



APM Project Management Challenge 2026/27

South Wales and West of England (SWWE) Network

Competition rules and guidance for
Participants



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About the competition

The APM Project Management (PM) Challenge is an annual competition aimed at corporate employees, apprentices or graduates with fewer than three years' experience in the project management profession and students who are currently enrolled in a course at a Higher Educational Institute (HEI) at the time of the Challenge.

The competition aims to improve the participant's project management skills in a real-life environment with the support of a mentor. It's run over several months and culminates in a final awards evening where selected teams provide a short presentation on their project. At this event the winners are selected and announced.

This year's theme is **Projects with Purpose: Creating Measurable Social Impact**.

Teams are tasked with planning and delivering a project that creates a tangible and measurable social benefit. They should demonstrate the effective application of project management practices, with a strong focus on benefits realisation, impact measurement and outcome evaluation. Judges will assess how successfully the project has delivered lasting value and contributed positive change beyond immediate outputs.

The SWWE PM Challenge webpage is now live for review and booking/registration at <https://event.apm.org.uk/SWWE221026>

Completion of competition Entry Forms and submission of project documentation can be accessed through the following link.

<https://www.apm.org.uk/community/pm-challenge/pm-challenge-swwe-network/>

About APM

In our changing world, project professionals are at the forefront of delivering change and the environment for delivery is becoming ever more complex. The project profession needs to be better understood to have consistent standards and to set the highest bar.

The Association for Project Management is the only chartered membership organisation in the world representing the project profession. APM set the standards for the profession and raise its profile. APM is a registered charity, delivering learning opportunities and developing qualifications, conducting research and providing resources. We run events, share best-practice and give the project management community – individuals, our volunteers and corporate partners – the opportunity to connect and collaborate.

We know that better project delivery is about achieving your desired outcome. We believe that's about more than process alone. When doing so will make a difference, we challenge the status quo and champion the new. So, in a complex and changing world, we help the project profession deliver better, because when projects succeed, society benefits.

Delivering a Better Future: APM's Strategy

In a changing and challenging world, the project profession has never been more important.

Project professionals are at the forefront of delivering in the face of change or delivering change itself. The environment for project delivery is complex. The project profession needs clear and consistent leadership to build the profile it warrants, challenge the status quo where it matters and set the highest standards.

Our strategy reflects our role and responsibilities as the only chartered membership organisation for the project profession in the world. Since the introduction of our previous strategy in 2017, we've celebrated many significant milestones. However, the world has also experienced unprecedented challenges.

To meet the needs of a volatile, uncertain, complex and ambiguous (VUCA) world, we must continue to adapt and evolve. Through continued innovation and flexibility, we can build on current strengths and enable the project profession to deliver positive change for individuals, businesses and communities.

Our vision

“A world in which all projects succeed.”

Our vision encapsulates all that we want to achieve as the only chartered membership organisation for the project profession. It's the goal that we strive for. We recognise this vision is ambitious and challenging, but we also believe it's achievable. By inspiring people to understand how to plan and deliver projects successfully, we can truly change the world.

Our mission

“To advance the science, theory and practice of project and programme management for the public benefit.”

Our mission expresses how we'll achieve our vision. It's also our charitable objective. We'll share our insight and expertise to advance the collective knowledge of the project profession. Our commitment to support education, training, qualifications and standards will enable project professionals to be at their best, so that more projects are successfully delivered and achieve their planned benefits.

Our strategic themes

The environment for project delivery is complex. The project profession needs strong, consistent leadership to build the profile it warrants, challenge the status quo where it matters and set the highest standards.

Our mission and charitable objectives are underpinned by four strategic themes that provide us with clear direction.

1. APM provides leadership of the profession;
2. APM is a professional body for all project professionals;
3. APM identifies and enables the right skills for the project professional; and
4. APM is an outstanding professional body.

To read more about our strategy please visit <https://www.apm.org.uk/about-us/apm-strategy/>

Previous Winners

Here's a glimpse of what some of our previous winners of the PM Challenge have achieved:

Team Nexus from Nexus Rail



Team Nexus focused on community service, organizing a volunteering day to support the Ouseburn Trust's environmental projects. Their efforts involved de-vegetation and walkway development, laying the groundwork for future collaborations with the Trust.



North Coast Net Zero from NRS Dounreay

This team combined environmental action with community engagement, supporting Thurso Community Development Trust in sustainable projects. Their event raised £889 and engaged over 290 people on topics of sustainability, waste reduction, and community development.

PM Dream Team from Mott MacDonald

PM Dream Team tackled the issue of burnout by collaborating with their company's Wellbeing team. They organized a hybrid workshop on mental and physical resilience and created a "Resilience Handbook" available internally. This project not only enhanced workplace well-being but also improved the team's project management skills in areas such as risk management and benefits realisation.



Team Synergy from Babcock

Focusing on animal welfare, Team Synergy partnered with the Ash Rescue Centre, which provides retirement care for horses and donkeys. The team implemented a customer relationship management (CRM) system, transforming the charity's sponsorship process. Since the system's launch, Ash Rescue Centre has seen a significant increase in sponsorships.

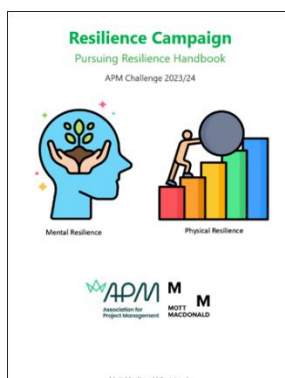
Team of Tomorrow from BAE Systems

This team of Project Management Apprentices developed a learning resource on Artificial Intelligence (AI) in project management. Their **interactive board game, used at STEM Outreach Events, teaches** users about project management decisions in a Linear Life Cycle and demonstrates the effects of AI on time, cost, and quality.



Team Summit from Jacobs

Summit, inspired by the need to raise awareness of men's mental health, organized a charity concert in Manchester. Despite last-minute challenges, the event raised £3,022 for ANDYSMANCLUB, an organization that supports men dealing with mental health issues.



What some of our previous participants said about the competition:

"Typically, the projects we undertake at BAE Systems span several years. So, the PM Challenge really appealed to us as it provided an opportunity to independently manage a smaller-scale project all the way from start to finish." **Fergus McGown, BAE Systems**



"I enjoyed the challenge because it gave me the chance to actually make a tangible impact outside of my everyday work at an early point in my career. Being named the winners of the APM challenge is a great feeling and an achievement I'm extremely proud to share with the Keen2BGreen team." **Digby Everett-Jordan, APM Wessex Branch winning team 2022.**

"Our team truly enjoyed having the opportunity to develop our management skills. We were a team with no prior formal experience in project management, so it was quite the challenge for us. However, we loved being able to get a hands-on understanding of the different areas of project management and understand the theories behind the tools and techniques we were using." **Goshe Khan, Team Beluga, South Wales and West England Branch winning team 2022.**

APM Project Management Challenge objectives

The APM Project Management Challenge competition is designed to support the learning and development of inexperienced individuals and teams who are at the start of their project careers. Improving individual project management competence, through hands-on experience, lies at the heart of the competition. Additionally, participants are encouraged to deliver a project which provides social benefit, highlighting a key element of our charitable goals – "Because when projects succeed, society benefits".

Winning the competition is a great achievement but it is not the ultimate goal. The primary goal for all Participants is to **learn and develop their project professional skills and techniques** so that they can be better prepared for a future career in the project profession.

Benefits to participants

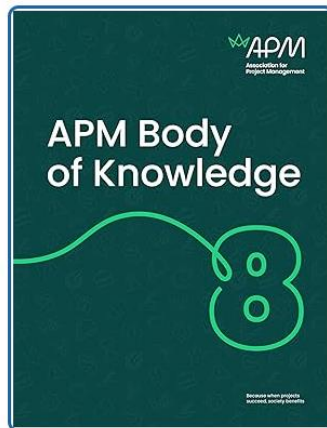
- Provide a realistic environment to develop and practice professional competences associated with project management.
- Offer an opportunity to be mentored and work alongside experienced project professionals.
- Develop knowledge of the success criteria required to deliver a winning or successful project.
- Develop a better understanding of the personal qualities required to become an effective project manager and leader.
- An opportunity to enhance the learning experience within the corporate and further education environments.
- A high-visibility example of successful project management delivery and implementation which should also provide beneficial publicity for the corporate team sponsors.
- The opportunity to develop presentation skills by developing and delivering a presentation to a room of peers and employers.
- Better understand your strengths and weaknesses.

Theoretical frameworks

The competition encourages the use of the following resources to inform project development and support participant learning:

APM Body of Knowledge (BoK 8)

The APM Body of Knowledge is a foundational resource, providing the concepts, functions and activities that make up professional project management. It seeks to reflect the developing profession, recognising project-based working at all levels and across all sectors for influencers, decision makers, project professionals and their teams. It should be used as an academic reference to inform the approach and methodologies used by teams in the Challenge.



APM Competence Framework

[The APM Competence Framework](#) sets out the competences required for effective project, programme, portfolio management and project management office (PMO). The framework consists of 29 competences based around outcomes that project professionals need to achieve. Each competence includes a series of criteria covering knowledge and the application.

The marking schedule for the competition will align with the competence framework as outlined in the marking criteria section of this document. This framework should be used as a core reference for teams undertaking the competition.

Additional resources

Participants looking for additional guidance on project management best practice may find the following publications useful when planning and delivering their projects. These books provide practical advice on areas such as project planning, scheduling, risk management, and project control.

The publications are available as free digital downloads for APM members and employees of APM Corporate Partners and Affiliates. Non-members can purchase them at a modest cost through the APM Bookshop.

- [Introduction to Project Planning](#)
- [Planning, Scheduling, Monitoring and Control: The Practical Project Management of Time, Cost and Risk](#)
- [Prioritising Project Risks: A Short Guide to Useful Techniques](#)

Competition theme

The competition will be centred around this year's theme **Projects with Purpose: Delivering projects that create measurable social outcomes**

Teams are tasked with planning and delivering a project that produces clear social outputs which contribute to a wider social benefit. They should demonstrate how project management principles have been applied to achieve measurable results, how success has been assessed, and how their outputs are expected to deliver lasting positive impact for communities, organisations or individuals.

Teams are reminded to follow guidance for the Project Proposal to ensure their project objectives are SMART and the project is suitably challenging and deliverable.

Roles and responsibilities

APM Network

- **PM Challenge Lead** – this is the network volunteer who manages the planning and delivery of PM Challenge in the SWWE network region. They will be the main point of contact for volunteers and participants during the activity, including mentors and teams. They will brief the judges at each milestone and oversee the scoring and feedback process throughout. This person can act as a judge alongside other volunteer judges.
- **Judging Panel** – judges are selected from the volunteer pool within the Network or volunteers known to the network team. They are responsible for assessing and scoring projects at each phase of the competition. The Judges will be expected to:
 - Assess, score and provide feedback on document submissions during the following phases of the competition:
 - Review initial Project Plans;
 - Provide feedback on the Project Plan;
 - Review Interim Reports;
 - Review Final Reports;
 - Provide feedback on Final Reports;
 - Assess presentations at Finals Night; and
 - Announce overall winners.
 - At each phase of the assessment judges will use an agreed marking criteria.

Participants

- **Project Sponsor** – key contact within the company or HEI who offers support for the project at initial submission phase. The sponsor should be sourced by the team in advance of submitting their entry. The sponsor will help to provide clear direction for the team on the chosen project as well as remove any organisational barriers to progress. Ultimately, the sponsor will make timely decisions on key resourcing and funding challenges and will champion the project throughout delivery.
- **Mentor** – this role is vital for the success of the project teams. Mentors must be sourced from within the participating team's organisation. The mentor acts as a coach during the process, offering experience and insight for any challenges or questions the team may have. A guide to mentoring, as well as a mentoring agreement, will be supplied to each mentor ahead of the project delivery phase. A mentor must be in place at the start of each project. An online briefing session will be delivered for mentors and teams after the Challenge Launch event.
- **Project Teams** – teams should have 3 to 6 members and are comprised of graduates, apprentices or trainees who have less than three years of experience in a project role or students who are undertaking study during the period in which the competition runs. Corporate organisations are very much encouraged to collaborate with HEIs.

Timelines and deliverables

Phases and milestones	
Launch Night	22 Oct 26
Teams to submit entry forms (Appendix 1)	3 Nov 26
Phase 1: Development and submission of the Project Plan An experienced project professional from the team's corporate organisation is assigned to each team as a mentor. Teams develop and submit a Project Plan – please see Appendix 2 Teams submit Project Plans The Judging Panel review/score the plans submitted against agreed criteria. Start of delivery phase for all teams.	22 Oct 26 – 10 Dec 26
	10 Dec 26
	5 Jan 27
Phase 2: Project delivery Teams selected will be asked to initiate and deliver proposed projects. APM will provide teams with seed funding up to a maximum of £150.00 per team (upon request from the team). Email 'Natalie Keppler' natalie.keppler@apm.org.uk as required.	5 Jan 27 – 9 Apr 27
Phase 3: Mid-project review Teams will submit two interim progress reports. See Appendix 3 .	29 Jan 27 and 26 Feb 27
Phase 4: Submission of Final Report All teams should submit a Final Report which outlines the key achievements, including how the benefits of the project will be realised and lessons learnt through participating in Project Challenge. Refer to Appendix 4 to view the structure and layout of these reports. These projects will be reviewed and scored in advance of the Finals Night to form part of the overall mark. Judges review and score Final Reports.	9 Apr 26
	9 Apr 27 – 6 May 27
Phase 5: Finals Night Four down-selected teams will present their project overview and post project learning to a panel of judges and a live audience. Presentations will last around 15 minutes and will be followed by an opportunity for questions from the judges and attendees. Judges will mark teams and collate scores from across the competition to determine the overall winning team and award the winner's trophy.	27 May 27
Phase 6: National Challenge competition The overall SWWE Challenge Winner goes forward to be considered for the APM Challenge National Finals assessment.	From May 27

Competition Plan

SWWE APM PM Challenge: Competition Plan Version 1.0	2026			2027					
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Launch Event	★ 22 Oct 26								
Generate Project Plan		7 weeks							
Submit Project Plan			★ 10 Dec 26						
Assess Project Plan			4 weeks						
Start of Delivery Stage				★ 5 Jan 27					
Feedback on Project Plan				★ 12 Jan 27					
Implement Project				12 weeks					
Submit progress reports				★ 29 Jan 27	★ 26 Feb 27				
Submit Final Report							★ 9 Apr 26		
Assess Final Report							4 weeks		
Announce Finalists								★ 6 May 26	
Finals Night (BAWA)								27 May 27 ★	
Issue Feedback to All Teams									★ 9 Jun 27

Marking criteria and assessment

As part of their role judges will mark each of the team deliverables during the competition. The marking criteria and assessments provide tools for judges to:

- assess each report fairly and consistently against criteria.
- work with a standard marking and assessment process.
- provide constructive feedback to support development following each phase of the competition (Project Plan and Final Report) against the relevant criteria for each team
- review the ongoing viability of the project if it is under question.

The assessment of each project will be undertaken using agreed assessment criteria and specific competences, as shown below. Definitions for each of the criterion are described in the relevant appendices.

A full description of the competence framework and guidance on the application of the criteria can be viewed at <https://www.apm.org.uk/resources/find-a-resource/competence-framework/overview/>

When scoring projects, judges will measure and score the understanding or application of criteria presented as follows:

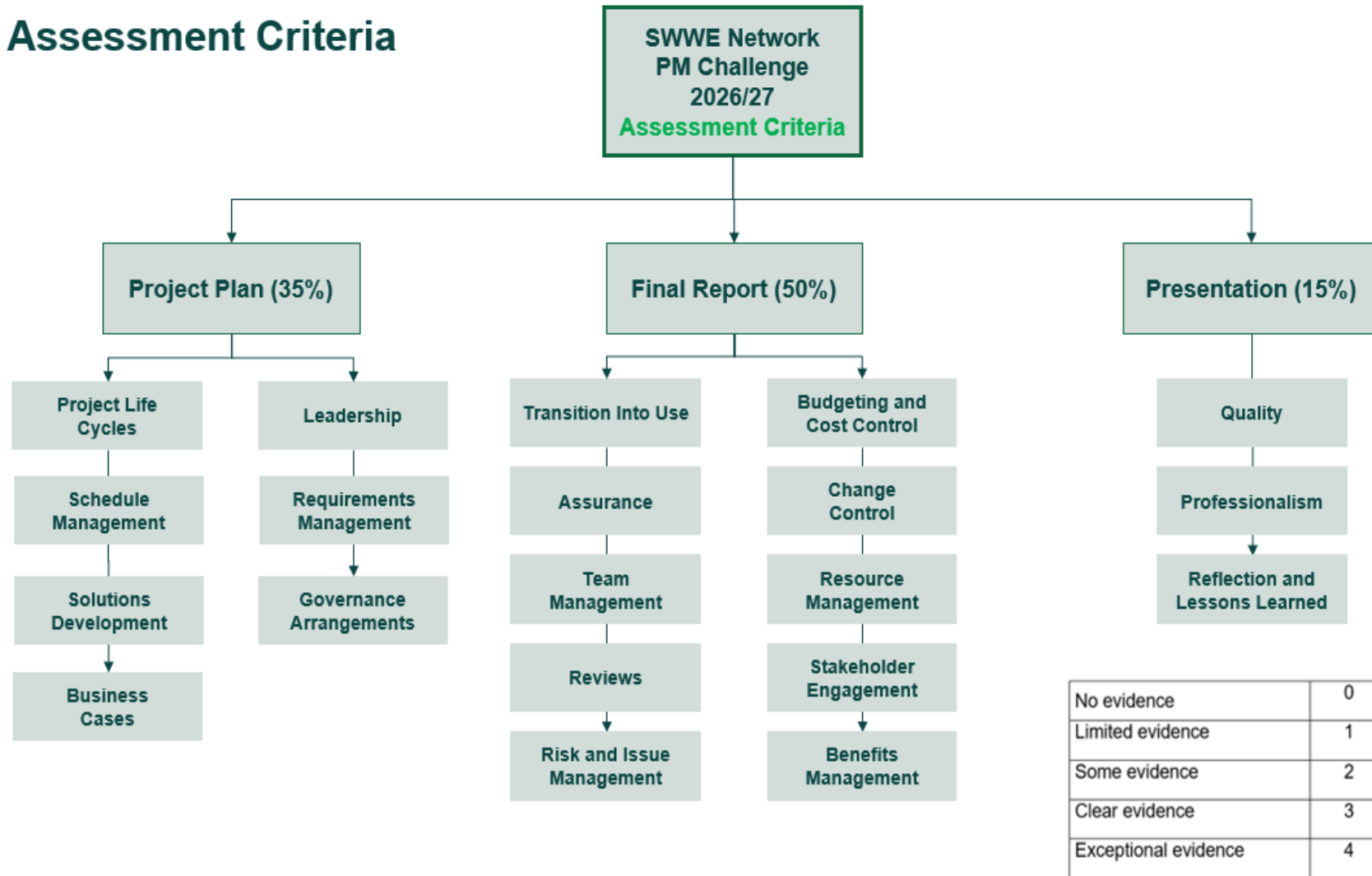
No evidence	0
Limited evidence	1
Some evidence	2
Clear evidence	3
Exceptional evidence	4

The weighting of each phase of the competition is as follows:

Phase	Weighting
Project Plan	35%
Final Report	50%
Finalist Presentation	15%

Feedback will be provided for each team on each submission for each competence under assessment following the project plan phase and the conclusion of the competition. Actual assessment scores are not shared with teams during the course of the competition at any point in time.

Assessment Criteria



Competition rules

1. The choice of project is down to each team; however, teams should ensure that their project ***aligns to the theme of the year social value for charitable organisations***).
2. APM reserves the right to limit the number of teams from a single organisation within each region. If it is deemed that teams will need to be down-selected at the start of the competition, team entries will be reviewed with a view to reducing the overall numbers. Therefore, organisations should be prepared to ***prioritise their teams***.
3. Teams should comprise of graduates, apprentices or trainees who have ***less than three years of experience*** in a project role or students who are undertaking study during the period in which the competition runs.
4. Student entries must be enrolled and ***attending a course at the Higher Educational Institution*** at the time.
5. Teams should comprise of a ***minimum of three and maximum of six members*** per team.
6. Teams should ensure that individual team members are ***available to participate*** for the duration of the competition.
7. Teams will be required to submit/attend the following:
 - a. Competition entry form [Appendix 1](#)
 - b. Project Plan submission [Appendix 2](#)
 - c. Mid-project progress reports [Appendix 3](#)
 - d. Final Report [Appendix 4](#)
 - e. Finals Night
8. ***Entry forms*** must be submitted on a timely basis and will be reviewed by the Judges and teams informed of their successful entry into the competition.
9. Teams should consider the format of any documents submitted to the Judges, with specific consideration being given to ***content, layout and readability***.
10. Each of the finalist teams (four teams only) will be required to prepare and deliver a ***15 minutes presentation*** which will be followed by up to five minutes of questions from the Judges and other guests.
11. APM will reimburse all teams for money spent in relation to the delivery of their project, up to a ***maximum of £150.00 per team***. This funding is intended to enable projects to mobilise more effectively. Spending will be retrospectively reimbursed through APM's expense claim process and should be accompanied by full receipts for each claim. Requests for seed corn funding should be made to natalie.keppler@apm.org.uk
12. Any ***additional funding***, should be accounted for within project reports, including how it was secured, and the source. The initiative and creativity shown by teams in sourcing additional funds will be considered when allocating points during judging.
13. Sponsoring organisations may ***not supply additional funding***.
14. ***Beneficiaries*** must be located and operate in the South Wales and West of England region.
15. The marks obtained for deliverables outlined above will be used by the judges to determine which teams are selected as ***finalists***.

16. **Up to four finalist teams will be down-selected to present on Finals Night.** Teams must focus their presentations on the key aspects around quality, professionalism and lessons learned/self-reflection. Time is strictly prohibited to 15 minutes only.
17. All team members of the finalist teams will be **required to attend the Finals Night** of the competition and should make provision for travel to/from the event venue.
18. Those teams who do not get down-selected to present on Finals Night will be expected to participate in the **Best Storyboard competition** on the Finals night – see [Appendix 5](#).
19. There will also be a **'Most Improved Team' award** given on the Finals Night. This award demonstrates how a team has matured and developed their projects and deliverables from the Project Plan phase to the Final Report phase.
20. Teams must obtain the support of a **Mentor**. A mentor must be provided by the sponsoring organisation. A mentor must be in place at the start of each project and details of the mentor must be provided on the competition Entry Form. The **mentor must submit the two project progress reports**.
21. Both the Project Plan and the Final Report must be submitted in **native form** i.e. MS Word (not pdf) and not through a corporate link to an internal SharePoint system.
22. An **Executive Summary** in both the Project Plan and the Final Report is expected and offers the teams valuable experience in writing such an important introduction for any document.
23. The use of **artificial intelligence** apps such as ChatGPT, MetaAI and/or Co-pilot is strictly forbidden. Mentors must ensure these apps are not used by the project teams. If the judges suspect that this has been the case, then the team(s) involved may be disqualified.
24. For Corporate organisations who have previously entered teams in previous years, Mentors must ensure that none of the material and/or documentation that was created by those teams in previous years is **copied or plagiarised** for this year's team. If the judges suspect that this has been the case, then the team(s) involved may be disqualified.
25. Teams must send project plans and final reports to a dedicated space on the **APM web-site**. More details on how this will work will be provided separately to all participants.
26. Those teams who exceed the **word count** will have points deducted from their overall score. See the table below.

Word Count	Penalty Points
Project Plan (3,500)	
0-100	0
101-400	1
401-800	2
801-1000	3
1001+	4
Final Report (6,000)	
0-100	0
101-400	1
401-800	2
801-1000	3
1001+	4

Appendix 1

APM Project Management Challenge Entry Form

APM Project Management Challenge Entry Form	
Team information	
Team name	
Organisation (Company/University/etc)	
Name of charity or community project (If known)	
Name of Mentor (and contact email)	
Team members– Please list name and email address for each team member	
Participant 1	
Email contact 1	
Participant 2	
Email contact 2	
Participant 3	
Email contact 3	
Participant 4	
Email contact 4	
Participant 5	
Email contact 5	
Participant 6	
Email contact 6	
Project Sponsor	
Contact name	
Email address	
Role in company	
We confirm that no member of this team has more than 3 years of project management/project controls working experience.	☐

Appendix 2

APM Project Management Challenge Project Plan

Title	APM Project Management Challenge – Project Plan Submission
Purpose	The Project Plan should provide a persuasive synopsis of your team's project including an outline, high-level schedule of how you will achieve your objective(s).
Composition	Project teams are expected to provide a Project Plan that makes a persuasive and realistic argument for delivering their project of choice. The plan must contain an Executive Summary. An explanation of each of the criteria is described below. Please also refer to the Body of Knowledge Version 8 for more information on these criteria. <i>It must be no more than 3,500 words, including the words used in screenshots, tables, graphics, appendices and schedules. Failure to adhere to this word limit will result in reduction in assessment points.</i> The Project Plan will be assessed against the following competences: 1. Project Life Cycles: The ability to structure and organise change initiatives. This could involve either Linear or Iterative approaches. 2. Schedule Management: The ability to undertake time-based planning with an emphasis on activities and resource. Teams must consider resource management as part of this competence. Teams must also consider the critical path and other scheduling techniques and how this contributes to the deployment baseline. 3. Solutions Development: The ability to determine the optimal solution to satisfy agreed requirements. Understanding the problem and stakeholder needs. Options analysis, the consideration of risk, cost, quality and return on investment and the process for options analysis, leading to the development of an agreed scope. 4. Business Cases: The ability to prepare, gain approval of, refine and update the business case that justifies the initiation, investment and/or continuation of change initiatives in terms of the strategic case, benefits, deliverability, affordability and commercial viability. This should also include consideration to sustainability within your projects and reference should be made to governance arrangements. 5. Leadership: The ability to establish vision and direction and to influence and align others to a common goal or purpose and to empower and inspire people to achieve success. 6. Requirements Management: The ability to prepare and maintain definitions of the requirements of change initiatives. Capturing, analysing and prioritising the wants and needs of stakeholders including acceptance criteria and supporting transition to use. 7. Governance Arrangements: A framework of authority and accountability. It defines and controls the outputs, outcomes and benefits of a project provides oversight and control over the work and the realisation of value by the investing organisation. Compliance with good practices, ethical standards, policies and procedures, regulations and legislation is paramount.

Appendix 3

APM Project Management Challenge – Interim Report

Please use the template below to provide a progress report to the judges. Your report should be no longer than one page.

Project Team Name	
Date of Report	
Mentor Name	
Mentor Feedback	
Summary of project status (Team)	Please include details of the organisation you are working with, and an overview of progress made to date. This should be a summary, of no more than one page of words.

Appendix 4

APM Project Management Challenge – Final Report Format and Content

Title:	APM Project Management Challenge – Final report
Purpose:	The Final Report will be used by the Judging Panel to assess how each competing team has reflected on the execution and delivery of a successful project, taking into consideration how the individual members of each team have developed their overall project management experience and competence.
Composition:	The project Final Report must include an Executive Summary. The Executive Summary is a concise overview at the beginning of the document (Project Plan and Final Report) that highlights the key information, main points and data related to the performance of the project. Its purpose is to provide busy decision-makers with essential details and a quick understanding of the document's contents, enabling them to grasp the core message without necessarily reading the full text. A good Executive Summary is short, clear, compelling and tailored to the audience, making it the most important part of the document. The project Final Report should identify how the project was delivered in comparison to the intentions defined in the Project Plan and any plans for completion of the project (if not completed by the Final Report submission date). Evidence of the following criteria will be scored during assessment of the Final Report. Please also refer to the Body of Knowledge Version 8 for more information. 1. Transition into Use: Organisational change management where the outputs of a project are transitioned into operational use then transformed in to benefits and outcomes. This includes engagement with the recipients of the change, clarity on new processes and products and address any barriers to adoption of the outputs. 2. Assurance: The ability to provide confidence to the governance board that a change initiative is on track to deliver the deliverables, objectives and intended value. Teams should refer to how they have applied quality management within this competence area. 3. Team Management: The ability to select, develop and manage individuals to create and sustain teams. Multi-functional individuals working together cohesively towards a shared goal. Reference should be made to leadership. 4. Reviews: An internal project stakeholder forum or entity that assesses project information to establish the ongoing viability of the project. A key element of governance that provides advice, support, confidence and decision-making for the ongoing project delivery. 5. Risk and Issue Management: The ability to identify and monitor risks (threats and opportunities) and to plan and implement responses to those risks and respond to issues that affect a change initiative. 6. Budgeting and Cost Control: The ability to develop and agree budgets for change initiatives and understanding where costs fall over time. This should be considered with reference to resource management alongside cost/budget management and is linked to reviews and governance. 7. Change Control: The ability to manage variations and change requests in a controlled way against the agreed project baseline. An effective change control

	process will make sure stakeholders understand the impact of change, providing them with the information needed to make an informed decision. 8. Resource Management: Ensuring the fundamental resource base is in place for the project and that roles, responsibilities and accountabilities are understood and actioned. The organisational breakdown structure will identify resource requirements in line with the capacity planning process. 9. Stakeholder Engagement: The ability to work with people, both internally and externally, to build support to achieve intended outcomes. Communications, decisions and sustained engagement are all key elements of valuable stakeholder engagement. 10. Benefits Management: The identification, planning, tracking and realisation of agreed benefits of your project and how they will be measured, monitored and managed throughout a change initiative until they are realised.
Format/ presentation:	The report should be well structured, with a clear table of contents, concise sections and good use of graphics and appendices. The report must be based on a post project/ implementation review or lessons learnt meeting and must include a section detailing these reflections. <i>It must be no more than 6,000 words, including the words used in screenshots, tables, graphics, appendices and schedules. Failure to adhere to this word limit will result in reduction in assessment points.</i> The Project Board is looking for quality, not quantity. This must be delivered as a Word document with a clear word count statement. Embedded Power Point and XLS pictures should be kept to a minimum but will fall under the word count. Appendices: up to a maximum of 8 pages in total may be submitted.
Quality checking method:	Before submission it is recommended that the Final Report undergoes a formal Quality Review by the whole project team and Final sign-off and approval from the Project Sponsor(s).

Appendix 5

APM Project Management Challenge – Storyboard Competition Requirements

Theme:	The poster shall:
Size	Fit on a single standard flip chart stand (A0/A1 sized) that will be provided
Presentation/ Look	Be attractive and easy to review and understand
Content	The poster should describe/show as a minimum:
	• Project objectives
	• What was achieved i.e. outputs against objectives
	• How it was done i.e. processes used, activities carried out)
	• Risks assessed
	• Lessons learnt i.e. how to improve project execution in the future
	• What the team got out of the project i.e. individual or team benefits