



APM Member Review

2015/16



Introduction

We live in a world that is ever changing. The challenges and choices we have to make to deal with this are never going to disappear. Ever. The requirement to fix, change or improve things is also never going to stop.



Today, it is more important than ever that work is delivered successfully, every time. We must strive to improve ourselves and the way we deliver as project professionals to ensure we continue to deliver success.

Improved capability, competence and strong leadership are key elements of our profession.

The UK economy requires innovation and ingenuity to prosper and grow. This can only be achieved with highly skilled project professionals able to deliver successfully. The challenges of economic regeneration, climate change, security, technology and globalisation make the professional management of change more crucial than ever. The scope of our work and its impact on society continues to grow. Where we once delivered outputs, we now focus on benefits, and from benefits, we increasingly talk of creating learning legacies.

APM, through its membership, continues to meet these challenges with transformation and growth and a policy of Listening, Learning and Leading.

Membership has passed 22,000 for the first time. Our influence among key decision makers has been reinforced with a new external affairs function and the formation of a research fund.

We have reinforced our executive team with the appointment of a chief commercial officer. Our board has created a post to focus APM's volunteers' activity. David Waboso is our new president, a leader recruited

from the next generation of project professionals.

We launched the *APM Competence Framework 2nd edition* and completed work on the new APM Project Professional Qualification, which was launched in April 2016. APM's 2015 Salary and Market Trends Survey was the largest of its kind in the UK. Building on this success, our digital activities continue to thrive in line with accelerated growth on APM's website and through social media.

Another step-change record turnout for our board elections emphasises and reinforces the commitment of our members.

Investment in IT infrastructure continues and we remain on track to deliver a new customer relationship management system in 2016/17 providing a much enhanced experience, greater efficiencies across the association and a new website.

The year has seen strong performances in all areas of the business as well as a year of transition with a new executive team and investment in additional staff. The foundations are very much in place for our future growth, Chartered status and beyond.

Steve Wake Chair

Sara Drake Chief Executive

APM board 2015/2016

Chair

S Wake

Board members

R Baker
K Barton (to June 2015)
S Boyce
C Burt
P Chapman
S Coleman (to November 2015)

Board members cont.

A Godbold
J Gordon (from November 2015)
S Kershaw
A Macklin
J McGlynn
R Millard (from July 2015)
M Sasso (to November 2015)
S Taylor (from December 2015)
B Wernham

Principal address

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

Company registration no. 1218334

Charity registration no. 290927

Objectives and activities

For over 40 years the Association for Project Management has dedicated itself to the development of professional project, programme and portfolio management delivered through a committed volunteer base, dedicated professional staff, partners and out-sourced specialist services.

The APM Strategy 2020 reflects the growing public demand for projects, programmes and portfolios which deliver not only benefits to society but also provide lasting legacies.

Improving standards of delivery and practice is at the heart of APM's offering.

APM's vision presents an ambitious challenge to the profession and for society at large; to create a world in which all projects succeed.

*a world in which
all projects
succeed*

Its mission recognises that this vision can only be achieved through the collective will of practitioners, employers, government and standard setters:

To provide leadership to the movement of committed organisations and individuals who share our passion for improving project outcomes.

Throughout 2015/2016 the association delivered outputs including the launch of its new qualification, the APM Project Professional Qualification, the *2nd edition of the APM Competence Framework* and a comprehensive programme to upgrade its customer relationship management system and website.

Public benefit

The association's charitable objects are 'to advance the science, theory and practice of project and programme management for the public benefit'.

Effective project management is crucial in today's competitive domestic and international markets. The demands on project delivery grow; benefits are 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 continued austerity. 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. The association not only sets core standards delivered in part via the APM Body of Knowledge and APM Competence Framework, it also works to provide a professional development framework that allows a diverse range of people to achieve the standards, and enjoy the benefits of a fulfilling and challenging career.

Professionalism extends beyond the attainment of professional standards. APM promotes lifelong learning and continuing professional development (CPD) through publications, qualifications and events, hosting more than 1,000 CPD and networking events over the last four years.

APM also maintains the highest standards in ethical practice through its code of professional conduct, which all members are required to adhere to. This provides assurance for the users of their 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, the APM Conference, nationwide events on a diverse range of project management related topics and the provision of free access advice and guidance on the APM website. In addition, APM has undertaken and contributes to research and has engaged with government consultation exercises.

APM actively supports other bodies working in the public interest including the development and awareness of project management through its accreditation of university courses, and has planned funding for future research into project management. APM also maintains good working relationships with other professional bodies.

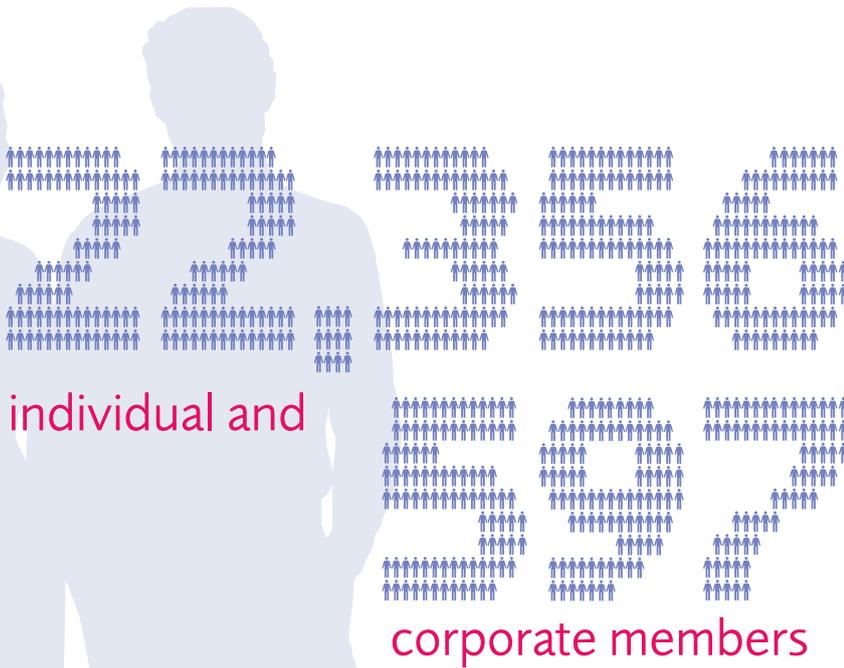
In England, work has taken place to move the Higher Apprenticeship on to a 'Trailblazer' footing and work is on track to submit the standard and assessment plan for approval and sign off by the end of July 2016.

Volunteers

As a leading modern professional body, APM relies on the expertise and commitment of its volunteer community for the development and promotion of project and programme management. This includes the effective delivery of many wide ranging activities for the benefit of individuals, organisations and society including events, publications and product development.

Successes 2015/16

APM has enjoyed another year of significant success including steady growth in membership, a sold out awards event and the launch of the 2nd edition of *the APM Competence Framework*.



16,446 sat the associations professional qualifications

838 professionals have achieved Registered Project Professional

Growing the profession

- APM continues to grow the number of people engaging with professional project management and achieving formal qualifications and accreditations. Membership grew to 22,356 individual and 597 corporate members by the end of the financial year.
- 16,446 candidates sat the association's professional qualifications while 838 professionals have now achieved APM's highest designation, APM Registered Project Professional. This success reflects the increasing value that the profession places on APM and its professional standards.
- Digital access to APM's resources grew significantly with 930,000 unique visitors to the APM website – 33% growth – accessing over 5.4 million pages during the year. Growing public awareness of the profession was illustrated through the launch of APM's 'What is Project Management?' video on YouTube. This now attracts 1,000 views a week while APM's LinkedIn community has over 47,700 members and its Twitter account attracts in excess of 13,400 followers.

The **APM website** has seen **33% GROWTH** with **930,000** unique visitors and **5.4 million** page views



**The Association
Excellence
Awards 2015**

WINNER

Best Development of an Existing Association Event – over 300 attendees

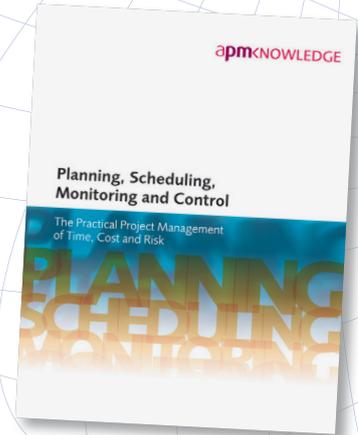
Promoting the profession

- APM has a growing reputation for delivering and raising the profile of the profession and project management more widely. This was illustrated by APM winning the prestigious 'Best Conference in London' award for the APM Project Management Conference at the Association Excellence Awards.
- The acclaimed APM Project Management Awards saw a record number of entrants and 560 guests at its gala dinner hosted by BBC journalist Justin Webb.
- APM's first Salary and Market Trends survey was the largest of its kind in the UK with 2,770 respondents and over 13,000 downloads.
- Through these activities APM is helping develop the awareness and understanding of professional project management.



Developing knowledge and standards

- APM published its well-received *Planning Scheduling Monitoring and Control* guide with the APM Project Management Controls SIG and launched the 2nd edition of the *APM Competence Framework*.
- In April 2016, APM launched the APM Project Professional Qualification. The qualification, which will provide a developmental route towards APM Registered Project Professional, covers all aspects of project management across four modules. It is the most comprehensive project management qualification available and the first to offer elective modules in project, programme and portfolio management within the same qualification.
- Following an extensive review of the project management research landscape APM created a new research fund for practitioners, academics and students which launched in 2015, showing APM's increasing commitment to research lead knowledge development.



APM's first salary and market trends survey attracted

2,770 respondents and was downloaded

13,000 times

Next steps

APM has now begun a refresh of its corporate strategy to support its vision of a world in which all projects succeed, led by one of its two deputy chairmen. Many issues and developments have influenced project management in the four years since the current strategy was written, so it is important that it is updated to take account of current and future pressures and opportunities facing the project management community. It is anticipated that, subject to board approval, there will be an update on the revised strategy given at the annual general meeting in November 2016.



Membership review

Throughout 2016/17 APM will implement improvements for its membership offering including an improved application process, greater professional recognition, better communication and an enhanced membership package providing incremental benefits as members progress through each grade.

APM Project Professional qualification

The APM Project Professional qualification reflects the need for clear career pathways for project professionals. The four-module examination will focus on the candidate's abilities to reflect on their practice and apply their professional knowledge, demonstrating a core understanding of what it means to be a project professional. APM will be building the relationship between PPQ as a key contributor to achieving Registered Project Professional.

Review of Registered Project Professional (RPP)

Launched in 2011, RPP was developed to meet the needs of the profession as a pan-sector standard for those able to demonstrate the competence of a responsible leader reflecting values enshrined within the APM FIVE Dimensions of Professionalism.

The revised standard will recognise that RPP represents a key milestone in a professional development journey. The standard now recognises the contribution PPQ makes on the path to RPP.

Trailblazer

The level 4 Trailblazer in project management is due to be signed off by the Minister for Skills by the end of July 2016, following which it will replace the Higher Apprenticeship in England. Apprenticeships will continue to run in the existing format in Wales and Scotland.

The expression of interest for the level 6 degree apprenticeship in project management has been approved and development work on this is due to start in July 2016.

Application infrastructure transformation

In order to support and sustain the development of the association into the future, a project to replace APM's customer relationship management system will be delivered in 2016 alongside a refreshed website with enhanced content and a more streamlined membership joining process.

APM careers hub

APM will launch an enhanced jobs board alongside its new website designed to provide both individuals and employers with access to the best roles and candidates.

Extended conference programme

The multi-award winning sold out APM Project Management Conference will be complemented by an extended programme of events including a second conference in the north of England, the APM Scottish Conference and the APM Conference for Women in Project Management.

External affairs

APM will continue to develop its influence amongst key decision makers with the aim of increasing the adoption of professional project management across all sectors and building the movement of those committed to APM's vision.

In August 2015, a new post of head of external affairs was recruited. This role is supported by a research manager and this function aims to maximise the impact and credibility of APM's research programme. External affairs works to improve and safeguard APM's reputation through outreach to third parties such as government and professional bodies, creation and publication of news and articles, engaging with volunteers and developing and promoting innovative research.



Investing in volunteers

APM recognises volunteers as a key partners and resources in achieving the aims of the association and relies on the expertise and commitment of its volunteer community to aid in the development and promotion of project, programme and portfolio management. In support of this activity, APM has a Community Charter that sets out the key principles by which all those involved with APM collaborate towards achieving the vision of *A world in which all projects succeed*.

APM gained the 'Investing in Volunteers' UK quality standard in 2014, which demonstrates APM's commitment to volunteering and effective volunteer management. The reassessment process to renew the accreditation has begun and APM is determined to reach the necessary standards to be successful for another three-year period.

Chartered status

APM continues to be committed to achieving Chartered status on behalf of the project management profession. This will:

- Raise standards through a robustly assessed register of project professionals who are committed to professional development and a code of conduct
- Enhance the status and recognition of project management as a means of delivering effective change that improves our economy and society
- Facilitate continued collaboration and research with other professions to develop the practice and theory of delivering successful change across sectors and industries.

In a huge milestone for APM, the Order of Grant has now been passed by the Privy Council office.

APM must now undergo a number of procedural, legal and accounting steps to activate the new Chartered organisation, which would include the transfer of assets and members to the new Chartered organisation.

APM has been working towards the objective of creating a Chartered organisation for some time. It is well placed to deliver the benefits of Chartered status for members and the wider society. APM will continue to communicate proposals and progress.

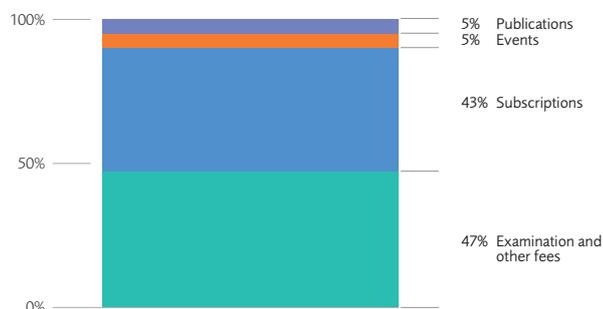


Financial summary 2015/2016

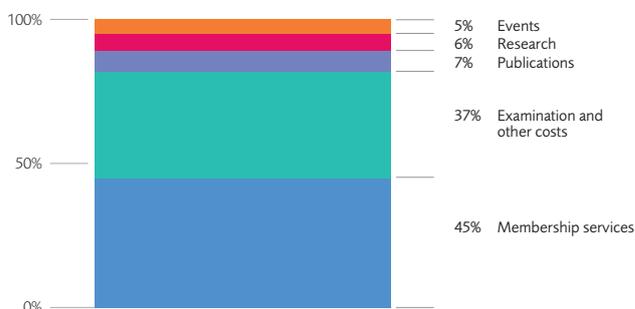
Total income of £8.5m for 2015/16 was broadly similar to that of last year. There was growth in most areas, but increases in income were mitigated by the timing of the annual conference which was held after the year-end and hence returned no

income in the financial year. APM achieved a surplus of £968k despite continuing economic constraints. At the year-end funds stood at £4.8m.

How our income is earned...



...and how it's spent



Consolidated statement of financial activities for the year ended 31 March 2016

	2016 £'000	2015 £'000
Income		
Income from charitable activities	8,031	7,782
Income from other trading activities	437	755
Total income	<u>8,468</u>	<u>8,537</u>
Expenditure		
Expenditure on charitable activities	7,121	7,060
Expenditure on raising funds	386	671
Total expenditure	<u>7,507</u>	<u>7,731</u>
Net gains on investment	7	-
Net income and net movement in funds for the year	968	806
Total funds brought forward	3,841	3,035
Total funds carried forward	<u>4,809</u>	<u>3,841</u>

Consolidated balance sheet as at 31 March 2016

	2016 £'000	2015 £'000
Fixed assets	3,451	591
Current assets	4,088	5,885
Creditors: amounts falling due within one year	(2,706)	(2,599)
Creditors: amounts falling due after more than one year	(24)	(36)
Net assets	<u>4,809</u>	<u>3,841</u>
Unrestricted funds of the charity		
Designated fund	2,050	875
General fund	2,759	2,966
	<u>4,809</u>	<u>3,841</u>

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

We have examined the APM Annual Review for the year ended 31st March 2016 set out above and on the previous pages.

Respective responsibilities of the trustees and the auditor

The Trustees are responsible for preparing the financial summary in accordance with applicable United Kingdom law and the recommendation of the Charities SORP (FRS 102).

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

We also read the other information contained in the APM Annual Review and consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the financial summary.

The other information in the APM Annual Review comprises the text on pages one to six.

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 financial summary is consistent with the full annual financial statements of the Association for Project Management for the year ended 31 March 2016.

Kingston Smith LLP

Kingston Smith LLP
Devonshire House
60 Goswell Road
London
EC1M 7AD
15 November 2016

Trustees' statement

The financial summary contains information from the statement of financial activities and the balance sheet for the year ended 31 March 2016, but is not the full statutory report and accounts. The full financial statements were approved by the trustees on 18 July 2016

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 financial summary does not contain sufficient information to allow for a full understanding of the financial affairs of the charity. The full details are to be found in the 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 or visit apm.org.uk

S. Wake

Signed by **S Wake** on behalf of the trustees
15 November 2016