

APM AWARDS 2017

A NIGHT TO REMEMBER

Headline sponsor:
RPC UK Ltd



PROJECT OF THE YEAR



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Hyde Park Solutions

OVERALL PROJECT OF THE YEAR, AND TRANSFORMATIONAL PROJECT OF THE YEAR

WINNER: ESTABLISHING THE NATIONAL CYBER SECURITY CENTRE

This project successfully delivered the National Cyber Security Centre (NCSC), a national capability to combat the cybersecurity threat posed to the UK. The project was delivered to aggressive timescales, and was seven per cent under the business case approved by the Treasury.

A key outcome for the project was to simplify the cybersecurity landscape, achieved by establishing the NCSC as the authoritative body for cybersecurity in the UK, and absorbing the precursor organisations so that there was an immediate simplification of the cybersecurity landscape within government, and consolidation of advice. There is now one organisation leading the response in the event of a cyber-attack.

The NCSC holds the “definitive volumetric picture for cyber incidents across the UK”, which was difficult to obtain previously, said GCHQ. Since its establishment, government officials from many other countries have visited the NCSC, hoping to emulate the UK’s approach, which is seen as world-leading.

The NCSC said: “We are overwhelmed to win the award. I am really pleased for the entire team that has contributed to delivering what we achieved in such a short space of time. Our organisation can’t always showcase what it does, so it has been great to highlight the work of the NCSC through the APM Awards.”

Esteemed journalist John Pienaar hosted the APM Project Management Awards 2017



IT AND TECHNOLOGY PROJECT OF THE YEAR

WINNER: WESSEX INTEGRATED PROGRAMME OFFICE WORKBANK APP, ARUP

The Wessex Integrated Programme Office Workbank App – developed by Arup – was designed to facilitate the efficient delivery of Network Rail’s £2bn Wessex Route capital investment programme of works. It was developed by the Arup project team in conjunction with and for all stakeholders, so that they could openly and transparently share and interrogate planned works, visually and interactively. The early benefits that this has brought include consolidation of capital programmes and project works, consistency of approach across all disciplines, and an opportunity to more efficiently plan and deliver their portfolio of works. This capability is the first of its kind at Network Rail, enabling savings to be realised and reinvested.

Sharon Lee, associate director at Arup, said: “First of all, we are very surprised and grateful [to win this award] – we were up against some good competitors – notwithstanding the fact that we think the tool is a really worthwhile project.”

Jemima Brown, senior project manager, added: “This is really good to take back to the team; it’s one of the first projects we have done like this, using different parts of Arup – and it’s obviously had a lot of benefits for the client.”

ENGINEERING, CONSTRUCTION AND INFRASTRUCTURE PROJECT OF THE YEAR

WINNER: SPIRE MANCHESTER HOSPITAL, TURNER & TOWNSEND

Turner & Townsend scooped this award for its work on Spire Manchester Hospital’s new 12,000m² Acute Private Healthcare Hospital Facility. It implemented a number of project controls and techniques throughout the project, including: change control (a change control register was

This year's APM Awards, sponsored by RPC UK Ltd, showcase outstanding individuals and projects in fields as diverse as education, poverty alleviation, and oil and gas. The importance of smaller consultancies has been recognised in the new Project Management Consultancy of the Year category, alongside celebrations of the

work of established names. As more project management professionals become chartered, the Awards – already a key event in the calendar – are likely to assume even more significance as part of the ongoing greater recognition of project management.

Want to find out who won this year and why? Read on.



Guests assembled in the impressive Old Billingsgate



The glittering line-up of awards

implemented to capture all changes from the outset, so that anything deviating from the full business case could be communicated back to the client); programme management (a detailed master programme was developed showing key milestone dates which the client and the project team needed to achieve); procurement (to meet the required delivery date, Turner & Townsend, in collaboration with the client, legal teams and wider project team, devised a 'hybrid' two-stage procurement approach); risk management (risk workshops were held from the outset and continued throughout the project to completion, helping the client understand where risks could adversely impact on the desired completion date, and plan accordingly); and negotiation and dispute management.

Due to extensive change on the project, some of which arose from the client carrying design risk up to completion, with six months of the project remaining, the contractor reported a 12-week delay to the completion date. Turner & Townsend

successfully negotiated an acceleration strategy, which brought the project back on track in terms of the programme. The project successfully met every key milestone and was operational within 20 months of the start. This delivery improved on all previous Spire benchmarks.

SPECIALISTS PROJECT OF THE YEAR

WINNER: ROAD/RAIL TRANSFER POINT (RRTP), GLEN DOUGLAS, WYG

WYG's design, project and construction management teams won this award for providing the Defence Infrastructure Organisation with a full multidisciplinary design service for a new Road/Rail Transfer Point (RRTP) to support the key operational outputs at Defence Munitions Glen Douglas, one of the most unique munitions storage bases in western Europe.

Glen Douglas has been in permanent operation since the 1960s. The RRTP is central to its function, but the deterioration of the concrete-embedded rails meant the facility was withdrawn from operational service in early 2011. It was imperative that a new RRTP was built to the necessary Ministry of Defence (MOD) and rail standards for licensing, as quickly as possible. The scope of works included demolition of all existing structures and, in addition to replacement of the railway tracks and hard standing, the construction of a new munitions transfer shed, locomotive shed, locomotive wash-down facility, and welfare facilities/operational office within the site.

WYG said: "Despite the complex nature of the facility and the challenging location, the project was delivered without delays and successfully handed over into operation in September 2016. The key benefit to the client was a project delivered within the agreed performance, cost and time envelope. The client was happy that the project was deemed a success by the wider MOD community."



PROJECT PROFESSIONAL OF THE YEAR

Sponsored by Atos

WINNER: MARK GEOGHEGAN, DEFENCE EQUIPMENT AND SUPPORT (PART OF THE MINISTRY OF DEFENCE)

Mark Geoghegan oversaw a project for delivery of new Chinook helicopter capabilities. The Chinook is the UK's only heavy-lift helicopter, tasked to undertake diverse and challenging missions in extreme conditions. It entered service in 1981, was used in the Falklands War, and has been deployed in every conflict and hostile zone that the UK has entered since. It supports conventional forces and UK Special Forces, and was the first aircraft deployed to each Gulf War and Afghanistan.

On joining the Chinook project in 2013, Mark Geoghegan assumed responsibility for leading a team of more than 70 in the delivery of a broad portfolio of equipment and support projects. These included: an £850m scheme to deliver 14 new Chinook Mk6 helicopters with avionics systems specifically developed to meet bespoke UK operational requirements; Project Julius, the introduction of new cockpit avionics into 46 Chinooks to address obsolescence and reduce pilot workload, increasing safety; introduction of a new digital autopilot into 46 Chinooks to promote safe handling of the aircraft in degraded visual environments; introduction of new capabilities to avoid mid-air collisions and flight into obstacles; introduction of enhanced defensive aids systems, including weapons, to ensure crew and passenger safety in hostile environments; and the delivery of more effective support arrangements, such as maintenance, spares provision, technical advice, post-design services, and so on, to reduce cost and promote aircraft availability.

Delivering this portfolio required liaison with multiple national and international stakeholders, including original equipment manufacturers, such as Boeing Defence in the UK and US; prime contractors; suppliers; other government departments; the Royal Air Force, which operates the helicopters; the British Army, which funds and owns the Chinook capability; and operators which rely on the aircraft.

Geoghegan's team consisted of five portfolio managers, 20 project managers, numerous commercial and financial specialists, and technical managers and engineers. It was based at three locations in the UK, and, at various times ▶

– especially during intensive trials and evaluation activities – at three locations in the US. The range of activities required of the team was driven by the life cycle of the constituent projects. It included creating successful support strategies, project management plans, and financial costings and assurances, through to managing complex flight test programmes.

Geoghegan said that he empowered his portfolio managers with decision-making responsibility and clarity on their roles: “As well as providing direction through setting clear annual objectives, I gave team members opportunities to stretch themselves, grow and embrace new challenges – creating an environment where success was measured within the team and by the levels of appreciation from our front-line customers.

“I built a strong team spirit that was critical in focusing my team on the importance of what we were trying to achieve, and for whom. I ensured that all of my team had the opportunity to visit RAF Odiham to see the Chinook force in action, including visiting the engineering sections to understand the challenges both operators and engineering personnel face.

“Through my work, all of my team were invited to RAF Odiham’s annual family day, a wonderful opportunity for them to talk to personnel and show their families the amazing things they help to deliver, culminating in flights in the Chinook.

“Each month I fed back the views of the front line, their exercise and operational commitments, and any meetings that I had held with the force commander and his staff. The context was key to motivation and inspiration.

“I am absolutely thrilled and genuinely humbled to win this award. It has meant a lot of hard work from my team. When I go through dark and difficult days in the future, this award will mean a lot to me.”

PROJECT MANAGEMENT COMPANY OF THE YEAR

WINNER: ROYAL DUTCH SHELL PLC

Royal Dutch Shell, the major oil company which also won this award in 2014, has benefited from establishing a Projects & Technology organisation for project delivery, which has seen Shell staff around the world following fundamental principles of good project management, and using the same systems, tools and processes.

But, by the end of 2014, the price of oil – the single most important determinant of Shell’s revenue – had halved compared with



The team from the National Cyber Security Centre, winner of Overall Project of the Year and Transformational Project of the Year



Peter Gable, chairman of RPC UK Ltd



Pcubed, winner of Project Management Consultancy of the Year

the start of the year. Financial emergency brakes had to be pulled. Capital expenditure was reduced in 2015 and 2016; this year it is expected to be around \$25bn. There were layoffs, and supply contracts were re-negotiated. This was a catalyst for further transformation, with the refreshing of Shell’s management framework and new approaches to capital efficiency. Because of this transformation, Shell said it is now better equipped than ever to continue delivering, on time and on budget, projects that provide a healthy return on investment.

Tom Frost, head of the Shell Project Academy, picked up the award. He said it is great that project management has gained chartered status: “We’re very proud to receive this award at a time when project management as a profession is getting the recognition it deserves.”

PROJECT MANAGEMENT CONSULTANCY OF THE YEAR

WINNER: PCUBED (PROGRAM PLANNING PROFESSIONALS LTD)

Winner of this new category Pcubed has clients including Jaguar Land Rover (JLR), Network Rail, NATS and Nationwide. It said change management remains core to how it engages with clients, and is one of its four service lines: “We continue to apply and refine our own methodology, the 8Es (engage, excite, envision, enable, establish, execute, embed and evaluate), in parallel with receiving training in the research-based Prosci® method.”

The company prides itself on not being a siloed consultancy, and on the diversity of its workforce: more than 35 per cent of its UK workforce of 200 are female, and approximately 30 per cent identify as non-UK nationals. Pcubed’s accounts for 2016 are forecast to show 50 per cent revenue growth compared to the previous year. Its first client, Ford Motor Company, which worked with the consultancy back in 1995, engaged it again in 2017 on a hybrid technology programme in Essex.

Pcubed said: “During this period, we also added new clients via open procurement competitions, often supported by testimonials from existing clients.” NATS and QinetiQ are examples of new blue-chip clients that are using Pcubed’s consultancy support to mature their own project and programme management processes.

The consultancy is also proud that its project management support has been an enabler for clients to report significant achievements in the period.

“Our work with Dounreay nuclear decommissioning resulted in the executive declaring £3.6m of in-year savings,” Pcubed said. “Our work with JLR resulted in a competitor’s CEO observing that JLR show cars were the best prepared at the Frankfurt Motor Show. We foresee the continuing requirement for industry to need project management consultancy services to address challenges including Brexit, disruptive technology and climate change. It is [our] ambition to provide our

Nurjahan Khatun, winner of the Mike Nichols Award for Inspiration – Individual



Renfrewshire Council, winner of Programme of the Year, with award sponsor James Butler, director at Program Framework



Sharon Lee from Arup receives the IT and Technology Project of the Year award from Andrew Ross, CEO at Hyde Park Solutions

Programme manager Allyson Blue said: “We have supported more than 150 women and children affected by domestic abuse as part of our Renfrewshire Reconnection project. We have rolled out school counselling in all secondary schools across Renfrewshire, supporting more than 150 young people to date.”

Policy lead Annabelle Armstrong-Walker said: “We are really surprised to win this award – but so proud. It means a lot because we are a social-impact programme, and quite different to lots of the other projects here tonight.”



OVERSEAS PROJECT OF THE YEAR

Sponsored by Ramboll

WINNER: SOUTH KOREAN JANGBOGO III PROJECT, BABCOCK DEFENCE SYSTEMS TECHNOLOGY

The South Korean Jangbogo III project was a scheme to design and manufacture a weapons-handling and launch system (WHLS) for the South Korean navy, carried out by Babcock Defence Systems Technology.

Babcock’s project team led the design and delivery of a highly advanced WHLS for South Korea’s first indigenous naval submarine, the JB-III. The project delivered hardware for the first of two submarines on time in June 2017 as part of the submarine’s critical path for completion.

Neil Jarvis, head of projects and assurance, said: “The successful delivery of the project contributes a cutting-edge technology to strengthen South Korea’s defence force, thus supporting continued peace on the Korean Peninsula and ensuring the protection of the South Korean people.”

A key challenge for the team was working with a new customer and supply chain located on the other side of the world, with a different culture, language and time zone. The design programme for the project was challenging, and it was clear that using the existing Babcock project organisation structure would not result in the schedule being achieved. In response to the JB-III opportunity, the project steering group changed the organisation into a cross-project matrix structure, introducing core WHLS technical product teams operating as mini centres of excellence. This restructuring allowed the project to meet the bespoke design challenges by combining new developing engineers with senior experts with deep product knowledge. The result ▶

consultants with the opportunities to work on our clients’ complex projects in these areas.”

Managing consultant Rhodri Cave said: “We were up against some tough competition, so are very pleased to win. My tip for entrants next year would be to really show off your company and make sure you show your passion for project management – and how you invest in your people.”



PROGRAMME OF THE YEAR

Sponsored by Program Framework

WINNER: TACKLING POVERTY IN RENFREWSHIRE, RENFREWSHIRE COUNCIL

Renfrewshire Council’s Tackling Poverty programme is an “ambitious and innovative partnership programme focused on changing the lives of those living in poverty by tackling both the causes and effects of poverty in Renfrewshire”. Tackling Poverty is unique, with the council delivering an evidence-based programme across all council services that is outcome-focused and delivered with a programme management approach.

In 2014, Renfrewshire’s Tackling Poverty Commission – the first of its kind in Scotland – was set up to assess the nature, causes and impact of child poverty in the area. The findings were clear: child poverty is on the increase; reductions in public

spending are having a major impact on the resources available; and children who grow up in poverty face greater disadvantages and fewer opportunities, both in childhood and later in life.

In response to the commission’s recommendations, Renfrewshire Council began an ambitious journey to tackle the issues identified. An initial investment of £6m was committed to deliver a programme of more than 50 individual projects. The programme is being managed in two tranches. The first involved more than 50 projects, and ran from June 2015 to March 2017. The second is running from April 2017 to March 2018, and involves the delivery of a further 30 projects with an additional investment of £1.5m.

Some early achievements include more than £3m in financial gains for citizens across Renfrewshire through projects such as the award-winning Families First initiative; Cost of the School Day; Healthier, Wealthier Children; work with credit unions to offer low-cost loans; and the Energy Advocacy service. Renfrewshire Council is now an accredited Living Wage employer. It has supported more than 500 benefit claimants by providing a one-to-one service at each job centre in the area. More than 1,500 pupils have participated in 18 different projects in the council’s Joint Employability project. This partnership improves employability-related outcomes for the young people who are least likely to achieve a positive destination.

was that the standard design process was streamlined, and lessons learned from previous major projects could be implemented from the outset. This supported the reuse of legacy designs to save duplication of design activities.

The build of any submarine is reliant on a vast supply chain delivering engineering solutions just in time to meet carefully orchestrated windows of opportunity.

Jarvis said: "Failure to deliver one element can have massive consequences on cost across the whole programme, particularly major critical-path systems like our WHLS. Therefore, the JB-III project team is proud to have achieved 100 per cent on-time delivery for the first submarine."

Babcock's Chris Spicer said: "We worked very hard for this and were up against some stiff competition. It's absolutely fantastic. Among our peers, it is important for us to recognise each other's talents."



SHELL HSSE AWARD

Sponsored by Shell

WINNER: WESTERN LINK HVDC INTERCONNECTOR PROJECT, SIEMENS PRYSMIAN HVDC WESTERN LINK CONSORTIUM

The Western Link High Voltage Direct Current (HVDC) Interconnector is a £1.2bn electricity transmission project

jointly developed by National Grid Electricity Transmission and Scottish Power Transmission in response to the government's renewable energy strategy.

It connects the high-voltage transmission networks in south-west Scotland and north Wales via a subsea HVDC link, which will provide approximately two gigawatts (GW) of additional capacity on the UK transmission system. The link comprises converter stations in Hunterston, Scotland, and at Flintshire Bridge, Wales, linked by approximately 385km of subsea cable operating at 600 kilovolts (kV). It is the longest link to operate at 600kV direct current, and the longest link at 2.2GW continuous capacity.

The design, construction, installation and commissioning of the link were awarded to a consortium of Siemens Transmission and Distribution and Prysmian Powerlink in January 2012.

The safety performance of the project to date has been exceptionally good when compared to targets and industry benchmarks. For example, at the time of submission, the project's lost time injury (LTI) frequency rate, for any lost time injuries where personnel cannot return to work the following day, was 0.059, which equates to five LTIs in almost 8.5 million hours worked.

Barry Taylor of Siemens said: "It should be recognised that, when drawing comparisons against industry statistics, the Western Link project probably has a far greater risk profile

than many construction projects, which makes its safety performance even more admirable."

The project has also scooped a British Safety Council Sword of Honour.



PMO OF THE YEAR

Sponsored by Wellington Project Management

WINNER: THE OPEN UNIVERSITY

The Open University (OU) was the first higher-education institution to be awarded APM corporate accreditation.

Project management at the OU was previously conceived of as 'extra bureaucracy'. Now the university is 50 per cent of the way through an implementation plan, and can provide evidence of the impact of new ways of working through improvements in business case development and project assurance outcomes. The OU has mandated project classification and university-wide assurance activities. This signals a step change in project management maturity, and also a significant change to institutional culture and procedure.

The OU's Portfolio Office has existed for six years. Susie Palmer-Trew, Portfolio Office manager, said: "Our team is a group of project professionals and support managers with backgrounds in public and commercial environments, estates, logistics, quality management, marketing, and event management, including the Olympics.

"We have more than 50 years of experience within project and change environments, supported by professional qualifications, 'war stories' and even an OBE. We keep our knowledge and skills up to date through our ongoing work with APM, the Change Management Institute and the wider higher-education sector. We are committed to individual and team development, and we actively take the time out from our day jobs to share our experiences, speaking at conferences and project events."

Jess Annison, acting director, change and improvement, said: "It is amazing to win this award, and a testament to everything we have done over the last few years."

Palmer-Trew added: "I think it is the first time a higher-education project management office has been recognised in this way; that's fantastic at a time when the sector is facing so many challenges." ▶



Mike Smith from Atos announces Project Professional of the Year



Siemens, Shell HSSE Award winner, with Markus Droll, executive vice-president at Shell



Karen Thompson of Bournemouth University, winner of the Herbert Walton Award



YOUNG PROJECT PROFESSIONAL OF THE YEAR

Sponsored by Defence Equipment and Support (part of the Ministry of Defence)

WINNER: DAVID CROSS, ROLLS-ROYCE

Rolls-Royce developed a new £35m Fleet Support facility in the North East in 2016. Project manager David Cross was instrumental in developing and managing the project team, and creating a stakeholder map, carrying out engagement activities with the local workforce, and setting up clear governance and risk management plans. The new facility was handed over to Rolls-Royce on schedule – on the exact day – and within the challenging budget set.

Cross said: “This is a huge result for the project overall; I used a two-stage tendering process, which gave me much greater confidence over the final cost of the build.”

The project has been recognised within Rolls-Royce for making what could have been a “complicated and fraught facility build relatively simple and successful”.

Cross added: “I am proud of our successes on this project, but I am most proud of the atmosphere I have been able to create within the project team and across a wide spectrum of stakeholders. I talk about ‘winning’ or ‘losing’ with the project team: not only have we won on this project, but we have won the ‘right way’.”



SOCIAL PROJECT OF THE YEAR

Sponsored by Provek Limited

WINNER: COMMUNITY ACTION NEPAL – BUILDING BACK BETTER, WYG

Following the devastating 2015 earthquakes in Nepal, WYG pledged to support Community Action Nepal (CAN) with the reconstruction of 30 schools, health posts and other key infrastructure in remote Himalayan locations. CAN is a UK-based charity, founded by British mountaineer Doug Scott CBE, and works to improve living and working conditions for the indigenous mountain people of Nepal.

WYG deployed its project and programme management, construction, and engineering specialists to Nepal to carry out damage assessments, and develop a realistic and achievable seismic-resilient rebuild programme on behalf of CAN. It integrated team members into the charity to understand its ethos, available resources, funds and capabilities, and the logistical constraints of each of the 30 project locations. Following this



David Waboso,
APM president



The team from WYG, Specialists
Project of the Year winner



The team from the Open University, PMO of
the Year winner, with Vince Hines, CEO at
Wellington Project Management

review, WYG produced a programme to repair and rebuild all damaged buildings within two years.

Andrew Fotherby, divisional director, major programmes, at WYG, said: “It feels incredible to win this award. To have the opportunity to work with an organisation like CAN has been an absolute honour – and to see the benefits of our efforts for the people on the ground there is fantastic.”



THE MIKE NICHOLS AWARD FOR INSPIRATION

Sponsored by The Nichols Group

WINNER – PROJECT: EDUCATION PERFORMANCE AND DELIVERY UNIT, MALAYSIA

WINNER – INDIVIDUAL: NURJAHAN KHATUN, I DARE U FOUNDATION

Malaysia’s Education Performance and Delivery Unit (PADU) works closely with the Malaysian Ministry of Education (MEB) to support education policy and ensure it is successfully implemented on the ground.

PADU supports the ministry’s commitment to education, including: access (100 per cent of enrolment across all levels from pre-school to upper secondary by 2020); quality (to be in the top third of countries in international assessments within 15 years); equity (50 per cent reduction in achievement gaps in terms of urban/rural, socio-economic background

and gender, by 2020); unity (an education system where children share values and experiences by embracing diversity); and efficiency (a system which maximises student outcomes within the current budget). Beyond these system-wide outcomes, the stakeholders also aspire for every student to attain knowledge, thinking skills, leadership skills, bilingual proficiency, ethics and spirituality, and national identity.

PADU chief executive Khadijah Abdullah said: “The transformation of Malaysia’s national education system is a massive undertaking that spans more than 13 years.” As the delivery unit, PADU is responsible to all stakeholders, including citizens of Malaysia, to ensure desired outcomes are delivered as envisaged by the MEB. Annual reports are produced to inform the public about achievements, as well as the areas that need more effort.”

Nurjahan Khatun, winner of the Mike Nichols Award for Inspiration – Individual, is founder and CEO of the I Dare U Foundation, which dares women to do what they have been afraid to due to lack of confidence, inspiration or resources. It seeks to empower women from all walks of life, regardless of race, religion or creed. It delivers leadership training through seminars, workshops and conferences, and aims to furnish women with tools to realise their dreams, and, in the longer term, to inspire them to reinvest in their community and society by mentoring and supporting other women.

David Cross, winner of Young Project Professional of the Year, with Air Marshal Julian Young of Defence Equipment and Support



Deborah Susan Hather, winner of the Geoffrey Trimble Award, with Stuart Forsyth, BAE Systems, and Jean Trimble



Education Performance and Delivery Unit, Malaysia, winner of the Mike Nichols Award for Inspiration – Project

but problems remain in terms of how best to learn as an organisation while dealing with environmental complexities – number of projects, geographical spread and experience of individuals.

Although the MOD has made attempts to learn from past mistakes, it has been difficult to establish a workable process to embed learning in the daily business, raising the question of what the best mechanisms are to achieve this. Learning lessons from a single project can be difficult, but the additional complexities of three organisations working in an alliance, as in SSS, provided Hather with a distinct business problem to solve.


There were 12 conclusions from the research, including that: under conditions of complexity, learning does take place within the SSS programme; tools and techniques such as planning and control, relationship development, and retaining flexibility could be applied to reduce levels of complexity within the SSS programme, resulting in an environment which could lend itself more openly to learning; and the programme is situated at the intuiting and interpreting levels of the Crossan 4I Model, with 112 barriers preventing it from transitioning to a learning organisation.

The programme is situated in the upper quadrants of the Nonaka (1994) Knowledge Conversion Model (Socialisation and Externalisation), demonstrating that the SSS programme operates at the tacit-to-tacit and tacit-to-explicit level. Complexity barriers and learning barriers do have a correlation, therefore, suggesting organisational learning is affected by project complexity.

Recommendations included that the SSS programme should prioritise planning and control activities to allow it to reduce barriers by up to 42 per cent and invest time in managing the risk of losing valuable social capital due to much of its knowledge being held at the tacit level. For example, external contractors should have a requirement to transfer tacit knowledge into explicit knowledge within their contract of employment.

BRIAN WILLIS AWARD

WINNER: GRACE GERETY, LLOYDS BANKING GROUP

Grace has won the APM award in recognition of the student who achieved the highest mark of all candidates in the past year's APM Project Management Qualification examination. 

SIR MONTY FINNISTON AWARD

WINNER: NEIL COULING CBE, DEPARTMENT FOR WORK & PENSIONS

The most prestigious award goes to Neil Couling CBE, who was appointed as director general for the Universal Credit programme in October 2014. His career started in a local benefits office, administering claims for Income Support. His subsequent roles have included working in policy; principal private secretary to the secretary of state; several management roles within Jobcentre Plus and its predecessors; and, most recently, work services director, responsible for job centres across the UK, and around 30,000 people.

The Sir Monty Finniston Award is the equivalent of a lifetime achievement award, and reflects contribution to the profession as a single effort, or as sustained activities over a long period, and is awarded at the discretion of APM.

ACADEMIC AWARDS



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BAE Systems

HERBERT WALTON AWARD

WINNER: KAREN THOMPSON, BOURNEMOUTH UNIVERSITY

Karen Thompson's dissertation showed how 'digital native' project practitioners

are successfully leading projects using social media. Social media changes the project communications paradigm in ways that increase engagement, connect a project to its environment, and support a 'convene and coordinate' style of management. Theory from other disciplines was imported to understand how social media improves prospects for organisational learning and project success. Project activities, factors, benefits and concerns were mapped against six types of technology, enabling the development of new guidelines for practice to improve project communication.

A social-technical perspective and bottom-up, qualitative research approach were used, which recognised the complexity of human interaction in projects. The work demonstrated the value of conceptualising projects as inter-subjective phenomena.

GEOFFREY TRIMBLE AWARD

WINNER: DEBORAH SUSAN HATHER, CRANFIELD UNIVERSITY

Deborah Susan Hather's thesis for Cranfield University focused on organisational learning within the Surface Ship Support (SSS) programme, where there is an appetite to learn lessons, and share knowledge and experience between transformation projects and individual project managers. The MOD has invested resources in learning from experience,