

## **Terry Morgan**

Chancellor, Vice-Chancellor, Colleagues and friends, graduates and graduands and their families - today the University will award an honorary doctorate to Mr Terry Morgan CBE, the Chairman of Crossrail, the UK and Europe's largest infrastructure project. In preparing orations these days, public orators are often led to strange places in the cyber world, and it was in the archives of the South Wales Argus that I found much of my information concerning Terry's early life, and also unfortunately a number of place names that it is difficult for anyone born and brought up in the Black Country to pronounce, but I will do my best.

Terry was born in Abertillery in 1949, and received his secondary education at Croesyceiliog Comprehensive School, where he ended up as Head Boy. There, one might say almost inevitably, he played rugby and also was a member of the Cwmbran brass band, playing the E flat horn and the Euphonium. On leaving School at 15 he took up an apprenticeship at the local Lucas Girling Factory in Cwmbran, where car parts were manufactured. There he spent his time both continuing his studies and learning a wide range of industrial and practical skills, including a year of study at Newport College to study Professional Engineering. He was later to describe that his educational qualifications were achieved through practical experience and some very hard exams. And in what little spare time he must have had, he started a tug-of-war team called Gwent Farmers. In 1970 he married Ann, herself a farmer's daughter, in Llantarnam Church. At the age of 22, still with Lucas Girling, he moved to Birmingham, something that I suspect was viewed with the deepest suspicion in South Wales in the early 70's. He was in charge of the company's overseas operation and much time overseas, particularly in Russia. In 1975 he became a student at the University of Birmingham, enrolling on the MSc in Engineering Production & Management. After graduating, it would seem that Lucas didn't really know what to do with him, and he left for British Leyland where in a short time he was managing a plant with around a thousand staff. From there he went to the Rover group in Solihull, which is where he still lives, staying there for around ten years, making the first Discovery and being at the start of the process of developing the Freelander. At that time he had twelve thousand people under his wing. His next move was to the Royal Ordnance, which sometime after was bought by BAe Systems. Within the wider BAe systems group he had oversight of a hundred thousand people, running everything that didn't fly within the company. Note the almost geometric progression of the number of people for whom he was responsible – if he had taken just two more career steps with at multiplier he could have become the mayor of a major city somewhere. However he settled for something a little more modest, although I suspect no less stressful, and took on the role of Chief Executive of Tube Lines, with responsibility for upgrading the current structure of the London Underground. He took over the Chairmanship of Crossrail on June 1<sup>st</sup> 2009. Crossrail is a £14.9bn project, to build a railway that links Maidenhead and Heathrow west of London with the West End, the City and Canary Wharf, to Stratford and Shenfield north east of London and Woolwich and Abbey Wood to the south east. It involves major tunnelling in the central section under London, with its eight massive tunnel boring machines, and will result in possibly the most intensively used railway in the country when it is completed, with 24 trains per hour in each direction in the central section. It is a project of immense complexity, and is the largest current Infrastructure project in Europe. Under Terry's leadership, I understand it is running

on time and to budget, something that earlier tunnellers under London, and in particular one Isambard Kingdom Brunel, singularly failed to achieve.

So Terry's career has been one quite phenomenal success, and he has come a long way from Gwent Farmers, the Euphonium and the E flat horn, although not such a long way from the game of rugby - I believe he carried on playing until the age of 49. But when one wonders around the back alleys of the web, it is clear that there is another passion in Terry's life – that of developing the engineering skills and careers both of young people and of new graduates. He is perhaps a little sceptical of the continued expansion of university education at the expense of other routes for development, no doubt based on his own experience. Within Crossrail he is committed to the development of a large number of apprentices, and the company has also opened its own Skills Academy to accredit around a thousand people per year to work on the project. He is a strong supporter of schemes to enthuse school children about careers in engineering, and heartened by some recent developments, such as University Technical Colleges. Within his current industry, he is Chairman of the National Skills Academy for Railway Engineering.

Alongside his extremely demanding day job, and his work on skills development, Terry is also the non-executive chairman of the Manufacturing Technology Centre, of which the University of Birmingham was one of the founding academic partners, and a non-executive director of the MITIE group plc, Boxwood Ltd and the Department for Energy and Climate Change, and is a trustee of the London Transport Museum. He is a past president of the Chartered Management Institute and is a Fellow of the Royal Academy of Engineering, the Institution of Civil Engineers and the Institute of Electrical Engineers. In 2009 he received the CBE for services to the railway industry.

Chancellor, Vice Chancellor, for a lifetime of service to UK industry and for his commitment to training young people within the engineering profession, I present to you and to the University, Terry Morgan CBE, for the degree of Doctor of Engineering, *honoris causa*.