessment APM Competence Framework tool. Arup's learning and development framework is accredited by APM and in the most recent assessment achieved the highest score ever awarded.

David Twine, director of Arup's programme and project management business, said of winning the award that: "It's really fantastic; it's a great feeling and is testament to the work of the team." Asked what he thought made Arup's an award-winning entry, he explained: "We are responding to volatility and uncertainty now in the world and the need to tackle not just business's problems, but also society's problems."

"Our people are the biggest contributor to achieving our goal: to provide an optimum service to our clients"



Arup with their Contribution to the Profession Award



The Proteus Learning Hub team

INNOVATION IN PROJECTS

Sponsored by



PROTEUS

Proteus Learning Hub

Proteus is a consultancy with a reputation for supporting client organisations to successfully deliver their largest and most business-critical change programmes and grow their internal change capability. It was engaged to support a large financial services client to transform its change expertise, utilising its innovative data-driven Learning Hub and benchmark data to deliver rapid, sustainable results. The Learning Hub allowed the client to access and take advantage of Proteus's 20-year experience and know-how from delivering successful projects and programmes.

Its unique approach allowed the client to flip learning on its head to deliver accelerated capability development. The client director described the implementation of the Learning Hub: "What you have put in place is not just good, it is phenomenal. I have never seen a better set of supporting structures and content for change capability development in my 25-year career."

The adoption of the Learning Hub and its approaches was instrumental in the achievement of these results. It provided the unique blend of diagnostic tools, capability modules and community functionality necessary for success. These elements supported improved know-how and better dialogue, and helped to establish a safe place for everyone involved in projects to access best practice.

Sandra Jowers, head of Learning Hub, said: "It's absolutely amazing to win this award for our innovative data-driven hub, not only for all that's been achieved to help our clients maximise their change performance, but also for what it does to enhance the credibility of the project profession as a whole. It means the world for the team and our clients." ▶▶



PROGRAMME OF THE YEAR

Sponsored by



CONWY COUNTY BOROUGH COUNCIL

Conwy Modernisation Programme

Conwy County Borough Council's modernisation programme ran from 2014 to 2019 and was established with two main objectives: to implement Workwise, Conwy's version of agile working and the authority's proposed new operating model; and to implement an office accommodation strategy and facilitate the development of new office accommodation for the authority in the town of Colwyn Bay.

The programme achieved all of its objectives and benefits. Its structure, tools and techniques were instrumental in its success, which will leave a lasting legacy.

Also critical was governance, which included a programme board and a Modernisation Programme Delivery Group, which consisted of the programme manager, the programme coordinator and all of the individual project managers and work-stream leads. As a result of the programme controls, and the continual review of the business case and the benefits, the programme delivered on time, on budget and to the required standard.

The programme included a number of new initiatives for Conwy, such as 'embracing change' training that covers key change theories, the importance of communication and the emotional aspects of dealing with change. This scale of change programme had never been implemented across Conwy before.

Emma Roberts, head of corporate modernisation, said: "I feel really happy and validated in what we are doing in terms of programme management. It's people that made this an award-winning programme – the staff, the directors with the vision and the councillors who were really behind us."

PMO OF THE YEAR

Sponsored by



GCHQ

Transforming and Operating GCHQ's Enterprise PMO in our Centenary Year

The GCHQ enterprise programme management office (PMO) supports more than 300 professionals to deliver over 200 projects, with a 100-strong PMO team that includes 30 GCHQ staff. Since early 2018, the enterprise PMO has transformed itself and its impact on the project profession – which comes in GCHQ's centenary year. It has achieved 20 per cent cost savings, led the way in helping GCHQ embrace agile ways of working and has established an outcome-focused, digitally enabled PMO service.

In April 2018, it organised its people into six cross-functional teams that best aligned with its mission strategies, placing planning and scheduling experts, finance specialists and risk management practitioners alongside data analysts, agile coaches and business change specialists.

Its vision is to deliver outcomes, rather than people, to its customers. This enables it to support more projects and to build resilience into its service by reducing customer over-reliance on individuals within the PMO. Its 'PMO+ Service Menu' describes the services it provides in terms of outcomes, and its six cross-functional teams understand the outcomes they are required to deliver and have autonomy in how they achieve them.

Today, GCHQ's portfolio is delivered using a blend of agile and more traditional approaches, with the PMO leading the way in supporting development of agile delivery management capability and building confidence in project professionals to experiment with new ways of working to deliver more efficiently and effectively. Over the last two years, agile delivery within GCHQ has grown from less than 20 per cent to over 50 per cent of its portfolio.

A spokesperson for GCHQ's PMO said: "I'm absolutely thrilled for the team. The PMO, like the rest of GCHQ, combines the right mix of minds to find innovative solutions for the business." Her advice to other PMOs looking to lead a transformation is: "Don't try and plan it from the start!"

"Its vision is to deliver outcomes, rather than people, to its customers"



Arup's Healthy by Design team with their Shell HSE Award



Winner Loraine Martins

THE MIKE NICHOLS AWARD FOR INSPIRATION

Sponsored by



MICHÈLE DIX CBE, TRANSPORT FOR LONDON, AND LORAINE MARTINS MBE, NETWORK RAIL

The competition was so stiff this year that APM decided to present this award to joint winners. Michèle Dix, managing director of Crossrail 2, was honoured alongside Loraine Martins, director of diversity and inclusion at Network Rail. "I feel very humbled by this and it's an honour to be in Michèle's company," said Martins. What did she feel most proud of? "The everyday changes we are seeing in the sector, with more people supporting our work. There is a change in language and process."

SHELL HSE AWARD

Sponsored by



ARUP

Healthy by Design Programme, HS2 Phase 2b

To successfully deliver Phase 2b of HS2, Arup had assembled a core multidisciplinary team, known as Arup+, comprising ERM, Foster and Partners, Jacobs, Ramboll, Tyspa and Costain. With a workforce of over 1,500 working in varied locations across the UK to deliver civil design and environmental statements as part of Europe's largest rail infrastructure project, HSSE is integral to HS2 Phase 2b.

Through its Healthy by Design Programme, HS2 Phase 2b has become a flagship project for truly living a proactive health, safety and wellbeing (HSW) culture, demonstrating collaborative ways of working at both behavioural and performance levels. Arup+ has greatly benefited from the collaborative and proactive approach to HSSE, noticeably working in a united 'one team' environment.

From the initial bid phase to the present day, the HS2 Phase 2b leadership team has fostered an HSSE excellence culture. Staff were selected at leadership level who truthfully demonstrated HSW values in practice. Psychometric tests were used to recruit leadership into these roles

with behavioural assessments to ensure alignment and team 'fit'.

The project also took a deliberate decision to integrate wellbeing (including mental health) into the health and safety work stream, which includes a dedicated health, wellbeing and collaboration team who monitor HSW performance and culture to identify any gaps across work streams or partner organisations. Working collaboratively across disciplines and organisations, it ensures professionalism, competency and knowledge exchange to provide a holistic approach to HSW.

GEOFFREY TRIMBLE AWARD TROY LANCASTER

Amey (University of Warwick)

Troy Lancaster's dissertation on 'Unlocking the Performance of Railway Enhancement Programmes through Supply Chain Integration' earned a high distinction from the University of Warwick. According to Lancaster, principal project manager at Amey, projects and programmes within the UK rail industry are currently deemed to have a 40 per cent efficiency gap compared to other European railway systems. This is primarily due to poor levels of integration with the supply chain. His dissertation demonstrated through extensive research how dramatic performance improvements can be achieved via establishing high levels of integration between client, tier 1 contractor and critical tier 2 suppliers. His findings are now contributing to a £3bn railway infrastructure programme.

HERBERT WALTON AWARD

Sponsored by

BAE SYSTEMS

DR SIMON ADDYMAN

Charles Rymill Ltd (University College London)

This award recognises the importance of excellence and innovation in a PhD dissertation. Dr Simon Addyman's thesis challenged the underlying theoretical assumptions of the temporary organisation and provided a new theory of organisational routines to offer a fresh perspective on the ex ante defined time boundaries of a project organisation's life cycle. It identified a five-stage recursive process model of transitioning as a project organisation. Dr Addyman is associate professor in project management at UCL and managing director of Charles Rymill.

BRIAN WILLIS AWARD

JOSEPH BARNES

This is awarded to the student who has achieved the highest mark in APM's Project Management Qualification. Barnes, a senior project engineer at BAE Systems, scored a phenomenal 99 per cent.

SIR MONTY FINNISTON AWARD SIR AMYAS MORSE

The Sir Monty Finniston Award for lifetime achievement is presented to an individual who has devoted their career to projects. This year, it went to Sir Amyas Morse, comptroller and auditor general and chief executive of the National Audit Office before retiring in early 2019, having spent a decade in the post. "Sir Amyas speaks truth to power," said APM president Sue Kershaw.

HONORARY FELLOWS

New Honorary Fellowships were awarded to individuals who have made exceptional, demonstrable and significant contributions to project management in their own professions and careers. This year, five new Honorary Fellows were announced:

- **Dr Sally Howes OBE, chair of the UK Space Agency Steering Board**
- **Hilary McGrady, director general of the National Trust**
- **Andrew Bragg, former chief executive of APM, who helped lead it to chartership**
- **Myrtle Dawes, former planning and dispatch director for Centrica, and UK board member at the Institution of Chemical Engineers**
- **Sir Tim Smit, co-founder and executive vice chair of the Eden Project, and executive chairman of Eden Project International**