



Dear MPA Members,

Every organisation in which I am involved is grappling at the moment with how best to up its digital game, and the Major Projects Association is no different. This is partly about how we communicate with our members. We are constantly thinking about how we can improve the way we send out information – in advance of events, reports from events, and other information – in a way which is most easy for you to receive, understand and disseminate further. We have received lots of excellent feedback on this issue recently – please keep it coming.

The Knowledge Hub is another important part of our digital strategy. It is coming along well, but please do use it and help us continue to improve it. A further aspect is improving the ability to join or access our events from remote locations. Our ideal is for you to come to our events in person, creating that 'collegiate atmosphere' in the room for discussions. But we recognise that it is not always possible for people to do this, so we must make every effort to enable remote access. We will continue to trial different ways of doing this.

In years past we have had small experiments with events away from London – in Birmingham or Manchester for example. Historically these have not been well supported, but in response to your encouragement, we have tried again, and recent events have had much better attendance. We will therefore keep trying. We have events planned in Bristol, Manchester and Birmingham over the coming months. I hope you will make sure that members of your organisations who live or work in those areas know about them.

The theme of our recent annual conference was how organisations from different parts of the sector can work better together; to mutual benefit, to deliver the projects which the UK and other nations need. We asked Board Director, Sadie Morgan, to interview Lord Heseltine, her former colleague at the National Infrastructure Commission, or rather, to engage him in conversation. He gave us a fascinating insight into how he had galvanised people to work together for inner city regeneration in Liverpool and London Docklands.

One key element was getting different Departments in Whitehall to cooperate locally through the vehicle of a Development Corporation. This is just one example of how we need to think radically if we are to progress major projects. Conventional organisational structures may prove too narrowly focused to get things done. One of the Association's greatest strengths is that we bring people together from public, private and academic sectors to solve problems collectively, and that will continue to be a major focus of our forward programme.

I have got this far without mentioning Brexit. What will happen and what will it mean for the major projects sector? Well, I turn to that great business guru and philosopher Doris Day for my inspiration in her immortal lines – 'Que Sera, Sera; whatever will be, will be'. But whatever the outcome, I am sure our members will see it not just as a major challenge but also as a huge opportunity, and will face the situation with a positive mindset, determined to make the best of it. We certainly will.

With all best wishes,

A handwritten signature in black ink that reads 'Tim Laurence'.

Tim Laurence
Chairman
Major Projects Association

Members can contact Sir Tim via: tim.laurence@majorprojects.org

In March 2017 we launched the new role of Ambassadors to support Main Reps to make the most of their membership. Over a year later and over two-thirds of member organisations have one or more Ambassadors who are making a big difference to the engagement levels of those members.

Two Ambassadors who have made a big impact are Dee McGinn of Transport for London (TfL) and Gareth Naylor of Raytheon.



'The Major Projects Association Ambassador initiative has been instrumental for TfL Major Projects Directorate in helping us maximise value from our membership. Working closely with our main representative, we identify the right people to attend the wide range of events, conferences and seminars which address some of the most relevant and critical challenges affecting our Major Projects business. The fantastic thing is that almost all of these are free to attend under our membership. It has been really important to us to follow events with embedding the valuable learning back into our organisation, to share the knowledge much wider than the lucky few who have attended the event. The most successful way in which we do this is through publishing blogs on our intranet homepage, often generating lots of debate and discussion, and bringing what we have learned to life in the context of our business.' **Dee McGinn, TfL**



'Raytheon UK employs over 100 Project and Programme Managers and recognises the Major Projects Association as a vital element of continuing their professional development within the function. Appointing an Ambassador has enabled us to widen awareness of the Major Projects Association to a greater organisational demographic by facilitating messaging of activities at a peer-to-peer level. Communications have primarily consisted of word-of-mouth messaging and the use of in-house methods such as internal social media and the Programme Leadership Newsletter. This has resulted in an increased attendance at Major Projects Association events/training by a wider range of personnel from across a number of RTN sites, providing them with an insight into other industries, projects and organisations. We intend to continue to use the Ambassador programme to promote the wider resources that the Association offers throughout our organisation, including the Knowledge Hub and the event write-ups.' **Gareth Naylor, Raytheon**

If you do not yet have any Ambassadors at your organisation and are interested in doing so please contact Eleanor Burquest on mpa@majorprojects.org.

NEW PROGRAMME COMMITTEE MEMBERS



Chair:
Prof Sadie Morgan
Director
dRMM Architects



Eloise John
Director, Major Projects
AECOM



Lisa Kelvey
Director
KPMG LLP



Bryn Lockett
Chief Executive Officer
LogiKal Projects



Tayo Oyetan
Principal Consultant
Moorhouse Consulting

Professional development and sharing good practice are at the very centre of the Association's objectives. In addition to the wide range of events and seminars, the Association offers its membership a number of professional development opportunities.

MAJOR PROJECTS SIMULATOR

The event is run in Oxford three times per year. Visit the website to find out the next dates:
www.majorprojects.org

Feedback from a Simulator participant:

Yes, the event met my objectives & I was entertained throughout the day. It brought some of the PM theory I have acquired through the APM PMQ to life.

RISING STARS SEMINARS

These two-day residential seminars, held in January each year, are aimed at talented people in member organisations who are on track for responsible positions in management. The programme focuses on:

- Analysis of key issues affecting major projects
- Attitudes and ways of thinking
- Establishing effective relationships with clients and professionals
- Marshalling and presenting opinions
- Establishing a network of contacts with high-flyers in other member organisations
- Building business confidence

THE CHALLENGE OF MAJOR PROJECTS

This is an intensive one-week programme which tackles a broad range of challenges associated with delivering successful major projects. It is aimed at those who are already working on large projects and is intended to help them to take the step from large to major; from supporting to leading; from complicated to complex. This course differs from conventional development offerings by combining presentations from senior leaders who have real-life experience with interactive case studies and group exercises. Delegates will learn as much from each other as from the speakers and by the end of the week they will have developed a cross-sectoral network which will support them throughout the rest of their career.

'Overall the course is a must for those involved in projects. It is a good reminder of what we need to focus on and to catch up with the initiatives in the industry at large. It is an excellent learning forum.' **2018 Delegate**

The week covers topics such as:

- Lessons from project success and failure
- Project governance
- Organizational change and transforming delivery
- Managing stakeholders
- Navigating an uncertain major projects world
- Project finance
- Leadership
- Identifying and managing complexity

At the end of the week delegates will have experienced all key aspects of the initiation and delivery of major projects; will have forged strong links with their peers in different types of projects; will have heard some of the most senior figures in the industry; and will be better prepared for the challenges that lie ahead.

A TALENTED TEAM

We congratulate Executive Director Denise Bower on her OBE in the 2018 New Year's honours list for services to engineering.

Manon Bradley, Development Director, has, once again, become a double world champion in her sport of drug free powerlifting – taking her world title wins to 13.