



Member Review
2017/18

THE CHARTERED BODY FOR THE PROJECT PROFESSION

Introduction

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Building a chartered body

In our 2016–17 member review I focussed on the granting of the Royal Charter and our subsequent transformation into a chartered body by April 2017. This was a momentous achievement, but the past year has been focussed on the formidable task of creating a standard and launching the register to create a chartered (ChPP) designation.



The year started with the unveiling of the Royal Charter at APM's HQ in Princes Risborough by the Speaker of the House of Commons and ended with the launch of the guidance and application process for individual members to attain chartered status. 2017–18 was also the first year of our strategy of 'inspiring positive change', so we have made considerable progress along the road to a modern and sustainable professional body able to support a dynamic and visibly confident profession.

Parallel with this is an aspiration to grow the membership and support our mission of inspiring communities to deliver meaningful change for societal benefit by advancing the art, science, theory and practice of project management. The board is intent on

investing in the future by constructing a long-term capability to support us on our journey. The main objectives are creating a clear pathway into the profession and increasing both the visibility of project management and understanding of its impact on society.

I must end by paying tribute to Sara Drake for more than three years of strong leadership, which she has provided to APM through this dramatic period in its history. I would like to thank Sara for her immense contribution and unstinting support and wish her well.

A handwritten signature in blue ink, appearing to read 'John McGlynn', with a stylized flourish at the end.

John McGlynn, chair of APM



Investing in professionalism



Two main themes dominated APM's year: developing the chartered standard while preparing for the register and beginning to implement the new corporate plan. We can report substantial progress on both.

There is much to celebrate as the association reaches the end of its first year as a chartered body. APM continues to deliver and to deliver well. Revenue has grown by over seven per cent, individual membership now exceeds 25,000 and our external reach and influence continues to increase.

A successful consultation led to publication of the chartered standard, followed by development of the application and guidance process, recruiting and training of assessors and other essential activities allowing us to open the register as promised. Progress was underpinned by a series of thought leadership papers scoping themes for a chartered profession.

A portfolio of projects is well in hand, including updates to qualifications and to the *APM Body of Knowledge*. Two major research studies should have significant impact when published later in the year and we have run the first

ever advertising campaign on behalf of the profession. APM has already gone a long way in its journey to deliver the new strategic objectives: our business plan for the coming year provides a strong platform for further investment in both the association and profession.

It is with some sadness that I write this, my final contribution to a members' review. I have enjoyed over three years as chief executive and am gratified to be leaving the association in such rude health and with such great prospects. I wish the APM family well as its chartered journey continues.

A handwritten signature in black ink that reads "Sara Drake".

Sara Drake, chief executive

Delivering public benefit

The Association for Project Management is the UK chartered body for the project management profession. Our strategy 'inspiring positive change' – launched at the beginning of this reporting year – reflects the growing public demand for projects that deliver lasting benefits. Our charitable objects are 'to advance the science, theory and practice of project and programme management for the public benefit'. An important part of our mission is to develop a greater public interest focus and to build awareness of the importance of what our members do.

We further the public interest by advancing professional skills, accreditation of academic courses, collaboration with other organisations, responding to government consultations, investing in major research projects and by benchmarking project management's wider economic contribution.

Commitment to professional standards is at the heart of what we do, expressed through the FIVE Dimensions of Professionalism, the APM Code of Professional Conduct, the APM Registered Project Professional (RPP)

designation and, soon, the Chartered Project Professional designation (ChPP). Core standards are asserted through the *APM Body of Knowledge* and *APM Competence Framework*.

We are devising new paths into the profession in order to help a diverse range of young people enjoy the benefits of a fulfilling career. It is gratifying to note that the period covered by this review saw a rising number of project management apprenticeships despite an overall decline in overall apprenticeship numbers.

Our volunteers play an important part in furthering these goals. Our branches work in schools and colleges; our Specific Interest Groups (SIGs) explore issues and have hosted 10 full-day conferences, launched four new publications and run 23 webinars. The new Volunteers Steering Group (VSG) and a review of 'communities of interest' will explore new models for volunteer recruitment, provide flexible options for participation, and facilitate the highest standard of contribution.

We have produced an education and lifelong learning strategy, giving additional focus to the school, college and university sectors in the first

instance. Outputs have already included new guidance on apprenticeships, written for the first time for parents as well as for employers, and the creation of new networks of relatable APM members to deliver and support our outreach activity through events and a range of media.

our objectives

Chartered standard

Successfully position, develop and launch the chartered standard to become the accepted benchmark standard for project professionals.

Membership growth

Accelerate the growth, diversity and global reach of APM's membership by engaging with new sectors and communities.

Knowledge and research

Advance the art, science, theory and practice of project management with an innovative knowledge and research programme.

Organisational innovation

Define and build APM as the model of a sustainable professional body for the 21st century.

Collaborate and engage

Accelerate the universal adoption of project management by people delivering change through collaboration and partnerships.

Our mission is underpinned by five key objectives, which set out a clear direction of travel for APM.

Five objectives, multiple achievements 2017–18

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Objective 1: Chartered standard

Successfully position, develop and launch the chartered standard to become the accepted benchmark standard for project professionals.

We aim to create a strong first cohort of chartered professionals who will enhance the status of project management. March 2018 saw completion of work on the new register with finalisation of assessment criteria, the assessor training process and guidance for assessors. 2017 saw us promulgate an enhanced standard defining and demonstrating the knowledge, experience and behaviour required to become a Chartered Project Professional (ChPP).

Benefitting from extensive consultation with members – and almost 100 external organisations – these revisions allowed us to streamline the assessment process for applicants while maintaining integrity and rigour. Drawn from the *APM Competence Framework*, ChPP recognises the diverse paths individuals may take to achieving the standard and creates three routes reflecting their varied starting points.

A series of papers – *The Road to Chartered* – helped build understanding of what chartered status entails. These addressed not only core themes such as ethics, CPD and what makes a good project professional?; they also explored how to embrace change, the impact of technology, the need for a genuinely inclusive profession and how the millennial generation might shape project management.

We raised the profile of project management via the first ever advertising campaign promoting the profession. An agency was briefed to devise striking and appealing outdoor and online adverts that ran until May 2018. Their impact is being reviewed with a view to a follow-up campaign.

**BEARS DON'T
JUST NEED CUDDLES**

**THEY NEED A SUSTAINABLE
CONSERVATION PROGRAMME**

BECOME A PROJECT MANAGER





5,200

people downloaded the ChPP application guidance.



10,000

people downloaded the first six 'Road to Chartered' papers.



5,600

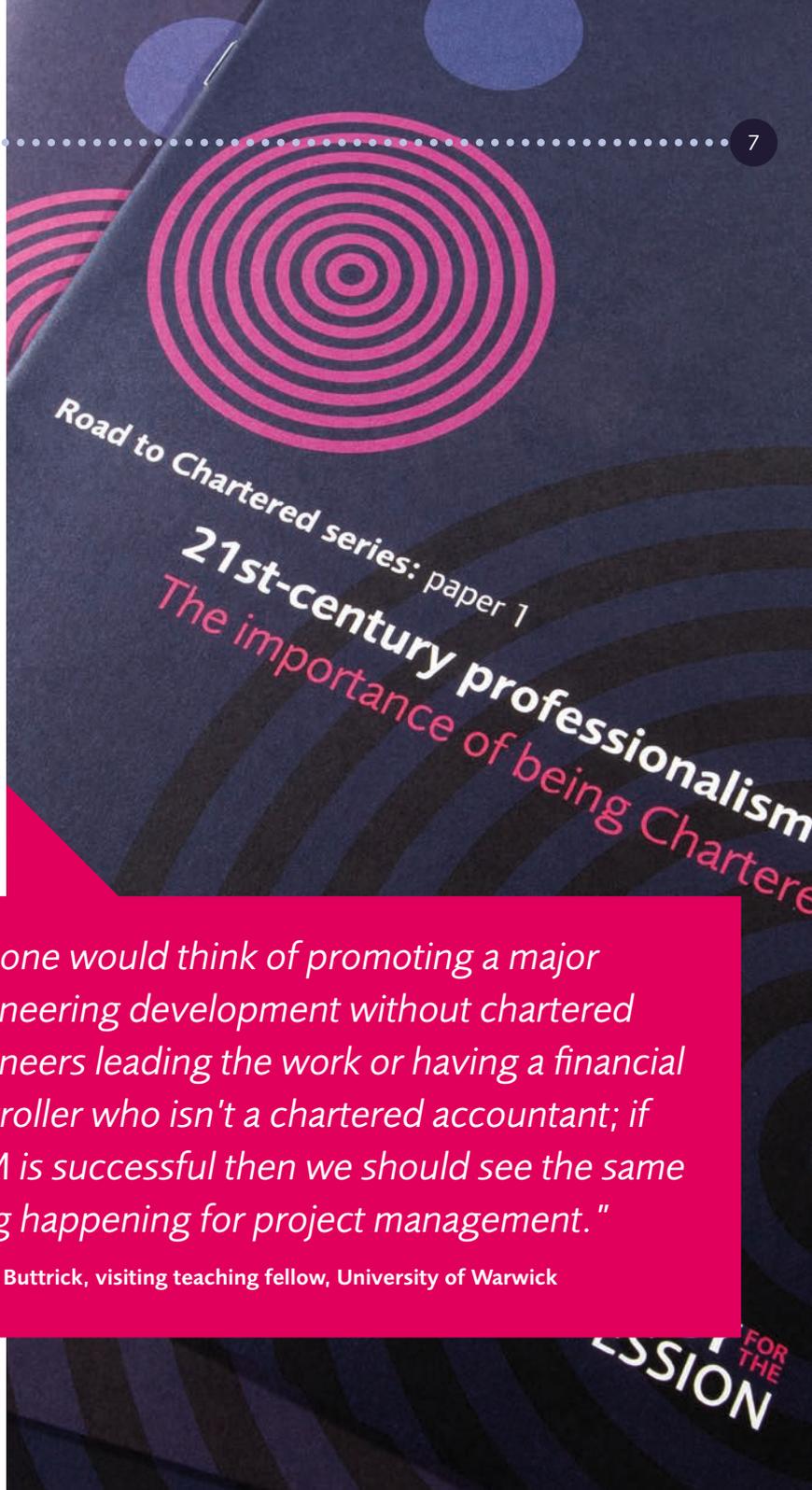
people downloaded the new chartered standard.

Forward look

The register launched in May 2018 with the goal of assembling a strong cohort of registered chartered practitioners by 2020. Work has also begun on a clear, easily understood path to ChPP status by aligning with the qualifications framework. We shall continue to raise awareness of the value of recruiting a ChPP via a Corporate Accreditation scheme and alliances with professional bodies and awarding organisations.

"No one would think of promoting a major engineering development without chartered engineers leading the work or having a financial controller who isn't a chartered accountant; if APM is successful then we should see the same thing happening for project management."

Robert Buttrick, visiting teaching fellow, University of Warwick



Objective 2: Membership growth

Accelerate the growth, diversity and global reach of APM's membership by engaging with new sectors and communities.

We have been revising the APM Competence Framework, issuing new guidance in the process, and devising career paths to reflect the diversity of opportunities in the profession. The offer of free Student membership has been hugely successful with over 3,500 now part of APM. Our campaign directed at 15–19-year olds highlights project management as a first-choice career and will be augmented by a new project management degree-level apprenticeship later in 2018.

A new forum supporting members living and working outside the UK has helped drive a 15 per cent increase in international members. We have now recruited an international development manager to expand our presence in overseas markets.

We have launched a sector development strategy with events planned to help the legal and life sciences sectors discover the benefits of membership and connect with the wider project management community.

2017 saw the delivery of major conferences in London, Edinburgh and Manchester, record numbers at our main April event with a 10 per cent overall increase in conference attendance.

2017 saw the launch of the APM Corporate Partner Programme with an improved joining process, including changes to guidance and regular proactive contact with applicants. The programme has included roundtables in London, Leeds and Bristol and an event for future leaders. It has driven effective networking with the corporate community and provided insights for three white papers. We now have 558 Corporate Partners and Affiliates, an excellent platform for growth as we head towards 2020.





Membership has risen to

25,691

up **2,691** on last year.



Corporate Partnership has reached

558

in the first year of the new structure.



Student membership has risen to

3,696

up from **1,331** last year.

Forward look

We will consolidate corporate support, make further investments in digital capability to help members across countries and in different segments of the profession, and create on-line options for qualifications, events and publishing. We will develop the new Full membership route (MAPM) for APM Project Management Qualification (PMQ) holders, facilitate growth in Student membership, and support development of a level 6 apprenticeship offering.



Objective 3: Knowledge and research

Advance the art, science, theory and practice of project management with an innovative knowledge and research programme.

Thought leadership enables us to better engage with good practice and key stakeholders. Our new research strategy, unveiled in January 2018, pledges us to invest at least two per cent of commercial revenue in research: the last 12 months saw publication of over 50 books, guides, white papers and digital texts. Two summits were held alongside Corporate Partners, government departments, and key stakeholders on the challenges of sponsorship and agile project management.

Work has been undertaken to identify appropriate collaboration tools, new LinkedIn groups have been launched and e-learning guidance produced. The latest *APM Body of Knowledge* consultation was launched with an updated version due in spring 2019.

We have commissioned major reports on both the contribution of project management to the UK economy and the relationship between project management and productivity. A collaborative study on successful delivery of change within the public sector was issued in July 2017 and has generated significant public sector interest, as did Professor Peter Morris' landmark publication on climate change and what the project management profession should be doing about it – a UK perspective.

Our new policy development capability resulted in papers on subjects ranging from the government's industrial strategy to Brexit and a skills manifesto published to coincide with June 2017's snap general election. We launched a ground-breaking Research Summary Series of

academic papers from the International Journal of Project Management (IJPM) that provides easy-to-absorb cutting-edge insights for busy practitioners. And a new monthly monitor for members shares findings from the most helpful external research and reports.

An innovative research collaboration with Arup and University College London (UCL) on the *Future of Project Management* resulted in a highly successful report backed by interactive resources. Over 4,000 copies have been downloaded and disseminated, key points have been debated and discussed at events attended by some 5,000 people and the findings are now being used in presentations to students.



Over **50** pieces of thought leadership published creating impact and momentum.



Producing a monthly research monitor, a skills manifesto and guidance for employers and parents on apprenticeships.



Over **6,000** responses to the 2017 Salary and Market Trends Survey, the largest level of feedback since its inception.

Forward look

We will continue to invest at least two per cent of annual commercial revenue in innovative research, and will publish a revised *APM Body of Knowledge* by March 2019. Our e-learning capability and content will be further developed. The pace of our international work will be accelerated via relevant guidance and benchmarks for professional practice development of a level 6 apprenticeship offering.



Objective 4: Organisational innovation

Define and build APM as the model of a sustainable professional body for the 21st century.

A successful chartered body, and an effectively promoted profession, requires sustainable support structures and capabilities if it is to fulfil its mission. We now have a comprehensive project portfolio development plan, including a new digital strategy, and have defined a new approach for managing internal projects. We have adopted a new method to recruitment in order to attain our objective of attracting an increased number of high-quality applicants, appointing 37 additional staff in 2017-18.

We have helped secure approval for the new Trailblazer Associate Project Manager Level 6 apprenticeship standard while supporting implementation of Level 4. New International Project Management Association (IPMA) qualifications are being progressed in the light of new regulations. The APM Project Management Qualification (PMQ) for PRINCE2® Practitioners has been mapped and aligned to take account of practitioners' prior learning. New processes for distributing examination results have shortened the time that candidates wait to find out how they have performed and have also improved services to our Accredited Training Providers.

A facility has been opened in London allowing us to develop our engagement with government, Corporate Partners and other stakeholders more easily.

We strive to meet our aspirational targets by continuous web and customer relationship management system (CRM) developments to support initiatives such as chartered status, the new General Data Protection Regulation (GDPR) and corporate packages. A resource is being built to improve the efficiency and reduce the resources and time needed to test complex projects and so ensure cost effective, customer focussed functionality.





273 accredited
courses/programmes –
up from **251**.



184 organisations
now holding accreditation
(**168** last year).

Forward look

We will create an e-learning platform offering at least five courses by March 2019. New live chat and marketing automation techniques will be trialled to improve and enhance the service we offer our members and customers.

We will also devote considerable energy to developing and implementing our new educational outreach and lifelong learning strategy, building a network of apprenticeship ambassadors in the process.



Objective 5: Collaborate and engage

Accelerate the universal adoption of project management by people delivering change through collaboration and partnerships.

We are working closely with other professional bodies and leveraging our membership of the Confederation of British Industry, the Construction Industry Council and the Academy for Social Science.

Thought leadership publications have played an important role in engagement with external stakeholders (notably a joint research study on how employers regard chartered status). Collaborative events included a thought leadership seminar with the Major Projects Authority in November 2017 on developing the next generation of leaders.

Deeper relationships with Whitehall have been established through joint events and support for the government's 'Project X' research programme and we have been working in tandem with the UK government leadership community (the MPLA).

We accredited a training programme for senior leaders in government delivered by Oxford University's Saïd Business School and have helped organise summits sharing best practice on key issues including agile. We have also played a significant role in the Construction Industry Council (CIC) response to the Grenfell Tower tragedy.

There was strong growth in accreditation activity with many applications received from organisations operating Trailblazer.

Application levels are expected to be maintained throughout 2018–19.

On the international front we co-hosted the 38th Thought Leadership Forum for the Global Alliance for the Project Profession (GAPPS) at London's South Bank University in June 2017. We received significant recognition from the Hong Kong government's use of the *APM Body of Knowledge* as the preferred source of training for its 300 project managers.



A campaign for National Apprenticeship Week 2018 promoted understanding of project management amongst students, career advisers and employers, while also engaging with higher education institutions. Our guidance on apprenticeships for employers and parents was particularly well received.



Over **11,000**
attendees at volunteer
events and webinars.



53,000
members of APM's
LinkedIn group.



18,000
APM Twitter followers.

Forward look

We will continue to use thought leadership to increase understanding of how our members deliver successful projects and as a valuable means of engaging with external stakeholders. We will implement the new educational outreach and lifelong learning strategy, pointing out career opportunities and outlining routes into the profession, which meet the needs and expectations of the widest range of candidates.

"I would like to thank APM for taking the time to put these guides together. As a government-appointed apprenticeship ambassador I speak with young people every day who tell me that their route into apprenticeships was not initially supported by their school or understood by their parents. We have much work to do, getting the message out about high quality apprenticeship schemes is a vital part of that process."

Trudy Harrison MP, Member of Parliament for Copeland



Project professional awards

Project Professional of the Year

Sponsored by Atos

Mark Geoghegan
Defence Equipment & Support

Young Project Professional of the Year

Sponsored by Defence Equipment and Support (Part of Ministry of Defence)

David Cross
Rolls-Royce plc.

Project and programme awards

Project of the Year

Sponsored by Hyde Park Solutions Ltd

Establishing the National Cyber Security Centre
NCSC (overall winner)

IT and Technology

Project of the Year

Wessex Integrated Programme Office
Workbank App
Arup

Transformation Project of the Year

Establishing the National Cyber Security Centre
NCSC

Engineering, Construction and Infrastructure Project of the Year

Spire Manchester Hospital
Turner & Townsend

Specialists Project of the Year

Road/Rail Transfer Point (RRTP),
Glen Douglas
WYG

Social Project of the Year

Sponsored by Provek Limited

Community Action Nepal – Building Back Better
WYG

PMO of the Year

Sponsored by Wellington Project Management

Do less. Do it better
The Open University

Programme of the Year

Sponsored by Program Framework
Tackling Poverty in Renfrewshire
Renfrewshire Council

Overseas Project of the Year

Sponsored by Ramboll

South Korean Jangbogo III Project
Babcock Defence Systems Technology



Other award categories

Project Management Company of the Year

Royal Dutch Shell plc (Shell)

Project Management Consultancy of the Year

Pcubed

(Program Planning Professionals Ltd)

Shell HSE Award

Sponsored by Shell

Western Link HVDC Interconnector
Project

Siemens Prysman HVDC Western
Link Consortium

The Mike Nichols Award for Inspiration

Sponsored by the Nichols Group

The Transformation of Malaysia's
Education System (Wave 1)

Khadijah Abdullah, Education
Performance and Delivery Unit (PADU)

Academic awards

Sponsored by BAE Systems

Herbert Walton Award

Karen Thompson

Bournemouth University

Geoffrey Trimble Award

Deborah Susan Hather

Cranfield University

Brian Willis Award

Grace Gerety

Lloyds Banking Group

Sir Monty Finniston award

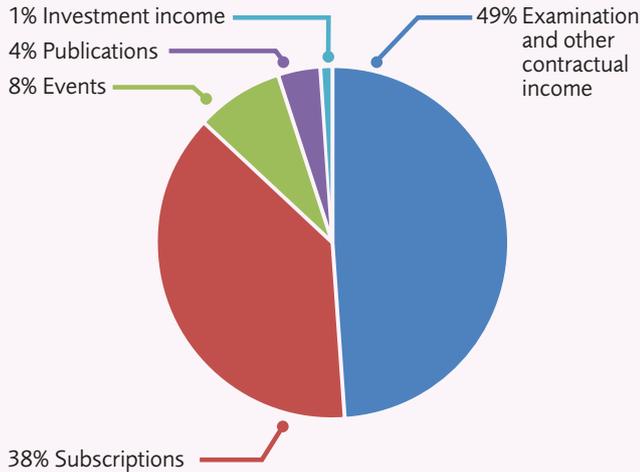
Neil Couling CBE

Department for Work & Pensions

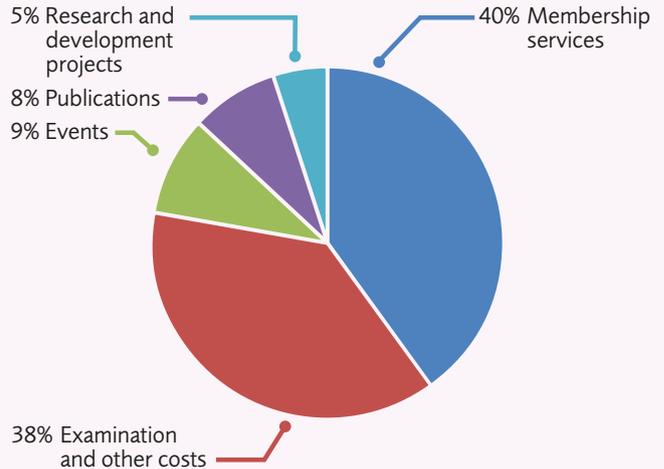


Financial summary 2017/2018

Income



Expenditure



We saw further growth this financial year with turnover increasing by 7.4 per cent to £9.9m. We completed our transition to a chartered body with significant investment in both headcount and infrastructure as we started to deliver our new corporate strategy. We closed the year with a deficit of £129k. Total net assets are just less than £6m.

Consolidated statement of financial activities for the year ended 31 March 2018

	2018 £'000	2017 £'000
Incoming resources		
Incoming resources from other trading activities	831	649
Incoming resources from charitable activities	9,086	8,588
Total incoming resources	9,917	9,237
Resources expended		
Expenditure on raising funds	913	637
Charitable activities	9,118	7,512
Total resources expended	10,031	8,149
Net (loss)/gains on investment	(15)	230
Net incoming resources for the year	(129)	1,318
Total funds brought forward	6,127	4,809
Total funds carried forward	5,998	6,127

Consolidated balance sheet as at 31 March 2018

	2018 £'000	2017 £'000
Fixed assets	4,734	4,692
Current assets	4,795	4,403
Creditors: amounts falling due within one year	(3,526)	(2,954)
Creditors: amounts falling due after more than one year	(5)	(14)
Net assets	5,998	6,127
Unrestricted funds		
Designated funds	2,280	2,440
General fund	3,718	3,687
	5,998	6,127

Independent auditor's statement to the trustees of the Association for Project Management

We have examined the summary financial statement for the year ended 31 March 2018 set out on the previous page.

Respective responsibilities of the trustees and the auditor

The trustees are responsible for preparing the summary financial statement in accordance with applicable United Kingdom law and the recommendation of the Charities SORP (2015).

Our responsibility is to report to you our opinion on the consistency of the summary financial statement with the full annual financial statements.

We also read the other information contained in the summarised financial statements and consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the summary financial statement. The other information comprises only a breakdown and two pictorial representations of income and expenditure.

Basis of opinion

Our examination involved agreeing the balances disclosed in the summarised financial statement to the full annual financial statements. Our audit report on the full annual financial statements of Association for Project Management describes the basis of our audit opinion on those financial statements.

Opinion

In our opinion the summarised financial statement is consistent with the full annual financial statements of Association for Project Management for the year ended 31 March 2018.



Kingston Smith LLP
Statutory auditor
22 August 2018

Devonshire House
60 Goswell Road
London
EC1M 7AD

Trustees statement

The summary financial statement contains information from the statement of financial activities and the balance sheet for the year ended 31 March 2018, but is not the full statutory report and accounts. The full financial statements were approved by the trustees on 16 July 2018 and subsequently submitted to the Charity Commission.

The auditor/independent examiner has issued an unmodified report on the full financial statements and on the consistency of the trustees' annual report with those financial statements. Their report on the full annual financial statements contained no statement under sections 498 (2) (a), 498 (2) (b) or 498 (3) of the Companies Act 2006.

The summary financial statement does not contain sufficient information to allow for a full understanding of the financial affairs of the charity. The extra details are to be found in the full report and financial statements referred to above.

Copies of the full annual accounts including the trustees' annual report may be obtained from the charity's head office.



Signed by John McGlynn
on behalf of the trustees
16 July 2018

Association for Project Management

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