



Introduction

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This was one of the most dramatic years in APM's short history. Achieving chartered status in 2016 and transforming the legal and operational structure by April 2017 was the dominant achievement. This member review charts these and other major steps in the APM story in this landmark year for our profession.



Starting the chartered journey

The Association for Project Management (APM) was granted chartered status in late 2016 and this momentous achievement must be celebrated. We pay tribute to the efforts of many of those whose vision took us on the journey in previous years, not least the late Mike Nichols, for whom the achievement of chartered status will be an enduring legacy.

The review of the APM strategy understandably had to incorporate the implications of becoming chartered. It was important that we took time to get it right. The strategy was agreed at the final board meeting in March 2017 and it gives APM fresh impetus to deliver inspiring and positive change as the chartered body for the project profession.

Gaining chartered status is a great achievement but its real importance is the opportunity it creates to support and develop the profession of project management. The world is changing and I believe that whilst we have made great strides as a profession, there is much more we can and should do to support greater diversity in the profession, extending its reach beyond APM's traditional project management sector heartlands. The new APM strategy sets out that ambition. Now we must focus on delivering it.

A handwritten signature in blue ink, which appears to read 'John McGlynn'. The signature is fluid and cursive, with a long horizontal stroke at the end.

John McGlynn, chair of APM

Transformational change

APM's success is built on delivering a professional service to its customers, while never losing sight of its role as an educational charity, learned society and membership organisation.

APM was admitted as a Learned Society member of the Academy of Social Sciences, recognising our role in delivering research. This year we set up the APM research fund and commissioned the first five of the new APM-supported research projects.

Membership has grown steadily to 23,000 individual members and 600 corporates. The APM Registered Project Professional (RPP) standard has been revised and we launched the APM Project Professional Qualification as part of the rebrand of APM's qualifications suite, to provide a clearer career path. We developed a careers hub and new jobs board, and supported the new employer-led Trailblazer apprenticeship programme for project management.

Our new website, complete with a new customer relationship management (CRM) system designed to create a better membership experience, was launched, and we will continue to develop this further. We have also built

on the success of the award-winning conference programme with a new annual north of England conference in Manchester and the expansion of the Women in Project Management and Scottish conferences. APM was re-accredited for the quality standard, 'Investing in Volunteers', having been the first professional body to receive this in 2014.

The focus for the coming year will be on developing the appropriate standard and the new Register of Chartered Project Professionals, and delivering a challenging business plan to support the ambitious new corporate strategy. I would like to acknowledge the contribution of all colleagues and express my appreciation for the efforts of APM's committed volunteers, partners and associates, and their continuing support. There are very significant and exciting opportunities ahead for APM and the profession it is proud to support, and much for us to achieve together.



Sara Drake, chief executive



Achievements

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APM becomes the chartered body for the project profession

APM supports its 23,000 individual and 600 corporate members throughout their careers by offering a wide range of opportunities to learn, network, engage, research, and share ideas and professional expertise.

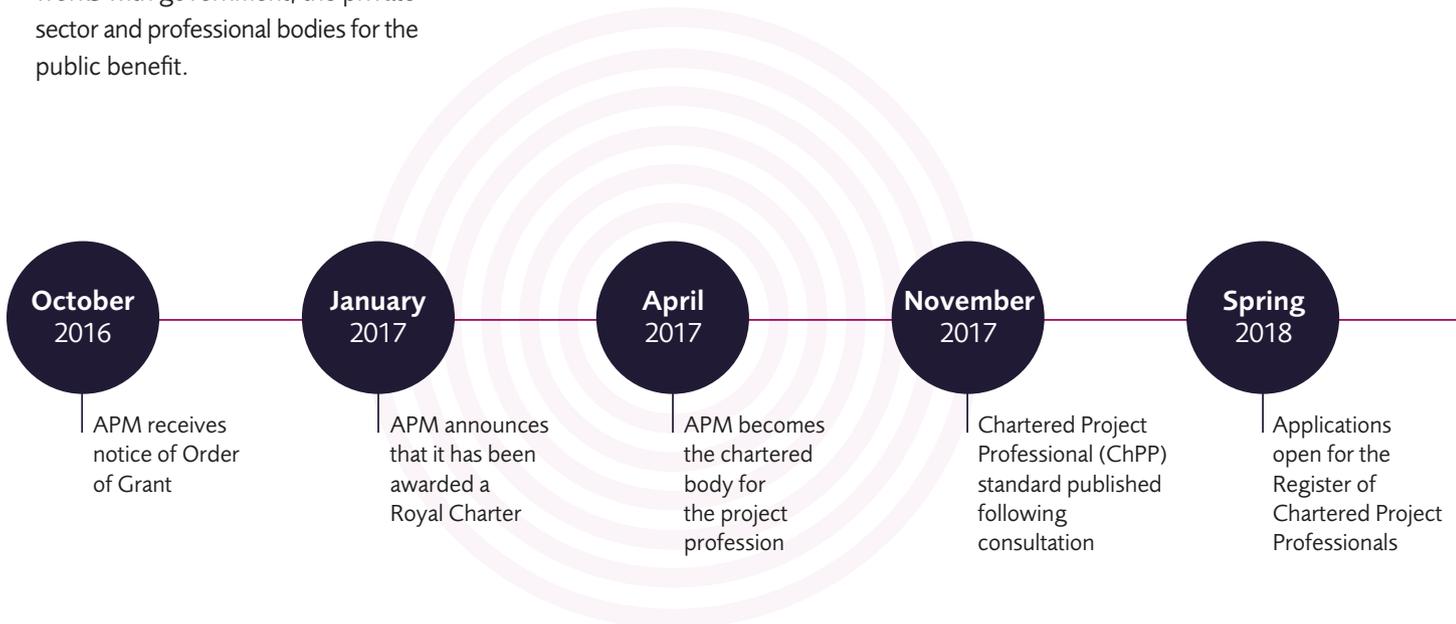
The Royal Charter is an internationally recognised mark of quality, providing the profession with a platform to raise awareness of our skills, improve standards and develop our practice for the benefit of all. Officially becoming the chartered body for the project profession on 1 April 2017, APM works with government, the private sector and professional bodies for the public benefit.

APM will use chartered status to raise the profile, awareness and understanding of project management by:

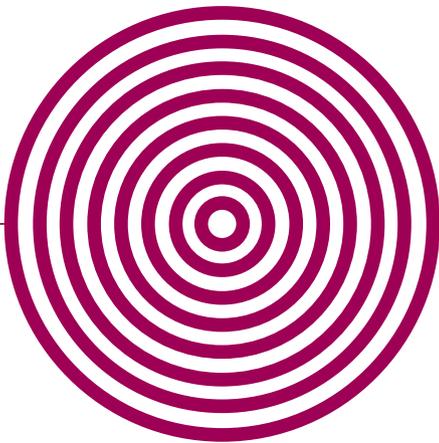
- enhancing the status and recognition of project management as a means of delivering effective change that improves our economy and society;
- raising standards through a robustly assessed Register of Chartered Project Professionals, who are committed to professional development and a code of conduct;

- facilitating continued collaboration and research with other professions to develop the practice and theory of delivering successful change across sectors and industries;
- offering assurance to users of project management services through the association's regulation authority;
- providing a framework for improving project performance.

The Register of Chartered Project Professionals will open in spring 2018.



- Throughout 2016/17, the association focused on developing the APM Project Professional Qualification, and the second edition of the APM Competence Framework.
- The APM Registered Project Professional (RPP) standard was refreshed to align with the APM Competence Framework 2nd edition.
- As part of a significant investment in time and support for apprenticeships, the standard for the Level 4 Trailblazer was approved by the government. The Trailblazer was launched at a reception at the House of Commons in November 2016.
- The groundwork for future Trailblazers (Level 6 and Level 7) was established and is being developed in association with the Trailblazer employer group.
- APM refreshed its website, as well as successfully introducing, after robust testing, a new CRM system.
- New publications included *Introduction to Programme Management*, *Governance of Co-Owned Projects* and a *Guide to Conducting Integrated Baseline Reviews*.
- APM acknowledges the added value provided by its dedicated branch and Specific Interest Group (SIG) volunteer community who generously give their time to help deliver networking, conferences and professional development opportunities for members. This is demonstrated by its formation of a Volunteers Steering Group (VSG), created to determine how volunteers can help deliver the APM vision by engaging with the APM membership and an increasingly diverse profession.
- From April 2016 to March 2017, the branches of APM hosted a total of 153 events.
- The Project Challenge competition events were held across a good spread of branches.
- The SIGs produced five publications:
 - Assurance: *Measures for assuring projects* (online toolkit);
 - Benefits: *Social return on investment (SROI) – A powerful tool for the realisation of benefits*;
 - Governance: *Governance of Co-Owned Projects*;
 - Governance: *Directing Agile Change*;
 - Programme management: *Introduction to Programme Management* (update).
- New Systems Thinking SIG created.
- Board elections in 2016 saw a record number of 21 nominations and a turnout of 17.2% which puts APM in the top quartile of elections, bucking the national trend. APM is comprised of members and elected by members.



Inspiring positive change – our new strategy

APM strategy

APM published a new strategy in March 2017, reflecting the recent transition to the chartered body for the project profession. APM continues to change in order to meet the challenges of a complex and dynamic world, one that calls for a more adaptive project management approach to deliver positive, effective change across all sectors and to all stakeholders.

We recognise the challenges faced by the profession and, in our capacity as a modern, professional body in a rapidly changing environment, we need to continue to adapt. This will ensure that we can provide the professional standards and framework to build a community of credible, capable and trusted professionals delivering effective change in all sectors to all stakeholders.



our vision

A world in which all projects succeed with project management as a life skill for all.



our mission

Inspiring communities to deliver meaningful change for societal benefit by advancing the art, science, theory and practice of project management.

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.

Growing the profession

4,258
new members



23,000
individual members



and over
600
corporate
members



9,163
attendees at
volunteer events
and webinars



52%

of members see
chartered status
as a reason to
renew their APM
membership



69%

feel all project professional
should join **APM**

83%
believe the
profession is stronger
with **APM**



APM was accepted as a member
of the **Academy of Social
Sciences** – a major recognition
of APM as a learned society

ACADEMY
of **SOCIAL SCIENCES**

The National Academy of
Academics, Learned Societies and
Practitioners in the Social Sciences



"Chartered status is a recognisable mark of quality, setting standards for professionalism and performance. The Association for Project Management has met the rigorous standards required to be awarded this honour. It demonstrates a commitment to developing assured professionals who can lead on the delivery of complex projects, which are so vital to today's economy and society, and developing a diversity of talent pools for the next generation."

Rt Hon John Bercow MP

A woman with short dark hair, wearing a blue blazer and a patterned scarf, is speaking into a microphone. She is standing in front of an audience of women. The background is a wooden wall. A pink speech bubble contains text.

"This was an excellent event, well organised with fantastic content and useful organisations both attending and exhibiting. APM's team are very impressive and forward thinking."

Delegate feedback from the APM National Conference for Women in Project Management 2016

APM's charitable objective is 'to advance the science, theory and practice of project and programme management for the public benefit. Effective project management is essential in today's competitive domestic and international markets. The demands on project delivery are always increasing, with benefits expected to be delivered quicker, better and offer greater value for money. Increasingly, society looks for projects to go further, providing benefits to society and legacies for others to learn from.

Project management professionalism is a key benefit to the public and the UK, particularly during a period of major uncertainty and changes both in the UK and beyond. The improvement of professional standards is at the heart of APM through its FIVE Dimensions of Professionalism and the APM Registered Project Professional (RPP) designation. With its new chartered status, APM will enhance the status and recognition of project management.

APM seeks to maintain the highest standards in ethical practice through the code of professional conduct, which all members are required to adhere to. This provides assurance for

users of APM's project management services. Raising awareness of the effectiveness of professional project management is achieved through a wide range of influencing and profile-raising activities, including the annual APM Project Management Awards, APM conferences, nationwide events covering a diverse range of project management-related topics, and the provision of free access to advice and guidance on the APM website.

Our profession faces many challenges: there are still too many projects that fail, successful practice is too frequently ignored and failure often lies beyond the boundaries of traditional project management. To deliver our vision we need to **inspire everyone** to understand the contribution they can make to project success. We will reach out to different communities and generations and develop project management as a core skill for all.

We deliver benefit in a number of ways.

- For individuals – by developing their leadership and capability through globally-recognised professional qualifications and certifications.
- For organisations – by enhancing capacity to deliver successful change through accredited standards of management practice.
- For society – by creating and disseminating practical knowledge to improve the management of projects.

APM is developing our capability for thought leadership to become the go-to commentator for informed views on project delivery.

We make the case for project management and skilled, qualified project managers, whether in the corridors of Westminster or Whitehall, or in the school classroom or college lecture hall.

APM is helping to keep the pipeline of talent flowing into the profession, including measures to encourage broader representation from the society in which we work. This makes good business sense.

As the chartered body for the project profession, APM is using its Royal Charter as a platform to raise awareness of our skills, improve standards and develop our practice for the benefit of all. But, this is not possible without the commitment and talent of our members.

Honorary Fellows 2016

APM awards the status of Honorary Fellow to those people who have contributed significantly to the profession and celebrates individuals of the highest calibre. This year the following people were recognised for their achievements in their field:

David Birch;

Louise Hardy;

Bill Johnson;

Matthew Riley;

Sylvana Storey;

Julie Wood.

APM Project Management Awards 2016 sponsored by Shell

The APM Project Management Awards celebrate project successes and leading project professionals across the industry. The APM Awards recognise the very best the profession has to offer – from aspiring young project managers to experienced project professionals managing complex projects and programmes both in the UK and overseas.

In a year saturated by outstanding achievements across the project profession, those selected for an APM award saw tough competition from their industry partners in a bid to walk away with the highest accolades in the profession.

APM Awards winners

Project Management Company of the Year 2016

Royal Mail

IT Project of the Year 2016 sponsored by T-Systems

Lloyds Banking Group – Group Conduct Risk Appetite Metrics (CRAMs)

Project of the Year 2016 sponsored by QinetiQ

Metropolitan Police Service – Digital Interviewing Project

Programme of the Year 2016 sponsored by Program Framework

Heathrow Airport Ltd – Terminal 3 Integrated Baggage

Project Professional of the Year 2016 sponsored by ATOS

Spencer Hobbs – Network Rail

Young Project Professional of the Year 2016

Joshua Macey – MOD, Defence Equipment & Support Organisation

The Mike Nichols Award for Inspiration sponsored by The Nichols Group

Good To Great Transformation, Nottingham City Council

Social Project of the Year 2016 sponsored by Project journal

Specialist Support Project – Nationwide Building Society

Overseas Project of the Year 2016 sponsored by Ramboll

Quest – Shell

Sir Monty Finniston Award

Peder Berg

Academic awards

Geoffrey Trimble Award 2016 sponsored by BAE Systems

James McCaffery

Herbert Walton Award 2016 sponsored by BAE Systems

Amgad Badewi – Kent Business School

Brian Willis Award 2016 sponsored by BAE Systems

Andrew Snook – Foreign &
Commonwealth Office

APM Research

The APM Research Fund supports project management researchers through funding, external validation, dissemination and promotional assistance, and the potential for feedback and mentorship. It is open to individuals (academics, students, volunteers and practitioners) and organisations including APM Specific Interest Groups and branches.

- APM was invited to participate in and support the Infrastructure and Projects Authority's (IPA) research initiative Project X, which aims to improve project delivery across the government's largest projects.
- The APM Knowledge Collection is available to members and has historic and contemporary textbooks on all aspects of project management. We were delighted to receive notable donations from leading project management academics including Professor Peter Morris.
- APM is exploring potential future research opportunities with its international sister organisations, including the German Project Management Association (GPM).

APM uses research to provide an evidence base and thought leadership to demonstrate the value of project management and help shape good practice.

Research projects commissioned in 2016/17 include:

- How can we handover projects better?;
- Scaled agile project management;
- Strategies for dealing with difficult stakeholders;
- Women in major projects;
- Qualification of social benefits on public and third sector projects.

At a glance

22%
above target



for publishing income



343

delegates at the Women in Project Management conference against a target of **200**



**The Association
Excellence
Awards 2017**

WINNER

Best Association Magazine or
Newsletter – Over 18,500 circulation

Project journal wins **Best Association Magazine**
award at the Association Excellence Awards 2017

Development and launch
of the employer-led
**Trailblazer apprenticeship
programme for project
management**



Record number of APM
qualification takers
in 2016/17, nearly
18,000 including
16,800 for the **APM
Project Fundamentals
Qualification** and **APM
Project Management
Qualification**



APM website had over
1,200,000 visitors,
with over **100,000**
registered users of the
online community



Extending national
programme to include
Northern, Scottish
and **WiPM** conferences

Re-accreditation
for the quality
standard

**Investing in
Volunteers**



Over **5,000**
responses to
the APM Salary
and Market
Trends Survey



Our **social media**
activity over the last year



6,920
tweets



23,931
LinkedIn posts



5,078
Facebook posts

APM Systems Thinking,
a new specific interest
group established with
over **250** members

Commissioned the
first **five new** APM-
supported research
projects



Over **1,000** APM
Registered Project
Professionals (RPP)

Member feedback

94%

of respondents see
events as being
high quality

91%

would recommend
joining an **APM
webinar**

Three quarters
of members **rate
APM positively**,
which is higher than
average for similar
professional bodies

"I passionately believe that in today's fast-changing world, the project management community must embrace change and deliver – that is absolutely central to the future of economic and social success."

David Waboso, APM president



Our future focus

We will create a better membership experience with further developments to our new customer relationship management (CRM) systems, as well as preparing the application and assessment processes for the Register of Chartered Project Professionals.

Our new external affairs and engagement strategy will enable APM to raise the profile, awareness and understanding of the project management profession by working with government, the private sector and professional bodies to demonstrate the effective change that improves our economy and society.

APM is seeking to develop a more diverse membership that reflects the profession and the many sectors in which projects are delivered. With the launch of the chartered standard, APM will use this to promote project management as a career of first choice and engage with young people to demonstrate the clear progression pathway available through chartered status.

APM is developing new degree apprenticeship standards together with Trailblazer employers and universities.

As part of the launch year of chartered status, we are publishing a series of thought-leadership papers debating the key elements of being a chartered professional for the benefit of members, as well as interested stakeholders.

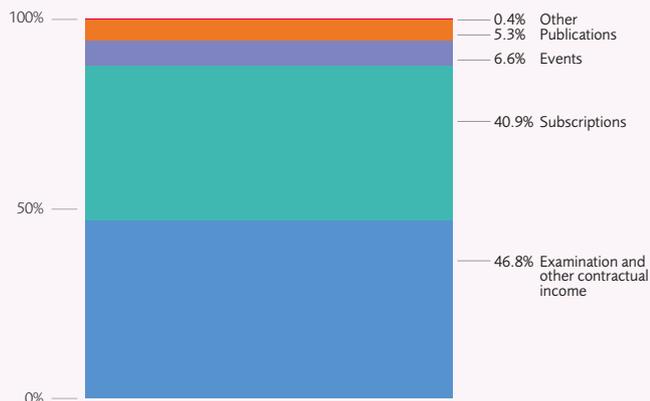
A central focus for membership will be the introduction of the new proposition for corporate membership. This will develop a significantly more focused offering for major partners including thought leadership and research such as roundtables and publications. There will also be a significant focus on promoting the new chartered standard as part of renewed corporate engagement and recruitment.

APM will further develop its relationship with the International Project Management Association (IPMA) and its commitment to the *International Journal for Project Management* (IJPM) publication, and will develop its relationship with other international bodies including the Global Alliance for Project Performance Standards (GAPPS) on a prioritised basis.

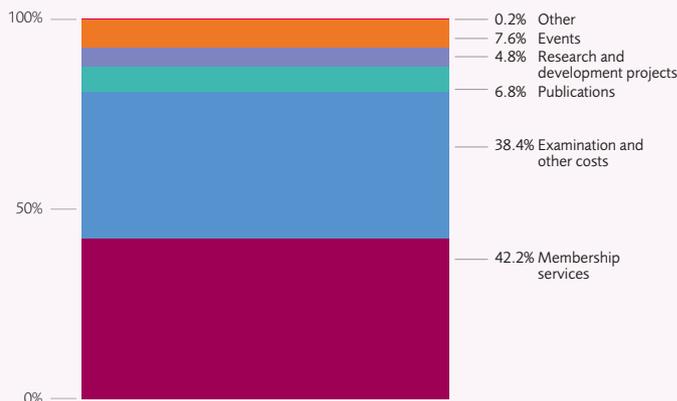
Financial summary 2016/2017

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How our income is earned...



...and how it's spent



Consolidated statement of financial activities for the year ended 31 March 2017

	2017 £'000	2016 £'000
Incoming resources		
Incoming resources from generated funds	649	437
Incoming resources from charitable activities	8,588	8,031
Total incoming resources	9,237	8,468
Resources expended		
Cost of generating funds	637	386
Charitable activities	7,512	7,121
Total resources expended	8,149	7,507
Net gains on investment	230	7
Net incoming resources for the year	1,318	968
Total funds brought forward	4,809	3,841
Total funds carried forward	6,127	4,809

Consolidated balance sheet as at 31 March 2017

	2017 £'000	2016 £'000
Fixed assets	4,692	3,451
Current assets	4,403	4,088
Creditors: amounts falling due within one year	(2,954)	(2,706)
Creditors: amounts falling due after more than one year	(14)	(24)
Net assets	6,127	4,809
Unrestricted funds		
Designated funds	2,440	2,050
General fund	3,687	2,759
	6,127	4,809

Total income of £9.2m for 2016/17 showed a healthy increase on that for 2015/16, even after allowing for the impact of no APM Conference being held in the 2015/16 year due to the timing of the event. The surplus of £1.3m for the year increased funds to £6.1m. Whilst not excessive given the size of APM, funds provide both security given future external uncertainties and investment for APM's ambitious plans for the future.

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 2017 set out above and on page 18.

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 recommendations of the Financial Reporting Standard 102 (effective 1 January 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

We conducted our work in accordance with Practice Note 11 issued by the Auditing Practices Board. Our report on the company's full annual financial statements describes the basis of our opinion on those financial statements.

Opinion

In our opinion the summarised financial statement is consistent with the full annual financial statements of the Association for Project Management for the year ended 31 March 2017.



Statutory auditor
25 September 2017

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 2017 but is not the full statutory report and accounts. The full financial statements were approved by the trustees on 17 July 2017 and subsequently submitted to the Charity Commission and to Companies House.

The auditor has issued an unmodified report on the full financial statements and on the consistency of the Trustees' Annual Report (which includes the Strategic 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
17 July 2017

Association for Project Management

Ibis House, Regent Park
Summerleys Road
Princes Risborough
Buckinghamshire HP27 9LE

Tel. (UK) 0845 458 1944
Tel. (Int.) +44 1844 271 640
Email info@apm.org.uk
Web apm.org.uk