

# MONTHLY MONITOR



August 2018

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## **How to build a long-term plan for infrastructure – the Institute for Government/APM National Infrastructure Assessment event:**

- At an event at the *Institute for Government* (IfG), one week after the publication of the *National Infrastructure Commission's* (NIC) [National Infrastructure Assessment](#) (NIA), APM CEO Sara Drake joined the chair of the NIC Sir John Armitt and former transport minister Stephen Hammond MP on a panel to discuss the key messages of the NIA. Additionally, panellists discussed how government should respond and how to ensure that the NIA is a catalyst for a more long-term and strategic approach to infrastructure planning.
- Sara Drake chief executive of APM said:  
"The objective of creating a strong and successful long-term pipeline of relevant infrastructure, and in APM's case having better and more effective project management at its heart, is an important one for the country – both in economic and social terms. The creation of the NIC and the launch now of the Assessment is a major step in the right direction towards achieving that objective."

"The NIA has a number of important recommendations about issues such as digital, low-carbon economy, transport, flooding, urban development, design infrastructure and financing which are strongly made and which Sir John has set out clearly both at the launch last week and today.

"Part of the contribution to creating better and more effective infrastructure capacity is to continue a key task on which our profession is focused: improving the skills and project leadership of both major and minor projects to achieve better outcomes and benefits to society and the economy."

Follow [this](#) link for video of the event at the Institute for Government, or [this](#) link to access SoundCloud audio.

Read APM's response to the recent publication of the National Infrastructure Assessment [here](#).

## **IfG/APM report: How to be a minister – making decisions on infrastructure:**

- Produced in collaboration with APM, [How to be a minister – making decisions on infrastructure](#) sets out how ministers responsible for infrastructure policy can help to deliver high-quality infrastructure for the country by making better decisions. It focuses on economic infrastructure – energy, transport, water, utilities and digital communication – where relevant ministers may oversee the building of better roads, railways, flood barriers, broadband and electricity networks for the country. Well-planned economic infrastructure will help to tackle many of the key challenges facing the country, such as stagnant productivity, regional inequalities and post-Brexit competitiveness, and avoid 'white elephant' projects that waste public money and fail to deliver economic benefits.
- Building on the Institute for Government's 2017 research programme on infrastructure decision making in government and from a public event held at the Institute for Government: 'How to be a minister: making decisions on infrastructure' – supported by APM – the report also draws insights from the IfG's [Ministers Reflect](#) project, a unique archive of more than 80 interviews with former government ministers, which records – in their own words – what it takes to be an effective minister.

Read APM's response to the recent publication of the National Infrastructure Assessment [here](#).

For more information about the NIC, the NIA, and APM's submission to the NIA consultation, please read APM's policy briefing [here](#).

## Brexit white paper:

- With two high-profile resignations following the prime minister's cabinet meeting at Chequers on the Brexit white paper, it was left to David Davis' replacement as secretary of state for exiting the EU, Dominic Raab, to unveil the contents of the white paper in a [statement to the House](#) on the UK's future relationship with the European Union.
- The white paper, he said, "was a new and detailed proposal for a principled, pragmatic and ambitious future partnership" between the UK and the EU. It would confirm that the UK would leave the EU, single market and customs union on the 29th March 2018, and proposed an "innovative and unprecedented" economic partnership, maintaining trade flows through a new trade area for goods underpinned by an ongoing common rulebook covering only those rules necessary to provide for frictionless trade at the border. This approach, he argued, would support businesses and ensure the UK met its commitments to Northern Ireland.
- The secretary of state also sought to explain the proposal for a "facilitated customs arrangement", which would remove the need for new routine customs check and controls between the UK and the EU, while enabling the UK to control its own tariffs. Additionally, the UK was proposing a new economic and regulatory approach to financial services, which would preserve the mutual benefits of its own uniquely integrated markets and protecting the autonomy of its rule-making.
- On the issue of free movement, he reminded the House that the system would come to an end but the government would seek a reciprocal mobility arrangement with the EU in line with the approach "we intend to talk with other key trading partners around the world." Mr Raab also referred to the UK's offer on security cooperation with Europe.

### Opposition response:

- Shadow secretary of state for exiting the EU, Sir Keir Starmer, decried the "utter shambles" of the publication of the white paper, questioning why it was shared with journalists at 9am that morning, but only provided to the Opposition three hours later. He also questioned when the secretary of state had been shown the contents – given that he was not at the recent Chequers meeting and had only been appointed in the last week, and referred to the so-called second white paper drafted by his own department.
- Sir Keir said that the white paper fell a long way short of delivering on the promise of no hard border in Northern Ireland, and he asked if the document was the government's starting position for the next phase in the negotiations or if it was as far as they were prepared to go. Sir Keir expressed his fear that the proposal for the facilitated customs arrangements would be a "bureaucratic nightmare" and would be costly for businesses. If this proposal should fail to win support from EU27, Sir Keir sought clarity on whether the government would then negotiate a customs union with the bloc.

### Committee chairs' responses:

- Chair of the **European scrutiny committee**, Sir William Cash MP said he was "deeply worried" about the proposals in the white paper, expressing his concern for the sovereignty of the UK parliament.

He added that there had never been an occasion when the House had overturned a European regulation, and so questioned how the system would work in practice.

- Chair of the **exiting the EU committee**, Hilary Benn MP sought assurances on whether the facilitated customs arrangements would be ready to be implemented by 31st December 2020, and what the government proposed to do if not. The implementation, Raab replied "depends on the precise contours of the deal that we strike with the EU", but he said that the government was seeking to ensure that all the preparation would be in place in time.
- Chair of the **home affairs committee** Yvette Cooper MP referred to the immigration proposals in the white paper, describing them as "very narrow". She questioned what would happen if the NHS wanted to recruit long term from the EU, and if the government had not yet decided on provisions to support long-term recruitment.

### CBI response:

- The **Confederation of British Industry (CBI)** responded to the white paper saying that it "reflects much of the evidence that business has been highlighting since the referendum" and that the direction "is welcome – protecting jobs and investment now and in future should be the guiding star for both sets of negotiators." However, on crucial issues such as EU VAT, the new customs system, and services, "businesses are still in need of more information on the negotiating position." Overall, the CBI sees that the detail is a significant step forward and one that shows a willingness from the UK government to put business needs first.

## The Infrastructure and Projects Authority (IPA) annual report:

- The **Infrastructure and Projects Authority (IPA)** this month published its sixth annual [report](#) on the government major projects portfolio (GMPP).
- The IPA supports the delivery of government projects by helping to set them up for success, building delivery capability in departments and managing more than 200 independent assurance reviews of projects each year.
- The GMPP is a continually evolving portfolio of the government's most complex and high-risk projects and it regularly changes to reflect government policy priorities. The current portfolio includes 133 major projects with a whole life cost of £423bn, spread across 16 government departments. The report provides a snapshot of how all GMPP projects were progressing as of September 2017.
- Over half of this year's 26 completed projects received a *green* or *amber green* delivery confidence assessment (DCA) – the IPA's rating of a project's chance of success at a specific point in time. By taking the right steps following reviews and managing challenges effectively, DCAs are often improved and a project's likelihood of delivery is increased.

- Projects delivered range from transformation and ICT programmes which modernise the civil service and make public services more efficient, to infrastructure and construction projects and military capability programmes, which grow our economy, improve productivity and defend the nation. These include:
  - childhood flu immunisation programme – reducing the risk of flu in vaccinated children by 66 per cent;
  - air seeker project – three new military surveillance and intelligence aircrafts that support air and ground forces;
  - Francis Crick Institute – the biggest biomedical research facility under a single roof in Europe;
  - government's role in setting up the Thames Tideway Tunnel – a major new sewer to protect the River Thames;
  - Hinkley Point C enabling project – securing private investment into a new nuclear plant so construction can begin; and
  - hosting services refresh – a major refresh of the Department for Work and Pensions' IT infrastructure, enabling improved digital services for 22m customers.

■ Commenting on the report APM's chief executive Sara Drake said:

"This report shows the great strides already made to professionalise project delivery within government and how this is having an impact for the wider public benefit. It is good to see recognition by the minister that excellent "project delivery is at the heart of all government activity". The challenge now will be to maintain momentum given the resources which will also be required to deliver the transformation stemming from Brexit alongside existing priorities."

■ Cabinet office minister for implementation, Oliver Dowden MP said:

"We are focussed on building a Britain that is fit for the future and this report shows just how much we have achieved. All of these projects will improve the way we deliver public services in this country. Project delivery is at the heart of all government activity as it is the main way we implement our most important policy priorities. Getting these projects right is essential to build a country that works for everyone."

## The construction sector deal:

- The recently announced [construction sector deal](#) aims to "drive a substantial improvement in the productivity growth of the sector in the coming years, by increasing the use of digital and offsite manufacturing technologies, creating new jobs and training the workforce in new skills, and supporting UK firms to exploit export opportunities in a rapidly expanding global construction market." The government says that the deal will "support the development of affordable, easy to construct homes, schools and other buildings which can be quickly and sustainably manufactured offsite and then assembled when and where needed."

■ The sector deal lays out several key objectives, namely:

- better-performing buildings that are built more quickly and at lower cost;
- lower energy use and cheaper bills from homes and workplaces;
- better jobs, including an increase to 25,000 apprenticeships a year by 2020;
- better value for taxpayers and investors from the £600bn infrastructure and construction pipeline; and
- a globally-competitive sector that exports more, targeting the \$2.5tn global infrastructure market.

■ Nick Baveystock, director general of the **Institution of Civil Engineers (ICE)** said:

"We are pleased to see the details of the sector deal, which recognises the important role construction plays as a cornerstone of the UK's economy. This deal shows that the government has made a firm commitment to transforming the sector. We welcome, in particular, the focus on creating a new sustainable business model for construction, which the report recognises is in line with the work we have been doing on Project 13. This industry-led initiative has created a model that will boost certainty and productivity in delivery, improve whole life outcomes in operation and support a more sustainable, innovative, highly skilled industry; all things the sector deal has emphasised are needed."

## The nuclear sector deal:

- At the end of last month, the **Department for Business, Energy, and Industrial Strategy (BEIS)** announced the [nuclear sector deal](#) "to ensure that nuclear energy continues to power the UK for years to come through major innovation, cutting-edge technology and ensuring a diverse and highly-skilled workforce." [This deal came following [representations](#) to government by the **nuclear industry council** for a sector deal.]

■ The government stated that the future success of the Nuclear industry is "central to achieving the Clean Growth Grand Challenge set out in the industrial strategy; to maximise the advantages for UK industries of the global shift to cleaner forms of economic growth." The UK nuclear sector, it said, "with its historical strength and skilled workforce across the country, is well-placed to capture that opportunity."

■ At the launch of the nuclear deal, the **Nuclear Industry Association's (NIA)** chairman, Lord Hutton, commented:

"The industry wants nuclear energy to remain competitive against other forms of low- carbon energy – which is why we are committed to working with government to reduce costs across the sector. Today's funding boost will support this common goal; increasing the UK's industrial capabilities as well as signalling our global leadership in nuclear to the rest of the world."

## Reports, publications, and events across Westminster and Whitehall:

■ The **Department for Digital, Culture, Media & Sport** published the [Future Telecoms Infrastructure review](#) – first announced in the industrial strategy white paper – with the aim of examining the market and policy conditions that will enable greater investment in future telecoms infrastructure at pace. The review addresses key questions that could affect the evolution of the UK's digital infrastructure such as the convergence between fixed and mobile technologies, and the transition from copper to full fibre networks.

Key recommendations from the FTIR include:

- new legislation that will guarantee full fibre connections to new build developments;
- a proposal to provide operators with a 'right to entry' to flats, business parks, office blocks and other tenanted properties to allow those who rent to receive fast, reliable connectivity, from the right supplier at the best price;
- proposed reforms to the regulatory environment for full fibre broadband that will drive investment and competition and is tailored to different local market conditions;
- public investment in full fibre for rural areas to begin simultaneously with commercial investment in urban locations;
- an industry led switchover (from copper to full fibre) coordinated with Ofcom;
- a new nationwide framework which will reduce the costs, time and disruption caused by street-works by standardising the approach across the country;
- increased access to spectrum for innovative 5G services;
- infrastructure (including pipes and sewers) owned by other utilities such as power, gas and water, should be easy to access, and available for both fixed and mobile use;
- Ofcom to reform regulation, allowing unrestricted access to openreach ducts and poles for both residential and business use, including essential mobile infrastructure;

Alongside the FTIR, government has also published a digital infrastructure toolkit which will allow mobile networks to make far greater use of government buildings to boost coverage across the UK.

■ The **Department for Transport** published its [road to zero strategy](#) to "lead the world in zero emission vehicle technology." The strategy seeks to achieve the following:

- reduce emissions from the vehicles already on the road;
- drive uptake of the cleanest new vehicles;
- reduce emissions from heavy goods vehicles (HGVs) and road freight;

- put the UK at the forefront of the design and manufacturing of zero emission vehicles;
- support the development of one of the best electric vehicle infrastructure networks in the world; and to
- support local action.

In transport secretary Chris Grayling's accompanying statement, he said:

*"The transition to zero emission road transport is happening now across the world. It will mean fundamental changes to the global automotive market, worth over £1.5tn a year, bringing new jobs and growth opportunities for the UK. These include those we are already enjoying through Nissan in Sunderland, producing one in eight zero emission cars bought in Europe in 2017, and the London Electric Vehicle Company near Coventry, which put the world's first electric black taxis on the streets of London earlier this year."*

Rachel Reeves MP, **chair of the business, energy and industrial strategy committee:**

"We have been waiting for months for ministers to resolve their differences and agree the detail of this road to zero strategy. We are currently off-track on meeting our legally-binding carbon reduction targets. Progress has stalled in reducing our carbon emissions. The government needs to take urgent action and deliver on the aspirations in this strategy. Following what we heard from the minister in our current inquiry into electric vehicles, we will be studying the small print carefully to check that zero means zero and the government can get back on track towards meeting our climate change targets on emissions."

■ The **prime minister** gave a [speech](#) at Farnborough International Airshow. Key points from the speech included:

- as set out in the Brexit white paper last week, the UK seeks frictionless free trade, an independent trade policy and the avoidance of a hard border between Northern Ireland and Ireland;
- the UK would seek to remain a part of EU agencies such as the European Aviation Safety Agency, the European Chemicals Agency and the European Medicines Agency;
- £1.9bn investment for aerospace research, which includes the industrial strategy challenge fund;
- a further £343m of investment for research and development projects to boost productivity. This includes £255m for joint investment research and development projects supported by the Aerospace Technology Institute and UKRI;
- work with industry to develop a potential Aerospace sector deal – to promote productivity and competitiveness within the industry;
- publication of the UK's combat air strategy – commits to maintaining a world-class air power capabilities.

- **Highways England** published its [report](#) on the delivery plan update 2018 to 2019.
  - James Brokenshire, **secretary of state for ministry of housing, communities and local government**, published a [written ministerial statement](#) updating the House of Commons on government housing policy. Mr Brokenshire also published a [written ministerial statement](#) updating the House of Commons on Grenfell.
  - The **House of Commons Scottish affairs committee** published its [report](#) on immigration in Scotland.
  - The **House of Commons committee on arms export controls** published its [report](#) on 2016 UK arms exports.
  - The **House of Commons defence committee** published its report [Indispensable allies: US, NATO and UK defence relations](#) strongly supporting the government's push to increase NATO readiness and military mobility.
  - The **House of Commons housing, communities and local government committee** published its [report](#) on next steps following the independent review of building regulations and fire safety.
  - The **House of Commons science and technology committee** published its [report](#) on research integrity.
  - The **Department of Health and Social Care** and **Department for Business, Energy and Industrial Strategy** [responded](#) to the **House of Lords science and technology select committee** report [Life Sciences Industrial Strategy: Who's driving the bus?](#)
  - The **House of Commons public accounts committee** published its [report](#) on the financial sustainability of local authorities in addition to its [report](#) on the Brexit financial settlement.
  - The **House of Commons exiting the European Union committee** published its [report](#) on data-related implications of Brexit as well as its [report](#) on the rights of EU and UK citizens.
  - The **House of Lords EU home affairs sub-committee** published its [report](#) on the proposed UK-EU security treaty.
  - The **strategic transport apprenticeship taskforce (STAT)** published its report [Transport infrastructure skills strategy: two years on](#). STAT was established in 2016 to deliver the [transport infrastructure, skills strategy](#) and its ambitions for 30,000 apprenticeships.
- Looking ahead, STAT has asserted its commitment to:
- continue to work with member organisations and government to support the wider strategy to increase productivity and growth;
  - consider the impacts of the UK's exit from the EU on the transport workforce;
  - update the National Skills Academy for Rail (NSAR) skills intelligence model, considering application beyond road and rail;
  - keep contractual requirements and reporting under review promote commercial models which support closer working with the supply chain and develop shared apprenticeship pilots; and to
  - build a case for levy funds to be used to support initiatives that develop a pipeline of apprentices.
- The **joint committee on national security strategy** published its [report](#) on the cyber security skills gap
  - The **House of Lords science and technology select committee** published its report [Off-site manufacture for construction: building for change](#).
  - **UK Research and Innovation (UKRI)** and the **National Research Council of Canada (NRC)** this month signed a *Memorandum of Understanding* to facilitate the delivery of collaborative, jointly-funded research and innovation programmes.
  - The **Cabinet Office** published the [government estate strategy 2018](#).
  - The **all-party parliamentary group (APPG)** for apprenticeships published its [annual report](#). Key recommendations outlined in the report are:
    - government should ensure that the apprenticeships system – including the apprenticeship levy – is flexible enough to meet the changing needs of business, and allows SMEs to access the resources they need to contribute fully to the delivery of apprenticeships;
    - government should ensure that educational providers are equipped to meet the needs of a modern economy, providing programmes which are flexible and can be tailored to the requirements of apprentices and employers;
    - schools should ensure that all young people have adequate access to careers advice which explains the full range of options available, is delivered by someone with the relevant skills, and gives parity of esteem to apprenticeships;
    - government should appropriately resource schools to provide high quality careers advice and incentives to give parity of esteem to apprenticeships when advising young people;
    - national and local government should work with employers and other organisations who work with SMEs, such as banks, to promote apprenticeships to their SME customers. Consideration should also be given to new ways of supporting the recruitment of apprentices through the pooling of available resources such as apprenticeship levy underspend;
    - employers should seek to provide a clear path for career progression for apprentices to ensure that an apprenticeship is an attractive choice for a sustainable career.
  - The **National Audit Office (NAO)** published its [report](#) on NHS England's vanguard programme examining whether the NHS is well placed to get value for money from its investment in developing new care models through vanguards.

- The **NAO** also produced a [report](#) which provides information on how the Department for Transport is organising itself to “support a successful exit from the EU.”

Some of the areas discussed in the report include:

- **air traffic management systems** – The UK is currently part of the single European skies air traffic management programme, which sets the regulatory and technical framework within which air traffic is managed throughout Europe. The department is considering the UK’s future relationship with the programme;
  - **air service agreements** with other countries – 17 countries, including the United States, are currently covered by EU negotiated air service agreements. The Department is working to maintain traffic rights to ensure that air services operate to and from these countries;
  - **future access to the European Aviation Safety Agency (EASA)** – EASA is an agency of the EU that carries out both regulatory and executive functions in the field of civilian aviation safety. The Department is examining the options available for ensuring continuity of standards and functions on exit from the EU;
  - **future of security regimes** – Agreeing protocols for security procedures over flights, including cargo flights;
  - **UK participation in the EU-wide emissions trading scheme** – The EU emissions trading scheme covers operators flying within Europe. The government is considering how the post-exit framework should operate. The Department for Business, Energy & Industrial Strategy has joint responsibility with the Department for Transport on this issue.
- The **committee on climate change (CCC)** – providing independent advice to government on building a low-carbon economy and preparing for climate change – published its report, [Reducing UK emissions – 2018 progress report to parliament](#) in which the committee sets out four key messages to government to put emissions reductions on track, based on the lessons of the last decade:
    - support the simple, low-cost options;
    - commit to effective regulation and strict enforcement;
    - end the chopping and changing of policy; and
    - act now to keep long-term options open.

The committee reports that overall UK emissions are down 43 per cent compared to the 1990 baseline while the economy has grown significantly over the same period. A clear separation of GDP growth and GHG emissions has been made and should be celebrated. The committee says in its report that the UK “is behind schedule in terms of meeting legally-binding targets to cut greenhouse gas emissions in the 2020s and 2030s.” The CCC also says that the government “must learn from the lessons of the last decade and unless action is taken now, the shift to a low-carbon economy may be unnecessarily expensive.”

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

- The **Sutton Trust** published polling results on the attitudes of teachers and young people to apprenticeships with the key findings from young people and from secondary school teachers as follows:
  - Young people:
 

Two thirds (64 per cent) of young people in 2018 say they would be **very or fairly interested** in doing an apprenticeship after leaving school. This is an increase of nine percentage points over the last four years (55 per cent in 2014), indicating growing openness among young people to the concept of apprenticeships.

However, many young people felt that the apprenticeship route was not being discussed as an option at school. Forty-one per cent indicated that a teacher had discussed the idea of an apprenticeship with them at school, up from just 31 per cent in 2014. Young people in Year 11 were more likely to have discussed apprenticeships with their teachers, but this is often too late.
  - Secondary school teachers:
 

Teacher perceptions of apprenticeships were mixed, with just 26 per cent of teachers agreeing that there are enough A level (level 3) apprenticeship opportunities for young people. Despite efforts by the government to create new apprenticeship opportunities in the meantime, this figure is unchanged from 2014. Just three per cent thought that ‘to a great extent’ there are enough apprenticeship opportunities, with 22 per cent answering, ‘not at all’.

Of those teachers unlikely to advise an apprenticeship, 37 per cent overall cited a *lack of information*, split evenly between a lack of information about apprenticeships in general, and details about specific available options. Fourteen per cent cited negative views about apprenticeship quality. A majority (58 per cent) mentioned reasons related to the perceived superiority of university, with 28 per cent saying university offers better career prospects, 16 per cent saying that a university education is expected of young people these days, and 14 per cent citing their school’s expectations of university attendance.
- The **Residential Landlords Association (RLA)** published its report [Examining energy efficiency & electrical safety in the private rented sector](#).
- The **Local Government Association (LGA)** published its report [Housing, planning and homelessness: moving the conversation on](#) in addition to its report on [post-Brexit regional funding](#).
- The **London Chamber of Commerce and Industry** published its report [Two years on from the EU referendum: what London businesses need from Brexit](#).

- The **Federation of Master Builders (FMB)** published its report [Licence to build: a pathway to licensing UK construction](#).
- The **Institute of Economic Affairs (IEA)** published its briefing [How to structurally reform the National Health Service to improve patient outcomes: a healthcare briefing on the performance of the NHS](#).
- The **Institute for Public Policy Research (IPPR)** published its report [An equal exit? the distributional consequences of leaving the EU](#).
- The **New Economics Foundation** published its [report](#) on cooperatives.
- The **Joseph Rowntree Foundation** published its tenth annual [report](#) on a minimum income standard.

## Appointments:

- Claire Paul, director of leadership development at the BBC has been appointed co-chair of the **apprenticeship delivery board** – working alongside Trudy Harrison MP.

Ms Paul was appointed co-chair by Anne Milton, minister of state for apprenticeship and skills. She will jointly oversee board meetings for members in their endeavour to increase the number of high quality apprenticeship places that employers offer, in both the public and private sector. This involves encouraging existing employers to expand their apprenticeship programmes to fit their skills needs and new employers to consider delivering apprenticeships for the first time.

- The **Construction Industry Council (CIC)** this month announced new chairs for both its *health and safety panel* and *2050 group*:
  - Gary Mees will be taking up the appointment as *health and safety panel* chairman. Mees is succeeding Peter Caplehorn who served as the panel chair for nine years. Mees is the immediate past president of the **Chartered Institute of Architectural Technologist** and has represented CIAT on the CIC health and safety panel since 2009;
  - Christine Leigh has been appointed the new chair of the 2050 group which is aimed at young professionals. Leigh is also vice chair of CIC's North West regional committee and has previously held board director positions for CABE.

## Reports, publications, and activity from the world of project management: 2018

- IPMA have produced several interesting blogs throughout July 2018 on subjects ranging from the FIFA World Cup 2018 to EURAM. [Click here](#) for more.
- **International Project Management Week** announced a range of events taking place in Brazil in early September 2018 including the *IPMA Research Conference*. [Click here](#) for more information.
- IPMA have announced the [Project Excellence Award 2018 finalists](#).
- **Project Management Austria (PMA)** celebrated its [45-year anniversary](#).
- ICCPM's roundtable series [have announced their remaining events for 2018](#).

## APM events/research and policy outputs:

- The **Institute for Government (IfG)** held an event in collaboration with **APM** on the national infrastructure assessment (see first item on *Monthly Monitor*) and produced a report [How to be a minister – making decisions on infrastructure](#).
- **APM's** [Strategies for dealing with difficult stakeholders](#) webinar is now available on APM Youtube channel.
- New [APM research summaries](#) were published this month, including **Project studies: What it is, where is it going?**

## APM forthcoming:

- **APM events and conferences** including the 25th anniversary [Women in Project Management](#) and APM's [Project Management Conference Manchester 2018](#) are now open for bookings – more details [here](#)
- [Click here](#) to register for the **joint APM and MPA event/webinar** on project closure and handover on 31 July 2018.
- **APM's** research publication *How does project management relate to productivity?* was published in July.