

ASSOCIATION FOR PROJECT MANAGEMENT

England & Wales · Charity number 1171112

Details

Other names	APM
Status	Registered
Legal form	Other
Registered	2017-01-13
Register	View on the Charity Commission register

Contact

Address	Association For Project Management Ibis House Regent Park Summerleys Road Princes Risborough BUCKINGH
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Activities

Objects: THE OBJECT OF THE ASSOCIATION IS TO ADVANCE THE SCIENCE, THEORY AND PRACTICE OF PROJECT AND PROGRAMME MANAGEMENT FOR THE PUBLIC BENEFIT.

Activities: The charitable object of APM is advancing the science theory and practice of project and programme management for the public benefit. We are the Chartered Body for the project profession and offer membership, qualifications and wide support to project professionals.

Classification

- **How:** Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body
- **What:** General Charitable Purposes, Education/training
- **Who:** The General Public/mankind

Geography

- Hong Kong
- Northern Ireland
- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£17,903,245	£18,423,558	£6,877,621	153
2024-03-31	£16,194,102	£15,208,669	£7,397,934	138
2023-03-31	£13,759,027	£14,188,051	£6,022,003	130
2022-03-31	£11,186,760	£11,309,030	£6,512,028	112
2021-03-31	£10,140,651	£10,912,111	£6,323,070	115

Trustees

Name	Role	Appointed
Amy Morley	Chair	2019-11-18
Carolyn Jane Brown		2024-07-22
David Philip Cox		2023-12-12
Duncan Ross Russell		2024-11-11
James White		2023-11-13
Jennifer Storry		2023-11-13
Joanna Quirk		2026-03-09
Lisa Martello		2024-11-11
Martina Blake		2025-11-10
Michelle Dawn Richmond MBE		2023-12-12
Rudy Hughes		2025-11-10
Sue Simmonite		2021-11-15

Accounts

Annual report and accounts

2024/25



Association for Project Management

Financial statements

For the year ended 31 March 2025

Incorporated by Royal Charter RC000890

Charity registration number 1171112

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Legal and administrative information

The Association for Project Management is a body incorporated by Royal Charter (RC000890) and registered as a charity (1171112). Its charitable object is 'to advance the science, theory and practice of project and programme management for the public benefit.'

APM Board of Trustees	Milla Mazilu	(Chair to May 2025)	
	Amy Morley	(Chair from May 2025)	
	Isobel French	(Deputy Chair)	
	Sue Simmonite	(Deputy Chair)	
	Yetunde Adeshile	(to July 2024)	
	Carolyn Brown	(from July 2024)	
	Emma Carroll-Walsh	(to November 2024)	
	David Cox		
	Sorrel Gilbert	(to November 2024)	
	Marta Marjan		
	Lisa Martello	(from November 2024)	
	Michelle Richmond		
	Duncan Ross Russell	(from November 2024)	
	Sheilina Somani		
	Jennifer Storry		
	James White		
	Ian Williams		
Company Secretary	M Robinson		
Key management personnel	A Boddison	(Chief Executive)	
	M Hepworth	(Deputy Chief Executive)	
Principal address	Ibis House Regent Park Summerleys Road Princes Risborough Buckinghamshire HP27 9LE		
External auditor	Buzzacott Audit LLP 130 Wood Street London EC2V 6DL	Principal bankers	Barclays Bank PLC 1 Churchill Place London E14 5HP
Internal auditor	Crowe UK LLP 55 Ludgate Hill London EC4M 7JW	Investment fund managers	Evelyn Partners 6 New Street Square New Fetter Lane London EC4A 3BF
Principal solicitors	Blake Morgan LLP New Kings Court Tollgate Chandler's Ford Eastleigh SO53 3LG		

Introduction

Milla Mazilu, Board Chair

Reflecting on the past year, I am proud of the increased recognition of project success and more positive discourse about projects. It is so important to celebrate achievements, while also learning from the valuable lessons hidden within challenges. Our vision of a world where all projects succeed relies on our ability to foster continuous learning and celebrate success.

Within APM, we have made a number of strategic decisions and investments to strengthen the organisational foundations for future growth. A particularly gratifying success has been the launch of our new Project Management Qualification (PMQ) in September 2024, which is now far more accessible while retaining full academic rigour. In the same month we also unveiled a new pathway to Chartered Project Professional (ChPP) status, taking steps to make this more attainable, offering clearer guidelines for candidates and collaborating with the Project Management Institute (PMI) to expand the qualifying credentials. In November 2024, we also launched our new Customer Relationship Management (CRM) system, which offers greater stability for the organisation and is essential for achieving our future objectives.

As ever, our work and collaborations with other organisations have been crucial to our success this year. We introduced New Task and Finish Groups, Regional and Interest Networks, and a revised Volunteer Delivery Group to maximise opportunities for members and project professionals to contribute their time and expertise as volunteers. This approach allows us to exchange knowledge and best practices that will benefit professionals across the industry. We have been engaging with new audiences, creating content that reaches business leaders, politicians and those who are in non-standard project roles. Through expanding our reach in this way, we aim to increase awareness of the value the profession brings.

Looking forward, APM is increasing its focus on international growth. As of March 2025, we began operating independently alongside the International Project Management Association (IPMA), increasing our ability to support projects and expand our global reach. We have also established new Regional Networks in the Republic of Ireland and the United Arab Emirates, connecting and engaging with project professionals in new territories around the world.

As I come to the end of my tenure as Board Chair and trustee at APM, having served for nearly nine years, I would like to extend my deepest thanks to APM staff, volunteers and board members, for your collective passion, energy, and unwavering support during my time here. It has been great fun and a privilege to work with so many passionate and skilled individuals over the years. The Association for Project Management is a vibrant, modern and inclusive association, and I remain enormously excited about the future we are building together.

Milla Mazilu BEM
Board Chair

Introduction (continued)

Chief Executive's report

Professor Adam Boddison OBE, Chief Executive

Reflecting on our work throughout the financial year, collaboration has been at the heart of everything we have achieved. We firmly believe in the idea that, together with the wider project community, we are one profession. By working together, our collective contributions to our profession are strengthened, meaning that more projects will succeed.

We were proud to collaborate with the Project Management Institute (PMI) in a number of meaningful ways. We expanded our recognition of qualifying credentials for Chartered Project Professional (ChPP) status to include our own Project Management Qualification and PMI's Project Management Professional certification. We also had the privilege of being invited to PMI's conferences and, in turn, we have extended the invitation for them to attend ours as distinguished guests. Elsewhere, we have been working more closely with the UK Government throughout the year, taking the lead on the creation of a new All-Party Parliamentary Group (APPG) for Project Delivery in the UK which brings together MPs and Peers, with interested parties, to work on better delivering major projects in government. These collaborations are vital for the profession, enhancing knowledge exchange and professional development.

Our work on project controls continues to be a priority as part of our strategic commitment to be a professional body for all project professionals. A particular highlight this year was the launch of a new publication titled *Project Controls in the 21st Century*, which was written by a group of dedicated and talented volunteers for the benefit of the profession. More broadly, we have refreshed our website to include a dedicated section on project controls. This update ensures that project professionals are able to easily access practical and relevant resources and information related to project controls.

On a personal level, I was pleased to deliver opening remarks at the Project Controls Expo 2024, and I look forward to getting more involved in this event in the future. Such opportunities to engage with the project controls community are important, not just for the chance to network, but to have meaningful discussions that allow us to learn from each other and further progress our profession.

Professor Adam Boddison OBE
Chief Executive Officer

Structure, governance and management

Background

The Board of Trustees of Association for Project Management (APM) is pleased to present the annual report and audited accounts for the year ended 31 March 2025. These comply with the Financial Reporting Standard applicable in the UK and Republic of Ireland - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

APM is incorporated by Royal Charter (RC000890) and is a registered charity (1171112). Its charitable object is: 'to advance the science, theory and practice of project and programme management for the public benefit.' APM's principal office is Ibis House, Regent Park, Summerleys Road, Princes Risborough, Bucks, HP27 9LE.

Governance framework

The Royal Charter and By-laws are available on the 'About Us' section of the APM website. The Charter serves as APM's constitution and sets high-level governance arrangements such as the composition of the Board of Trustees.

The Charter authorises the Board of Trustees to manage the business of the Association. As part of this duty, the Board agrees the APM regulations. The regulations are available online and on request. They set out detailed governance arrangements including a scheme of delegation confirming the matters that the Board withholds to itself for approval, and the matters which it delegates to the Chief Executive Officer to manage. To summarise the framework: the Board sets APM's strategy and monitors its implementation, assuring itself that performance is on track. The Board ensures that APM acts within its charitable objects and applicable law. As Trustees, the Board members are collectively required to manage the assets of the charity.

Individual APM members form an important part of APM's governance framework. Those in the full and fellow grades (MAPM/FAPM) are voting members. This status enables them to attend and vote at general meetings as well as to participate in the annual elections for Trustees. The Board currently operates with up to nine elected Trustees and up to five appointed Trustees. The latter are generally appointed by the Board to fill gaps in skills and experience. The elected Trustees are voting members who are nominated and elected by voting members.

The 2024 Board elections saw voter turnout at 15.3% which remained an above average performance amongst similar membership bodies. A good range of quality candidates was again seen with 18 candidates being nominated. Trustees are keen to encourage a diverse and committed range of candidates and voting members are warmly encouraged to consider the opportunity. All voting members receive details on how to stand.

The Board has established committees to oversee specific areas of its work. Duties and memberships are outlined on the APM website. The groups comprise: the Audit and Assurance Committee; the Remuneration Committee and the Professional Standards and Knowledge Committee. Memberships and terms of reference for the groups are regularly reviewed and updates were made during the year. Some Trustees also act as 'champions' for specific topics and projects. The Board also established a number of wider stakeholder groups and receives updates from a Volunteers Delivery Group (VDG), a Research Advisory Group (RAG) and Corporate Advisory Group (CAG).

Detailed governance matters

The regulations require an annual Board evaluation exercise to be undertaken; this is externally facilitated every third year. The 2025 Board evaluation is currently being externally facilitated by APM's internal auditors and will report to the May 2025 Board meeting. An action plan for any recommendations will be followed through and the Board's Audit & Assurance Committee will also review the findings.

APM's Trustees are not remunerated but do receive expenses. APM purchases indemnity insurance which seeks to protect Trustees against personal liability if legal claims are made against them.

Trustees' biographies can be found on the APM website.

Structure, governance and management (continued)

Detailed governance matters (continued)

New Trustees receive both an internal induction and external governance training. All new Trustees receive briefings from members of the leadership team and the Company Secretary. Additional training and briefings are available for individual Trustees on request. Regular briefings are given to the whole Board on various aspects of APM's activities and Board wide training is organised regularly.

APM operates a Code of Conduct for Board members and has a policy to handle conflicts of interest. The Board is updated on governance-related matters as required and receives guidance on process from the Company Secretary. Related party transactions between APM and its Board members are detailed in note 23 to the accounts.

The charity's wholly-owned subsidiary, Ibis Trading Limited (06536096), is established as a trading arm. Ibis Trading Limited may undertake commercial activities which are not classed as charitable primary purpose trading, or those that might expose the charity to unnecessary risk. Any profits are gift aided to APM. The presentation of the subsidiary in the accounts is explained in note 1 of the accounts. Currently Ibis' activities focus on event sponsorship income.

All individual APM members are bound by a Code of Professional Conduct. Details of the Code and its associated procedural rules and indicative sanctions guidance are available on the 'About us' section of the APM website.

Risk management

APM has a policy for the management of risk which is reviewed and approved by the Board on the recommendation of the Audit and Assurance Committee. Risk management is embedded within operational management and APM's project, programme and portfolio management. APM risk management follows guidance set out by the Charity Commission (charities and risk management CC26).

The Deputy Chief Executive acts as risk champion and maintains the corporate risk register. APM has developed a process for risk management which cascades risk management to operational and programme management across APM. Each functional area manages its own risks, which are reviewed at the appropriate level and escalated as necessary.

Risk registers exemplify APM's risk management processes and set out the topic, risk assessment, risk owners, impacts, mitigations, actions, net risk and risk acceptability.

The risk registers are maintained as live documents and are always available to management.

The Board reviews risk in detail on an annual basis and reviews the corporate risk register on an exception basis at each Board meeting. The Audit and Assurance Committee review corporate risks and consider an area of specific risk at each meeting, as well as monitoring the nature and application of the risk management process. Risks are also considered at regular leadership team meetings.

Key risks and the plans and strategies to manage those risks are detailed on pages 22 and 23.

Structure, governance and management (continued)

Pay policy for senior staff

All Board members give their time freely and receive no remuneration. Trustees may receive expenses. Details of their expenses and any related party transactions are disclosed in notes 21 and 23 to the financial statements.

A Remuneration Committee provides assurance to the Board that APM has appropriate reward strategies and policies in place to support the delivery of the corporate strategy and to support an effective, high performing and diverse staff resource. It is chaired by a Board Trustee.

Day-to-day management of APM is delegated to a remunerated Chief Executive Officer in accordance with Board approved regulations. The leadership team includes the Chief Executive Officer and Deputy Chief Executive who are considered to be the key management personnel within the organisation. There are five other directors on the leadership team.

Remuneration of the leadership team is reviewed annually in accordance with APM's remuneration policy which is the same for all staff. This includes provision for a performance related pay scheme. The remuneration of the Chief Executive Officer is approved by the Board's Remuneration Committee. Regular benchmarking ensures remuneration for all staff is aligned with market rates for the industry.

Reserves policy

We use a risk-based approach whereby reserve levels are adjusted as perceptions of risk and other factors change; this is aligned with our strategic risk register.

The focus is on the short-term potential drawdown of reserves which would allow time to undertake additional mitigation activities and allow APM to adjust to changed financial circumstances. Reserves are monitored monthly.

Key risks with the potential to impact reserves as identified from the corporate risk register include:

- a decline in income levels (viewed as the single most important risk to APM business continuity), with an inability to raise income having many root causes, for example:
 - o competitive threats
 - o economic recession
 - o a reputation event affecting APM's credibility
 - o third-party failure
- inability to operate due to such events as a pandemic, adverse weather or IT failure
- a significant GDPR breach resulting in loss of personal data, leading to financial penalties and reputational damage
- market volatility causing a change in the value of the investment portfolio
- external events such as a high-profile project failure which discredits the profession.

APM operates stringent internal financial controls but financial loss due to fraud remains an operational risk. It is considered unlikely that any single instance of fraud would be material.

Level of reserves

APM manages reserves at a total level. Management of reserves covers designated funds, specific risk-based reserves and a buffer. Risk-based reserves and the buffer together are designed to provide adequate cover for any risks that may materialise and represent the free reserves of the organisation. Flexibility of operations is supported by the free reserves and the ability to determine future investment in defined funds.

Structure, governance and management (continued)

Reserves policy (continued)

Adequacy of reserves at 31 March 2025

APM had net assets of £6.9m at 31 March 2025 (2024: £7.4m).

Reserves breakdown

	2024/25	2023/24
	£000s	£000s
Risk-based	1,800	1,800
Buffer (surplus)	<u>1,600</u>	<u>3,500</u>
Free	3,400	5,300
Designated funds	3,500	2,100
Total	6,900	7,400

Reserve levels may fall outside the defined range if there is a strategy in place requiring the use of additional reserves and a plan to return the reserves back to the approved range.

The total reserve range is set between £5.5m and £9.8m (last reviewed in January 2024). This range ensures that sufficient reserves are maintained to cover the investment in fixed assets necessary for ongoing operations, to mitigate financial risks identified, and allows for an increase in reserves to support future needs.

Free reserves have reduced by £1.9m in 2024/25. This is mostly due to our investment in a replacement Customer Relationship Management system and upgrades to our web platform, as well as the impact of the net deficit for the year. However, the level of free reserves remains within the Board-approved policy range of £5.5m to £9.8m.

Investment policy

The policy aims to protect APM's financial assets in real terms by appointing an external investment manager to manage the Association's investments on a discretionary basis. The manager operates under an investment management agreement with APM which in turn is directed by a policy determining the structure and appropriateness of the investments.

The APM Board has oversight of the implementation of the Association's investment policy by the APM executive. The policy takes into account guidance issued by the Charity Commission along with the mission of the organisation, its financial position and its risk appetite. The Charity has appointed a Board investment policy lead who acts as a conduit between the executive and Board.

The investment objectives of the Association are to maintain the purchasing power of the current assets and all future contributions over a normal market/economic cycle (considered to be 7-10 years) to achieve returns within reasonable and prudent levels of risk. An appropriate asset allocation is maintained based on a total return policy that is compatible with a flexible spending approach, while still having the potential to produce positive real returns.

Investments are carried out in line with APM's aims, charitable objectives and values. A general exclusionary policy has not been adopted, but individual investments may be excluded if perceived to conflict with the Association's objects or if they might bring reputational damage by association.

To date, £3.75m has been transferred to the portfolio for investment; of this £61k remained in cash at the year-end pending investment under suitable market conditions.

The remaining cash funds not required on a day-to-day basis are placed on deposit.

Objectives and activities

As the only chartered membership organisation for the project profession in the world, we are dedicated to advancing the profession. Our work raises its profile, challenges the status quo and sets out its high standards through our qualifications, networking, research, resources and events. In an increasingly complex world, we help project professionals deliver excellence.

Our vision and mission

Our vision defines our ambitions and the impact it will have: “A world in which all projects succeed”. We strive to bring this to life by unlocking the potential of projects to make a positive difference in the world, and by empowering individuals to understand the different ways they can contribute. This is expressed through our mission: “To advance the science, theory and practice of project and programme management for the public benefit”. This mission statement also serves as our charitable objective. As a charity, we exist to create public benefit through all that we do. This statement takes account of Charity Commission guidance on public benefit including *Public Benefit: Running a Charity (PB2)*.

Our values

Our values are core to who we are, they define ourselves as an organisation and drive our behaviour between colleagues and towards our members and stakeholders. They characterise our communications, culture and our decision making. We're proud of what they represent. We have four values, each with its own associated behaviours:

- **Progressive** - We approach things with an open mind, finding the most creative solutions, embracing innovative technology, and have a global perspective.
- **Thoughtful** - We actively listen, lead discussions and constantly evolve. We value skills beyond project management alone and those with different perspectives while ensuring our voice contributes to debates.
- **Warm** - We champion diversity and inclusivity, treating everyone with empathy and respect – no matter their circumstances. We're also flexible, open and collaborative.
- **Excellent** - We are committed to promoting the profession and raising its profile. With chartered status as the benchmark, we are constantly challenge ourselves to improve the quality of thought, delivery, dialogue and services.

Creating public benefit

As the only chartered membership body for the project profession, public benefit is at the core of our mission. Not only do we encourage and celebrate our members in creating public benefits through their work, but we also strive to create public benefit ourselves, in all that we do. Our world is increasingly facing complex challenges, but projects can be the key to overcoming them. Our work towards creating a world where all projects succeed creates public benefit in the following ways. In setting the charity's aims, the trustees have had regard to the general guidance published by the Charity Commission on public benefit, ensuring that our activities continue to align with our charitable objectives and deliver meaningful impact to society.

- **Setting leading standards** - our Chartered Project Professional (ChPP) standard is now more accessible for people because of the new pathway we introduced towards gaining ChPP status.
- **Promoting and facilitating education** - we provide qualifications, events and free learning resources to project professionals at all levels. We also engage directly with schools, colleges and universities to encourage the development of project-related skills among learners, regardless of their preferred career path.
- **Raising awareness** - we are committed to work raising the project profession's profile, not our own. Our chartered status enhances the professions reputation, while our focus on celebrating success enables us to showcase the economic and social value of projects to a wide range of audiences. We collaborate with politicians and the civil service, private sector businesses, and other membership organisations to raise awareness of the value of projects and to help establish practices that enable their success. Because when projects succeed, society benefits.

Objectives and activities (continued)

Creating public benefit (continued)

- **Growing the talent pipeline** - we actively encourage organisations to invest in the professional development of those who are managing projects, programmes and portfolios. Through our work with higher education institutions, training providers and employers, we promote project management as a career and facilitate access to our qualifications.
- **Supporting research** - we collaborate with leading experts to undertake research on key topics in our profession, bringing new insights and revelations to practitioners and academic circles. Additionally, we fund research by higher education institutions and present awards to recognise the contribution of academia to the art, science and theory of project management.

Our strategic goals

Throughout the business year 2024/25, we continued to focus on our strategy, [Delivering a Better Future](#). Building on our past achievements, we worked on ensuring adaptability and resilience for the future. The strategic themes of *Delivering a Better Future* are:

- **APM provides leadership of the profession**
- **APM is a professional body for all project professionals**
- **APM identifies and enables the right skills for the project professional**
- **APM is an outstanding professional body**

These themes support our vision of a world in which all projects succeed and reflect our role as the only chartered membership organisation for the project profession in the world. By achieving these goals, more project, programme, and portfolio professionals can be at their best, and more projects will be delivered successfully.



Achievements and successes

Individual membership

We are pleased to report that we ended the year with a total of 42,439 individual members.

Corporate Membership

Corporate membership reaching a total of 475 organisations by the end of the financial year.

Qualifications and standards growth

During the financial year, 639 people were awarded Chartered Project Professional (ChPP) status. The total number of ChPPs stood at 4,432 by the end of March 2025.

The number of APM exams sat increased by 7.5% from the previous year, reaching 27,000.

Providing leadership of the profession

Engagement work

We were instrumental in the creation of a new All-Party Parliamentary Group (APPG) for Project Delivery in the UK. The APPG brings together MPs and Peers, with interested parties, to lead the development of understanding projects within Parliament and improve public policy, acting as a conduit for parliamentarians to engage with each other, project professionals, academics, civil servants, Ministers, and others. It will champion project success, extol the value of the project profession, and outline the importance of project skills throughout Westminster and society.

We have been directly working with C-suite members and business leaders to change the narrative around the project profession. We have undertaken a business leadership campaign that addresses their commonly held misconceptions and helps them understand how the profession can help address the challenges facing businesses today. *Our Future Lives and Landscapes* campaign showcased the social good that projects bring beyond the financial bottom line, such as creating clean energy to driving new technological breakthroughs.

We launched two new Regional Networks in the [United Arab Emirates \(UAE\)](#) and [the Republic of Ireland \(ROI\)](#). These are in addition to APM's current Regional Networks throughout the UK, Channel Islands and the Greater Bay Area of Hong Kong. Regional Networks are vital resources for project professionals and others as they promote local engagement and support professional development through best practice across all sectors.

We have also launched several new Interest Networks this year including [Built Environment](#), [International Space Sector](#), [Sustainability](#) and more recently [AI & Data Analytics](#). Our Interest Networks are valuable tools for the profession as they connect project professionals with each other, promoting discussions and enabling collaborations within specific aspects of project management to further understanding and good practice within the profession.

It was another record setting year for our events output:

- **APM Summer Conference**
Our APM Conference was held in CBS Arena, Coventry and had 750 attendees. It was a year of firsts for this conference:
 - first time over two days
 - first networking dinner
 - first time incorporating the Education & Research Awards and presenting those in person (previously done virtually)
 - first Oxford style debate
 - first conference stream dedicated to Interest Networks
 - first time having a 'Discovery Theatre' which was an area to deliver sessions in the exhibition area.

Achievements and successes (continued)

- **APM Women in Project Management (WiPM) Conference**

After a successful, sell-out 2023 event, the 2024 WiPM conference sold out again, with the largest number of attendees ever attending this conference. The theme for this year was 'Leadership Unpacked' and there were three streams of sessions dedicated to this. One of the highlights of the conference was the closing keynote from ex England rugby player Maggie Alphonsi whose energetic delivery was a hit with the audience.

- **APM Project Management Awards 2024**

It was an amazing night in November, as project professionals across the world came to the Park Plaza Westminster Bridge for our Project Management Awards. We were proud to award Overall Project of the Year to the Core Valley Lines project - Transport for Wales. This project's outcomes not only benefitted the local area, but also their recruitment strategy from local prisons gave prisoners an opportunity to turn their lives around.

Research

APM has continued to be at the forefront of ongoing conversations and debates that are shaping the future of project management. We will continue to provide guidance to professionals and organisations to ultimately contribute to economic and societal progress. Research we published during the year included:

- **Projecting for the Future: Harmonising Energy and Environment - March 2025**

Authors: Dr Graham Winch, Dr Sara Hajikazemi and Dr Eunice Maytorena-Sanchez
University of Manchester and Queen Mary University

This new report reflects on the future of our discipline in the energy and environment sectors. We report on the findings of the third cycle of reflection on the future of the project profession. This piece was conducted to provide insights into what the profession sees as the most important future trends that are likely to impact the way project managers practise their profession, to identify what might need to change in our professional practice as we progress.

Link: [Projecting for the Future Harmonising Energy and Environment](#)

- **Improving the Early-Career Experiences of Racially Diverse Project Professionals - September 2024**

Authors: Dr Christina M. Scott-Young and Dr Jessica Borg and Dr Naomi Borg
RMIT University

This research explores the early-career experiences of racially and ethnically diverse project professionals in the UK and Australia within the business and construction sectors. It examines the comparative experiences of diverse early-career project professionals, including both women and men from underrepresented racial and ethnic backgrounds, when searching for work in both countries.

Recommendations include improving diversity management, offering tailored mentoring, and enhancing career development opportunities. The study aims to inform practices that foster sustainable careers for underrepresented groups in project management, contributing to a more equitable and innovative workforce.

Link: [Improving the early-career experiences of racially diverse project professionals](#)

Achievements and successes (continued)

Research (continued)

- **Caring for Employee Wellbeing in the Rise of Modern Methods of Construction - June 2024**

Authors: Dr Jing Xu and Dr Simon Addyman UCL

This research examines wellbeing management in project work environments from the perspective of care, focusing on the construction sector and exploring how Modern Methods of Construction (MMC) impact employee wellbeing. While MMC offers opportunities for improved work environments and productivity, it also introduces challenges like fragmentation and job insecurities. Key recommendations in the report include recognising wellbeing as a core value, enhancing strategic leadership, improving systems integration, managing diversity and inclusion and supporting bottom-up learning initiatives for a meaningful work life.

Link: [Caring for employee wellbeing in the rise of modern methods of construction](#)

- **Are We Ready for Net Zero in Project Management? - May 2024**

Authors: Dr Godawatte Arachchige Gimhan Rathnagee Godawatte, Dr Eduardo Navarro-Bringas and Professor Stephen O. Ogunlana Heriot-Watt University

This piece investigates the preparedness of the project profession for achieving net zero by 2050 through identifying challenges faced by project professionals when planning and delivering current major projects and programmes in the UK. Furthermore, this report explores the necessary strategies and actions to successfully deliver major projects aligned with net zero commitments over the next few decades.

Link: [Are we ready for net zero in project management?](#)

- **The Golden Thread: A Study of the Contribution of the Project Profession to the UK's Economy - April 2024**

APM and PwC

This study provides insights into trends, growth sectors and challenges the profession faces. This research contributes to the ongoing discourse on the profession's future, reflecting its enduring importance to the UK economy.

Link: [APM The Golden Thread - A Study of the Contribution of the Project Profession to the UK's Economy](#)

Achievements and successes (continued)

Recognition for the profession

Recognising the achievements of people within the project profession is important to us. We've awarded Honorary Fellowships since 1984. Those honoured include the respected founders of and ongoing contributors to the science, theory and practice of project and programme management. Dhruv Patel, founder and CEO of Nisai Group, was the latest recipient of an Honorary Fellowship.

Dhruv received this accolade because of his work with the Nisai Group to provide education for children who couldn't attend traditional schools due to medical issues, special educational needs and disabilities (SEND), or exclusion due to behaviour. At the time, many people believed these students couldn't receive a quality education. Dhruv was determined to prove otherwise, believing that with the right teaching, these children could achieve their full potential.

We were also pleased to see that our former Vice President, Dr Paul Chapman, Senior Fellow in Operations Management at Saïd Business School, was named Officer of the Order of the British Empire (OBE) in the New Year Honours list. This Honour was awarded to Paul in recognition for services to the project delivery profession.

Over his 30-year career, Paul has worked as a researcher, academic and government advisor on project management. In his role at Saïd Business School, he is Director for the UK Government's Major Project Leadership Academy and serves as Chair of APM's Research Advisory Group. Paul has said he hopes the Honour will increase recognition of the entire project profession.

Impacts the profession is having

Our new research, *The Golden Thread 2024*, found that the number of people working in Full Time Equivalent (FTE) roles in the project profession across the UK has grown to an estimated 2.32 million, compared with 2.13 million in 2019. The Gross Value Added (GVA) to the UK economy has risen to £186.8bn, increasing by more than £30bn since 2019.

These figures account for 8.5% of the total UK FTEs and 9.2% of the total UK GVA. Reflecting on the 2019 *Golden Thread* study, these numbers represent an 8% growth in project management FTEs and a 19% increase in annual project management GVA.

Our *Future Lives and Landscapes* campaign was created to bring attention to the social good that projects bring and highlight that their impact goes further than the financial bottom line. Once the campaign had concluded, our research found that, of the 1,000 project professionals we surveyed, 70% said they had heard of Future Lives and Landscapes. Of those, 82% said they are more aware of the social value of projects as a result of the campaign than they were previously and 84% said the campaign has made a difference to the way their organisation approaches projects.

Achievements and successes (continued)

A professional body for all project professionals

Collaborations

At APM, we believe that collaboration and partnerships are vital to the success of any project, and these ideas have been at the heart of everything we have done this year. We worked alongside Project Management Institute (PMI) in a variety of ways throughout the year. In April, members of APM were lucky enough to attend PMI's conference in Berlin and, in turn, we have extended the invitation to members of PMI to attend our conference as distinguished guests. We were also proud to jointly announce that our Project Management Qualification and PMI's Project Management Professional (PMP)® Certification had both been approved as recognised assessments on the new pathway to Chartered Project Professional status. We did joint posts on our LinkedIn channels to share this news with all our followers.

Together with PWC, we launched the Golden Thread research report in April 2024. This important study assessed the contribution that projects and project management make to the UK economy by quantifying the value of the project profession. By updating previous findings in the context of global disruptions like the COVID-19 pandemic, political uncertainty and the increasing pressures to address climate change, this research provided current insights and informed discussions on the profession's future.

We collaborated with the following universities to publish research reports authored by their respective researchers:

UK

University of Manchester
Queen Mary University
University College of London
Heriot-Watt University

Australia

RMIT University

We were proud to support and sponsor the inaugural Change and Project Partnership Award at the Change Awards 2025. The Change Awards is an annual awards programme honouring the best examples of global change, transformation and innovation. The awards celebrate people and organisations that make a significant difference in driving and facilitating change, recognising it as a key enabler of innovation. It was important for us to sponsor this award to recognise and highlight the people and companies who are making a real difference to our profession.

Achievements and successes (continued)

Throughout the year, we worked with Project Management Global (PMG) to develop thought leadership content for their email newsletter and host webinars for people in the Middle East and Ireland.

Our unique partnership came to fruition because of our relationship with Nicola Benjamin, Chartered project professional and Founder of PMG. Having previously spoken at our events and written for us, she had built up a network that we were able to plug into.

Diversity, Equity, Inclusion, and Belonging

Diversity, Equity, Inclusion, and Belonging (DEIB) runs through everything we do at APM. A diverse, empowered workforce gives us different ways of thinking, a more successful business, and better places for us all to work. By promoting a sense of belonging, we truly enable everyone to realise their potential and maximise their opportunities.

We're committed to developing an environment that is diverse, inclusive and where people are free to express opinions, ideas and beliefs. By building a culture where our workforce expresses themselves freely, fairly and respectfully to others, we will embrace authenticity at work. Our approach to inclusivity is based on the principle of making changes that are 'vital for some, valuable for all'. We introduced several neurodiversity initiatives to support our employees, accessibility improvements and new recruitment strategies.

We actively integrated conversations around neurodiversity into all aspects of our work, ensuring that it is not just a policy but a fundamental part of our culture. During our most recent Personal Development Day, we ran neurodiversity training sessions which received great feedback. These sessions helped people gain a greater understanding of neurodiversity and how differently our brains work. The training created a safe space for employees to learn and engage in discussions about neurodiversity. By embedding these values into our daily practices, we create an environment where every individual feels valued, supported, and empowered to thrive.

We also remain committed to raising awareness and supporting our employees (both female and male) about issues related to the menopause. We currently have four Menopause Champions, who provide a safe listening space, organise initiatives such as informal meetups and signpost to further accessible resources internally and externally.

To mark International Women's Day, we hosted an online webinar to discuss the theme of inspiring inclusion. We also continue to celebrate the achievements and contributions women have made in project management through our popular Women in Project Management Interest Network.

At APM, one in three employees are men, so we were keen to promote Men's Mental Health Week in 2024. We used this week to offer resources and to highlight the importance of proactively addressing and managing health issues by encouraging men to take charge of their well-being, make informed decisions about their lifestyle choices, and seek appropriate medical support when needed.

Achievements and successes (continued)

Identifying and enabling the right skills for the project professional

Qualifications and standards

We launched the new APM Project Management Qualification exam in September. Aimed at candidates with 2-3 years of experience as a project professional, this new Project Management Qualification exam allows candidates to demonstrate their knowledge and understanding of the syllabus through a new mixture of question types designed to remove barriers to success. It was important for us to keep what people loved about the old exam - like the broad syllabus coverage - while making changes that helped bring new levels of accessibility that are vital for some, but beneficial for all. Some of the changes include:

- an optional 30-minute break;
- mixed assessment types (multiple choice questions, short response questions, long response questions and select-from-list questions), to reduce cognitive fatigue and to be more accommodating for a broader range of learner preferences;
- revised language in the exam and syllabus (plain, clear and concise English that shortens reading time and removes ambiguity).

We launched a new pathway to Chartership in September that brought greater clarity and new Recognised Assessments. The update welcomes a name change from 'routes' to 'pathways' and the recognition of validated professional practice through some of the profession's most sought-after achievements - APM's Project Management Qualification and the Project Management Institute's (PMI) Project Management Professional® certification. This means people who have validated experience with PMI will be eligible to apply for Chartered status, marking a huge step forward for the project profession that demonstrates a mutual respect of knowledge and experience, no matter what professional organisation someone is affiliated with.

APM has been collaborating with PMI in other ways too, such as inviting them to speak at its conferences and to collaborate in our celebrations of International Project Management Day. All of this benefits the project profession because, although we may be different bodies, we are one profession.

Focusing on core skill areas

APM is a professional body for all project professionals, including those working in project controls. Over the past year, we have done a lot of work to become leaders in the project control area. We are proud to represent all professionals. Some of the work we have done this year in the project control space includes:

- One of our most active Interest Networks is [Planning, Monitoring and Control](#). Formed by volunteers, this group raises awareness of the benefits of planning, monitoring and control in the project profession and provides a unique meeting place for experts, beginners, specialists and generalists from all industry sectors.
- We released *Project Controls in the 21st Century*. This new book, written by Paul Kidston and Carolyn Browning, offers a comprehensive guide to effective project control and management. It explores how those in project controls need to be leaders and what constitutes effective leadership in the context of project controls. Other topics covered include developing competencies, project sponsorship, requirements management, scope management, stakeholder management, and much more. [Project Controls in the 21st Century](#)
- At the 2024 Project Controls Expo event held in Wembley Stadium, we were proud to sponsor the Lifetime Achievement Awards. The event was also special for us because our CEO, Professor Adam Boddison OBE, gave the opening remarks and welcome. We look forward to getting more involved in the event over the coming years.

Achievements and successes (continued)

- There is an increasing amount of people in the Project Controls world who have been gaining Chartered status. One such example is Louise Benwell, Director of Project Controls for Turner & Townsend. Although primarily a project controls professional, Louise has benefitted from becoming a CHPP. Louise said: "I am proud that my experience has achieved chartership. As a project controls professional this puts me on a par with my chartered engineering colleagues which has been a huge boost. CHPP gives me weight behind implementing theory in live project and programme management situations." The full case study on Louise can be found here: [Chartered Standard case study](#)

An outstanding professional body

Getting APM fit for the future

In November 2024, we successfully launched our new Customer Relationship Management (CRM) system. This marked the culmination of a large-scale project that spanned two-and-a-half years, involving the transition from our bespoke system to a modern cloud-based solution. Given the critical role our CRM plays in APM's operations, failure was not an option. The project's success hinged on seamless collaboration across all levels of APM.

Our new CRM system is a modern solution that offers significant advantages over our previous bespoke system. It provides enhanced scalability, flexibility, and integration capabilities, ensuring that we can adapt to future needs and continue to deliver exceptional service to our customers.

The rollout of the new CRM has brought significant benefits to APM, our members, and our customers. These include increased system stability, which is essential for supporting our operations and enhancing the customer experience. The new functionality and integrations have improved the user experience. Additionally, the new system enables a better understanding of our customers and pipeline opportunities.

Creating great workplaces

We were proud to be recognised as the best Not for Profit organisation to work for in the 'Best Mid-Sized Companies to Work For 2024'. APM was selected for its outstanding contribution towards employee engagement in its sector.

APM achieved a two-star accreditation rating in the latest Best Companies survey, representing outstanding levels of engagement. Its positive influence on employee engagement, together with a commitment to employee wellbeing and learning and development has been recognised for helping to inspire others and showcase the power of businesses to drive positive change.

Achievements and successes (continued)

Thank you to our volunteers

Our volunteers continue to play a vital part in the success of APM, contributing to our events, online and in person, blogs and publications. This year especially, they have gone above and beyond for us and the project profession. We cannot express our thanks enough for all they have contributed and shared with us over the past year.

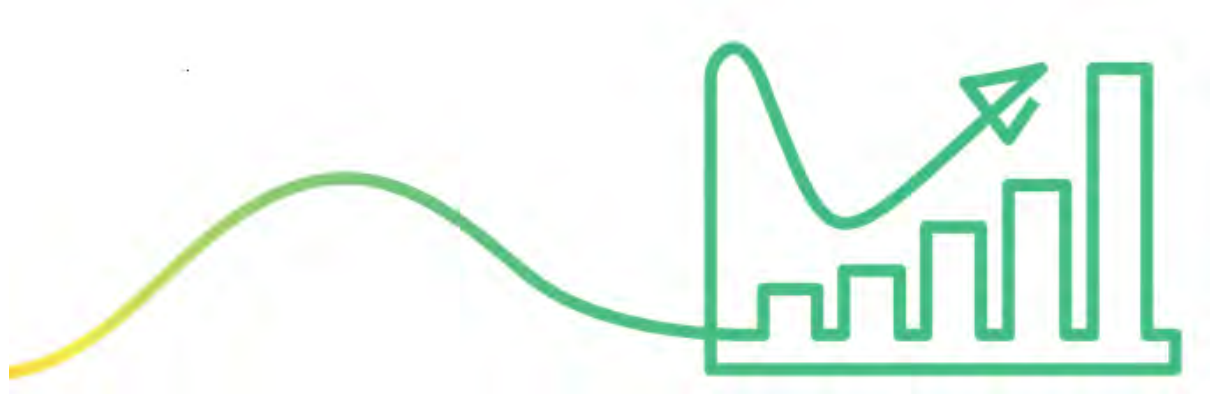
Every November, we host the Volunteer Achievement Awards (VAA) and this year we have been celebrating our [7th VAA](#), which includes as before 6 categories:

- **Volunteer Event of the Year**
- **Regional Network of the Year**
- **Interest Network of the Year**
- **Education Volunteer of the Year**
- **Special Achievement**
- **Volunteer of the Year**

Other highlights of our year have been the launch of two international Regional Networks: ROI and UAE, and the launch of four new Interest Networks: [Built Environment](#), [International Space Sector](#), [Sustainability](#) and more recently [AI & Data Analytics](#).

Our network volunteer communities across the Regional and Interest Networks have grown, welcoming more volunteers, becoming more inclusive and diverse. Several of our Interest Networks have received an increased number of international volunteers, ranging from France, Spain, Canada, Australia, Saudi Arabia, Brazil, India, Kenya and many more.

Sarah Slater, Volunteer Manager, said: "As we reflect on the past year, we want to take a moment to extend our heartfelt thanks to all our volunteers, for their hard work, dedication, and enthusiasm. Your unwavering support has been invaluable in shaping the future of the project profession. Your ongoing commitment inspires us all and drives our mission forward. Thank you for being an essential part of our team. We look forward to continuing this journey together and achieving even greater things in the coming year!"



Looking forward

Moving forward, we will continue to focus on international growth. Throughout the past year, we introduced new Regional Networks in Europe and the Middle East that connected project professionals with each other. The response from the profession has been hugely positive, and we expect this international growth to continue into the next financial year, with several new international Regional Branches set to be announced over the coming months.

A big change happened in March 2025, APM began operating independently alongside IPMA, rather than as a Member Association and certification body. This new chapter brings exciting possibilities for both organisations to advance individually and together, for the benefit of the project profession as a whole. Although we proudly collaborated with IPMA as a Member Association and certification body for over five decades, as we've grown, matured, and expanded our capabilities, we identified a strategic opportunity to further strengthen the project profession and amplify our global impact.

For APM, this enhances our ability to support projects globally. Our mission to advance the science, theory and practice of project management in the UK and internationally is more critical than ever. By focusing on our strategic goals and international ambitions, we will be better positioned to contribute to the global project landscape by strengthening our presence in new territories, increasing recognition of our qualifications and promoting Chartered Project Professional status as the global standard.

In addition to this, and in keeping with the theme of accessibility, we also expect to launch a version of our qualification in a second language. This will give candidates a more inclusive and learner friendly experience, whilst still keeping the qualification's high standards. We look forward to announcing the language later in the year.



Principal risks and uncertainties

The Board has considered several strategic risks during the year, including those below, together with possible impacts and mitigating strategies.

Risk category	Risk	Mitigating strategy/assurance/controls
Governance	Diversity in Board, committee or volunteer roles is not delivered leading to a lack of diversity of thought and fresh ideas.	Promotion of vacancies invites applications from diverse backgrounds and sectors and the ability to appoint five Trustees provides an opportunity to target broadening diversity. There is a limit on the maximum term of office for Trustees and committee appointments which sends the message that new ideas are helpful to balance continuity. The APM Board has agreed a diversity action plan to help drive better understanding and representation across the project profession.
Operational	Business continuity - an event limits APM's ability to operate. This may arise from fire, flood, adverse weather, IT failure or denial of service attack, media crisis/reputational threat, epidemic/pandemic, etc.	Business continuity and disaster recovery plans are in place, reviewed and tested. An internal audit took place in 2023 and found significant assurance in this area. Tools and approaches for remote working are embedded. IT controls are in place and have been strengthened during the year. Standard insurance cover is held.
Operational	Technical debt - operations could be significantly disrupted by the impairment or failure of one or more business systems that are out of support and/or customised to the extent that the provider can't remediate. Any core system issues could also affect the performance of other integrated solutions.	Critical systems are being replaced and an exercise to upgrade, replace or retire legacy systems is underway. Tactical responses are considered for business continuity.
Operational	IT security/GDPR - a malicious IT attack or malware infection leads to data loss. Failure of internal controls, including significant GDPR breach results in loss of personal data, leading to financial penalties and reputational damage.	Cyber Essentials Plus certification is in place. Annual IT security penetration testing is undertaken. Anti-malware is deployed, and web and email filtering are applied. There are mandatory operating system updates applied across end user devices and backups are in place for all systems. A data protection officer is in place. Data protection training is mandatory for all staff. A new security tool has been implemented to support compliance.

Principal risks and uncertainties (continued)

Risk category	Risk	Mitigating strategy/assurance/controls
Operational	Third-party failure - a key software system or partner fails leading to financial or reputation issues.	ICT systems planning and supplier management are in place. Disaster recovery and business continuity plans are in place.
External	Economic conditions - actual or threatened recession or significant changes in the politico-economic environment lead to reduced investment across governments and economies as a whole. Reduced investment in projects and/or budgets for training and memberships.	APM works with partners to make the case for project management being especially vital in such circumstances e.g. <i>Golden Thread</i> research. The Chartered standard provides confidence in delivery and use of resource. APM continues to improve evidence of value for each stakeholder group.
Financial	There is a failure to manage reserves appropriately and maintain funds at an appropriate level. Either reserves become excessive (failure to deliver value to members) or inadequate funds limits ability to deliver the APM strategy.	A risk-based reserves policy is in place. Diversification is maintained through cash and long-term investment. There is regular reporting to the Board to inform evidence-based decision-making. Business planning includes long term cash flow forecasting and reserves projections.
Compliance	There is a failure of systems or processes to adhere to acceptable standards and/or regulatory requirements. For example, corporate governance, financial regulations, health and safety, bribery act, IR35.	The policy register is regularly reviewed and there are policy controls in place. APM has qualified and experienced staff in place to address areas of compliance. The organisation is subject to external and internal audit. An internal audit of financial controls took place in 2024 and found significant assurance in this area. Annual Board evaluation exercises are undertaken and Trustees carry out regular training. There are robust regulations and Board governance - delegations are clear and in operation. H&S practices reflect home working arrangements.

Financial review

Overview

The past year was another period of growth for APM, with turnover increasing by 10% to £17.8m (£16.2m prior year). The deficit for the year was £0.5m against a prior year surplus of £1.4m, including an investment gain of £58k (£0.4m).

Subscription income from individual members and corporate partners increased by 8% to £6.1m.

Qualification and contractual income was 7% higher than last year at £9.9m from £9.3m.

Net assets at 31 March 2025 were £6.9m (£7.4m).

Income

Individual membership numbers fell by 7% to 42,439, with international members contributing 6% of the total. This was the result of a reduction in student numbers following changes to apprenticeship funding.

The number of exam candidates increased by 8% compared to the prior year. The APM Project Management Qualification (PMQ) remains the primary driver of examination revenue, accounting for around 70% of qualifications income. The PMQ underwent significant revisions this year, introducing a new syllabus and offering a clearer pathway to Chartered Project Professional (ChPP) status. These changes have enhanced accessibility, making the PMQ more attainable for a broader range of candidates and ensuring its continued value and relevance in the industry. These revisions aim to meet the evolving needs of project management professionals.

Event income increased by £0.4m (69%), totalling £0.9m as we extended our flagship conference into a second day.

APM invests surplus funds, not required for immediate operational costs, into a professionally managed investment portfolio. This portfolio is actively managed, diversifying across asset types to achieve the desired return while maintaining an acceptable risk profile. The performance of these investments is assessed over a five to seven-year period, accounting for expected volatility within predefined boundaries. For the year, the portfolio returned gains of £58k, this modest performance was influenced by continuing geopolitical uncertainties particularly towards the end of the financial year.

Bank interest and dividends re-invested in the portfolio increased to £146k, £25k (21%) higher than last year. This growth was driven by favourable interest rates and strategic investment decision. Any excess funds not needed for daily operations were transferred to the investment portfolio to optimise returns.

Expenditure

The Charities Accounting Statement of Recommended Practice (SORP) requires expenditure to be analysed into the same categories as the income described above. The expenditure is detailed in note 4 on page 40.

During the fiscal year, total costs rose by £3.2m, a 21% increase from £15.2m to £18.4m. This reflects our investment in staff, content and technology that will enable our future growth and enable us to deliver more for the project profession. Average headcount increased from 138 to 153 in the year.

Fixed assets

The increase in intangible assets of £1.41m is predominantly due to development and implementation work on our replacement Customer Relationship Management system and moving our website to a single, stable platform.

Note: Percentage variances are calculated from the full financial results rather than the rounded figures contained in this review.

Statement of Trustees' responsibilities

The Trustees are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Charity law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and the group and of the incoming resources and application of resources of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011. They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charity's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditor

Buzzacott Audit LLP has expressed its willingness to remain in office as auditor of the charity.

The Trustees' annual report is approved by the Trustees of the Association.

Signed on behalf of the Trustees



Amy Morley, Board Chair

Independent auditor's report to the Trustees of the Association for Project Management

Opinion

We have audited the financial statements of Association for Project Management ('the parent charity') and its subsidiary (together, 'the group') for the year ended 31 March 2025 which comprise the Consolidated Statement of Financial Activities and its subsidiary (the 'group'), the Consolidated and Association Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charity's affairs as at 31 March 2025 and of the group's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and parent charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Independent auditor's report to the Trustees of the Association for Project Management (continued)

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' Annual Report is inconsistent in any material respect with the accounts; or
- sufficient accounting records have not been kept by the parent charity; or
- the parent charity accounts are not in agreement with the accounting records; or
- we have not received all the information and explanations we required for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 25, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the group's and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the group or the parent charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations; and
- we obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework (Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011) and those that relate to data protection (General Data Protection Regulation).

Independent auditor's report to the Trustees of the Association for Project Management (continued)

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions; and
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the Trustees and other management and the inspection of regulatory and legal correspondence, if any.

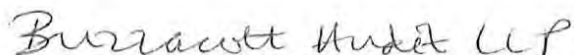
Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Independent auditor's report to the Trustees of the Association for Project Management (continued)

Use of our report

This report is made solely to the charity's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charity and charity's Trustees as a body, for our audit work, for this report, or for the opinion we have formed.

A handwritten signature in dark ink that reads 'Buzzacott Audit LLP'.

Alison Pyle (Senior Statutory Auditor)
For and on behalf of Buzzacott Audit LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date: 28 July 2025

Buzzacott Audit LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

Consolidated statement of financial activities

For the year ended 31 March 2025

	Notes	Total funds 2025 £	Total funds 2024 £
Income:			
Income from charitable activities:			
Subscriptions		6,096,522	5,641,639
Examination and other contractual income		9,946,900	9,303,787
Publications		772,976	607,727
Income from other trading activities:			
Events		880,902	520,097
Investment income	10	146,394	120,852
Total income	2	17,843,694	16,194,102
Expenditure:			
Expenditure on charitable activities	4	16,857,743	14,181,858
Expenditure on raising funds:			
Events		1,543,145	995,314
Investment management costs		22,670	31,497
Total expenditure		18,423,558	15,208,669
Net (expenditure)/ income before gains on investments		(579,864)	985,433
Net gains/(losses) on investment	12	59,551	390,498
Net (expenditure)/ income and net movement in funds for the year	7	(520,313)	1,375,931
Reconciliation of funds			
Total funds brought forward		7,397,934	6,022,003
Total funds carried forward		6,877,621	7,397,934

APM has no restricted funds. All of the above results are derived from continuing activities. The group has no recognised gains or losses other than those dealt with in the statement of financial activities.

The notes on pages 34 to 53 form part of these financial statements.

Consolidated balance sheet

As at 31 March 2025

	Notes	2025	2024
		£	£
Fixed assets			
Intangible fixed assets	11	2,998,717	1,591,262
Tangible fixed assets	11	517,254	496,058
Investments	12	5,610,770	5,467,486
		<u>9,126,741</u>	<u>7,554,806</u>
Current assets			
Investments	13	2,387	1,116,345
Stocks	14	24,614	34,708
Debtors	15	3,065,772	2,022,716
Cash at bank and in hand		1,622,813	1,856,578
		<u>4,715,586</u>	<u>5,030,347</u>
Liabilities			
Creditors: amounts falling due within one year	16	(6,494,178)	(4,700,257)
Net current assets		<u>(1,778,592)</u>	<u>330,090</u>
Total assets less current liabilities		<u>7,348,149</u>	<u>7,884,896</u>
Provisions for liabilities	17	(470,528)	(486,962)
Net assets		<u>6,877,621</u>	<u>7,397,934</u>
The funds of the charity:			
Unrestricted income fund-designated	18	3,515,971	2,087,320
Unrestricted income fund-general	19	3,361,650	5,310,614
		<u>6,877,621</u>	<u>7,397,934</u>

The notes on pages 34 to 53 form part of these financial statements.

Approved by the Board of Trustees on 28 July 2025 and signed on its behalf by:

Amy Morley

Amy Morley, Board Chair
Incorporated by Royal Charter RC000890

Association balance sheet

As at 31 March 2025

	Notes	2025		2024	
		£	£	£	£
Fixed assets					
Intangible fixed assets	11		2,998,717		1,591,262
Tangible fixed assets	11		517,254		496,058
Investments	12		5,610,770		5,467,486
			<u>9,126,741</u>		<u>7,554,806</u>
Current assets					
Investments	13	2,387		1,116,345	
Stocks	14	24,614		34,708	
Debtors	15	3,266,813		2,200,682	
Cash at bank and in hand		1,313,585		1,668,644	
		<u>4,607,399</u>		<u>5,020,379</u>	
Liabilities					
Creditors: amounts falling due within one year	16	(6,385,991)		(4,690,289)	
Net current assets			<u>(1,778,592)</u>		<u>330,090</u>
Total assets less current liabilities			<u>7,348,149</u>		<u>7,884,896</u>
Provisions for liabilities	17		<u>(470,528)</u>		<u>(486,962)</u>
Net assets			<u>6,877,621</u>		<u>7,397,934</u>
The funds of the charity:					
Unrestricted income fund-designated	18		3,515,971		2,087,320
Unrestricted income fund-general	19		3,361,650		5,310,614
			<u>6,877,621</u>		<u>7,397,934</u>

The notes on pages 34 to 53 form part of these financial statements.

Approved by the Board of Trustees on 28 July 2025 and signed on its behalf by:

Amy Morley

Amy Morley, Board Chair
Incorporated by Royal Charter RC000890

Consolidated cash flow statement

For the year ended 31 March 2025

	2025	2024
Note A	£	£
Net cash provided by operating activities	781,520	1,354,299
Cash flows from investing activities:		
Return on investment and servicing of finance		
Investment income	146,394	120,852
Purchase of fixed assets	(2,191,904)	(1,032,342)
Acquisition of long-term investments	(1,410,585)	(1,279,385)
Proceeds from sale of investments and decrease in cash held within investments	1,326,853	962,023
Cash released from/(placed on) deposit	705,930	(103,645)
Net cash used in investing activities	(1,423,312)	(1,332,497)
Change in cash and cash equivalents	(641,792)	21,802
Cash and cash equivalents at the beginning of the reporting period	2,265,562	2,243,760
Cash and cash equivalents at the end of the reporting period	1,623,770	2,265,562
Analysis of cash and cash equivalents:		
Cash in hand	1,622,813	1,856,578
Notice deposits	957	408,984
	1,623,770	2,265,562
Note A		
Reconciliation of net incoming resources to net cash flow from operating activities		
Net (expenditure) income for the year	(520,313)	1,375,931
Investment income	(146,394)	(120,852)
(Gains)/losses on investment activities	(59,551)	(390,498)
Leasehold dilapidations revaluation	16,435	-
Loss on disposal	1,965	-
Depreciation and amortisation	744,852	583,321
Decrease/(increase) in stock	10,094	(1,099)
Increase in debtors	(1,043,054)	(318,570)
Increase in creditors	1,777,486	226,066
Net cash provided by operating activities	781,520	1,354,299

No separate reconciliation of net debt has been prepared as there is no difference between the net cash (debt) of the charity and the above cash and cash equivalents.

Notes to the financial statements

Association for Project Management is a registered charity (number 1171112) and incorporated by Royal Charter (RC000890). The registered office is Ibis House, Regent Park, Summerleys Road, Princes Risborough, Buckinghamshire HP27 9LE.

Ibis Trading Limited is a wholly owned subsidiary of the Association for Project Management and is a limited company registered in England and Wales (number 06536096). The registered office is Ibis House, Regent Park, Summerleys Road, Princes Risborough, Buckinghamshire HP27 9LE.

1. Accounting policies

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), and the Charities Act 2011.

Association for Project Management meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

These accounts are prepared in sterling which is the functional currency of the charity and rounded to the nearest pound.

Preparation of the accounts on a going concern basis

The Trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Association and group to continue as a going concern for the foreseeable future. In reaching their conclusion, Trustees have taken account of the Association's operating environment, current and expected future financial performance, reserves, liquidity, and the ability to draw down on investments. Operating and financial performance through the COVID-19 pandemic has also demonstrated APM's resilience. On this basis the Trustees consider that there are no material uncertainties regarding the Association and group's ability to continue in operational existence for the foreseeable future, and for this reason they continue to adopt the going concern basis in preparing the annual financial statements.

Accounting policies (continued)

Group financial statements

These financial statements consolidate the results of the charity and its wholly owned subsidiary Ibis Trading Limited on a line-by-line basis.

Information in respect to the parent charity is as follows:

	2025	2024
	£	£
Gross income	17,691,021	16,194,102
(Deficit)/Surplus for the year	(520,313)	1,375,931

No separate statement of financial activities has been presented for the Association alone as permitted by Section 408 of the Companies Act 2006.

Unrestricted funds

Unrestricted funds are donations and other income resources receivable or generated for the objects of the charity without further specified purpose and are available as general funds. All funds are unrestricted during the year and at the year end.

Designated funds

Designated funds are unrestricted funds earmarked by the Board of Trustees for particular purposes.

Restricted funds

Restricted funds are to be used for specific purposes as specified by the donor. Expenditure which meets these criteria is charged to the fund. The charity currently has no restricted funds.

Income (including subscriptions, examination fees, contributions, grants, donations, contractual services and investment income)

Recognition of membership income: members' subscriptions were historically recognised evenly over 12 months following receipt, reflecting the period of value provided. From December 2024, following the implementation of a new Customer Relationship Management system, subscriptions are now recognised from the renewal or joining date, leveraging new technology to change the way payments are recognised for more accurate allocation.

Subscription income represents amounts receivable during the year. Subscriptions are receivable from members annually.

Fees receivable for services are accounted for in the period in which the service is provided.

Income from delegate fees and sponsorship for events is recognised in the period in which the event occurs.

Investment income is recognised in the accounts when it is receivable.

Income represents amounts receivable net of VAT and discounts.

Voluntary income represents donations which are recognised in the accounts in the period they are received.

All income is recognised as receivable when there is legal entitlement to the income, probability of receipt and amounts can be measured reliably.

Accounting policies (continued)

Expenditure (including allocation of expenditure)

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Resources expended include attributable VAT in the instances that it cannot be recovered.

Costs of raising funds are those costs incurred for holding a variety of events on project, programme and portfolio management and related fields.

The resources expended on charitable activities comprise direct costs associated with subscriptions, examinations and publications, together with a share of the support costs.

Support costs are the costs of central and administrative functions and governance costs, which are allocated to activity cost categories as detailed in the cost allocation note below.

Governance costs relate to the governance arrangements of the Association including the costs relating to strategic management, constitutional and statutory requirements.

Cost allocation

Overhead and support costs have been allocated on the following basis to charitable activities and cost of raising funds:

<u>Description</u>	<u>Method of apportionment</u>
Depreciation	Apportioned in relation to income
Finance	Apportioned in relation to income
Information technology	Apportioned in relation to income
Other support staff	Apportioned in relation to income/expenditure
Office costs	Apportioned in relation to income
Governance costs	Apportioned in relation to income

Intangible fixed assets

Intangible fixed assets are stated at cost less amortisation. Amortisation is provided at rates calculated to write off the cost of each asset over its expected useful life as follows:

Computer software costs	33.33% straight line
Customer relationship management system	20% straight line
Publications	33.33% straight line
Qualifications and other intangible assets	33.33% straight line

Expenditure below £2,500 is written off in the year of purchase.

Intangible fixed assets include software licences, website and e-learning development costs and the costs of producing new APM qualifications and the APM Body of Knowledge 7th edition which have been capitalised on the grounds that they underpin APM's examination syllabuses, and that they have an economic life beyond 12 months. E-learning and certain website development costs are capitalised on the basis that they aid and assist members taking qualifications and as such are enduring assets which will assist in the creation of future revenue. The work undertaken by APM's digital partner is analysed by sprint and only classified as capital expenditure where this will form part of an enduring asset, with the remainder expensed.

Accounting policies (continued)

Tangible fixed assets

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Leasehold improvements and dilapidations	Over the life of the lease, straight line
Furniture and equipment	25% straight line
Computer equipment	33.33% straight line

Expenditure below £2,500 is written off in the year of purchase.

Stocks

Stocks are stated at the lower of cost and net realisable value, after making allowance for obsolete and slow-moving items.

Foreign currency

Foreign currency transactions are recorded at the exchange rate at the time of the transaction. Foreign currency balances are translated into sterling at the exchange rate at the balance sheet date. Resulting gains or losses are included in the Statement of Financial Activities (SOFA).

Operating leases

The cost of operating leases is charged to the SOFA over the period to which they relate.

Pension costs

APM operates a funded defined contribution pension scheme. Contributions to the scheme are charged to the SOFA in the period to which they relate. The scheme is open to all eligible APM staff.

Cash and cash equivalents

Includes cash and short-term liquid investments with a maturity date of three months or less from the date of acquisition or the opening of the deposit/investment account. Deposit accounts which are held for the purpose of generating a financial return are classified as current asset investments.

Financial instruments

APM has elected to apply the provisions of Section 11 'Basic Financial Instruments' of FRS 102 to all of its financial instruments. Basic financial instruments are recognised initially at transaction value and subsequently at their settlement value. Financial instruments are recognised in the balance sheet when the Association becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

With the exceptions of prepayments, deferred income and amounts due to or from HMRC, all other debtor and creditor balances are considered to be basic financial instruments under FRS 102. See notes 15, 16 and 17 for the debtor and creditor notes.

Fixed asset investments

Investments are stated at market value at the balance sheet date. The SOFA includes the net gains and losses on revaluation and disposals throughout the year.

Accounting policies (continued)

Judgments and key sources of estimation uncertainty

In the application of the Association's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The most significant estimates and assumptions which affect the carrying amount of assets and liabilities in the accounts relate to:

- useful economic lives: the annual depreciation charge for property, plant and equipment and the annual amortisation charge for intangible assets is sensitive to change in the estimated useful economic lives and residual value of assets. These are reassessed annually and amended where necessary to reflect current circumstances;
- allocation of membership income on a time apportioned basis which results in an estimation of deferred income carried forward at each balance sheet date;
- dilapidations provision for leased premises due at the end of the leases;
- estimation of the appropriate proportion of IT expenditure to capitalise as intangible fixed assets;
- estimation of future income and expenditure flows for the purpose of assessing going concern.

Provisions

Provisions are recognised where the Association has a present legal or constructive obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Provisions are measured at present value or the expenditures expected to be required to settle the obligation. Provisions are discounted to the present value of the future cash payment where such discounting is material.

2. Income

All income from charitable activities was derived from the provision of services, with the exception of income from publications of £772,976 (2024: £607,727).

3. Governance costs

	2025	2024
	£	£
Staff costs	184,417	177,012
Audit and legal fees*	113,893	33,875
Cost of Trustee meetings, travel and support	34,075	65,452
	<u>332,385</u>	<u>276,339</u>

Staff costs contain a proportion of executive time in addition to the company secretarial function.

The costs of £332k (2024: £276k) above are representative of total governance costs of which £16,545 (2024: £8,942) were apportioned to raising funds. The remainder were apportioned to charitable activities (note 6).

*Audit and legal fees rose significantly in 2024/25 due to professional costs associated with exploring collaborative investment opportunities. Although these were ultimately not pursued, the process involved extensive due diligence and contract-related legal support. Valuable knowledge and reusable templates were developed, which will support future opportunities should they arise.

4. Breakdown of cost of charitable activities

	Activities undertaken directly	Support costs	Total
2025	£	£	£
Membership subscriptions	3,992,279	3,099,558	7,091,837
Examination and other fees	2,913,490	5,057,144	7,970,634
Publications	1,077,182	392,992	1,470,174
Research & development projects	325,098	-	325,098
	<u>8,308,049</u>	<u>8,549,694</u>	<u>16,857,743</u>
		(Note 6)	
2024			
Membership subscriptions	3,507,301	2,486,407	5,993,708
Examination and other fees	2,860,387	4,100,404	6,960,791
Publications	647,223	267,840	915,063
Research & development projects	312,296	-	312,296
	<u>7,327,207</u>	<u>6,854,651</u>	<u>14,181,858</u>
		(Note 6)	

5. Total support cost breakdown by activity

	Staff costs	Other costs	Total
2025	£	£	£
Cost of raising funds	227,636	220,228	447,864
Charitable activities	4,345,556	4,204,138	8,549,694
	<u>4,573,192</u>	<u>4,424,366</u>	<u>8,997,558</u>
2024			
Cost of raising funds	123,256	105,963	229,219
Charitable activities	3,685,905	3,168,746	6,854,651
	<u>3,809,161</u>	<u>3,274,709</u>	<u>7,083,870</u>

6. Support cost apportionment

Charitable activities

	Membership subscriptions	Examination and other fees	Publications	Total
2025	£	£	£	£
Depreciation	257,270	419,754	32,619	709,643
Finance	239,973	391,533	30,426	661,932
Information technology	644,922	1,052,234	81,769	1,778,925
Support staff costs	1,575,413	2,570,397	199,746	4,345,556
Office costs	267,477	436,407	33,914	737,798
Governance costs	114,503	186,819	14,518	315,840
Total	3,099,558	5,057,144	392,992	8,549,694
	(Note 4)	(Note 4)	(Note 4)	(Note 4)
2024				
Depreciation	204,743	337,648	22,054	564,445
Finance	261,345	430,992	28,153	720,490
Information technology	333,392	549,806	35,914	919,112
Support staff costs	1,336,999	2,204,882	144,024	3,685,905
Office costs	252,934	417,121	27,247	697,302
Governance costs	96,994	159,955	10,448	267,397
Total	2,486,407	4,100,404	267,840	6,854,651
	(Note 4)	(Note 4)	(Note 4)	(Note 4)

7. Net (expenditure)/ income for the year

This is stated after charging:

	2025	2024
	£	£
Depreciation and amortisation of fixed assets	744,852	583,321
Leasehold dilapidations revaluation	16,435	-
Loss on disposal	1,965	-
Operating lease payments - premises	251,779	176,944
Auditor's remuneration - current year	27,350	24,400
Auditor's remuneration for non-audit services	6,470	1,375

8. Staff costs and numbers

	2025	2024
	£	£
Wages and salaries	7,127,105	6,194,243
Social security costs	641,555	579,341
Pension costs	504,823	430,712
Private medical insurance	99,886	82,419
Group life assurance	21,238	20,555
	<u>8,394,607</u>	<u>7,307,270</u>

Included in the above are redundancy and termination payments in the year amounting to £24,704 (2024: £23,429).

The number of employees whose emoluments fell into the following bands were:

	2025	2024
£60,001 - £70,000	10	12
£70,001 - £80,000	10	8
£80,001 - £90,000	3	3
£90,001 - £100,000	3	3
£100,001 - £110,000	2	-
£120,001 - £130,000	-	1
£130,001 - £140,000	1	-
£150,001 - £160,000	-	1
£180,001 - £190,000	1	-

The above staff have retirement benefits accruing under defined contribution schemes at a cost of £193,747 (2024: £128,473) to APM.

Key management personnel are deemed to be the Chief Executive, the Deputy Chief Executive as well as the Trustees who are not remunerated.

Pay and benefits including pension and employer national insurance contributions to key management personnel who have held the positions in the year amounted to £379,641 (2024: £346,768).

Average employee numbers:	2025	2024
Business development and marketing	65	59
Customer services	39	35
Office and administration	49	44
	<u>153</u>	<u>138</u>

8. Staff costs and numbers (continued)

	Direct staff costs	Support staff costs	Total
	£	£	£
2025			
Cost of raising funds	239,303	227,636	466,939
Charitable activities	3,582,112	4,345,556	7,927,668
	<u>3,821,415</u>	<u>4,573,192</u>	<u>8,394,607</u>
2024			
Cost of raising funds	207,877	123,256	331,133
Charitable activities	3,290,232	3,685,905	6,976,137
	<u>3,498,109</u>	<u>3,809,161</u>	<u>7,307,270</u>

9. Taxation

The activities of the charity and its trading subsidiary are exempt from corporation taxation under section 505 of the Income and Corporation Taxes Act 1988 to the extent that they are applied to the organisation's charitable objects. The trading subsidiary does not pay UK corporation tax as its taxable profits are paid to its parent charity as gift aid.

10. Investment income

	2025	2024
	£	£
Bank interest	61,355	53,490
Income from investments	85,039	67,362
	<u>146,394</u>	<u>120,852</u>

11 Fixed assets

Intangible fixed assets - group and Association

	Computer software	Customer relationship management system	Publications	Qualifications	Work in progress	Total
	£	£	£	£	£	£
Cost						
At 1 April 2024	2,433,026	383,430	204,305	562,845	863,973	4,447,579
Additions	772,061	968,628	-	169,895	73,610	1,984,194
Transfer of assets	-	799,346	-	-	(799,346)	-
Disposals	(655,034)	(378,830)	-	(181,328)	-	(1,215,192)
At 31 March 2025	2,550,053	1,772,574	204,305	551,412	138,237	5,216,581
Amortisation						
At 1 April 2024	1,726,636	380,543	200,501	548,637	-	2,856,317
Charge for the year	426,835	109,472	3,641	34,825	-	574,773
Disposals	(653,069)	(378,829)	-	(181,328)	-	(1,213,226)
At 31 March 2025	1,500,402	111,186	204,142	402,134	-	2,217,864
Net book value						
At 31 March 2024	706,390	2,887	3,804	14,208	863,973	1,591,262
At 31 March 2025	1,049,651	1,661,388	163	149,278	138,237	2,998,717

11 Fixed assets (continued)

Tangible fixed assets - group and Association

	Leasehold improvements & dilapidations	Furniture & computer equipment	Total
	£	£	£
Cost			
At 1 April 2024	883,789	429,997	1,313,786
Additions	-	207,710	207,710
Revaluation	(16,435)	-	(16,435)
At 31 March 2025	867,354	637,707	1,505,061
Depreciation			
At 1 April 2024	471,843	345,885	817,728
Charge for the year	80,948	89,131	170,079
Disposals	-	-	-
At 31 March 2025	552,791	435,016	987,807
Net book value			
At 31 March 2024	411,946	84,112	496,058
At 31 March 2025	314,563	202,691	517,254

12. Fixed asset investments

Movement in fixed asset investments	2025	2024
<u>Investment portfolio</u>	<u>£</u>	<u>£</u>
Market value brought forward	5,159,425	4,620,840
Acquisitions at cost	1,410,585	1,279,385
Less disposal proceeds	(1,079,778)	(1,131,298)
Realised gains/(loss) on disposal	7,002	8,593
Unrealised gains/(losses) on investments	52,549	381,905
Market value carried forward	5,549,783	5,159,425
Historical costs	<u>4,715,779</u>	<u>4,176,656</u>

Geographical analysis by asset class	UK	Overseas	UK	Overseas
Equities	328,648	2,741,602	657,895	2,291,132
Corporate bonds	274,599	236,731	494,292	-
Government bonds	488,975	369,536	420,361	303,107
Funds	565,489	420,427	378,374	153,592
Alternatives	89,119	34,657	355,762	104,910
	1,746,830	3,802,953	2,306,684	2,852,741

Total investments

Listed investments	5,549,783	5,159,425
Cash held by investment fund manager	60,987	308,061
Total - group	5,610,770	5,467,486

Asset allocation	2025	2024
Equity	55%	54%
Bonds	26%	25%
Other	16%	14%
Fund cash (includes cash held within investments)	3%	7%

Cash is held for investment pending suitable market conditions.

12. Fixed asset investments (continued)

The following investments comprise significant holdings in the portfolio:

Investments	Holding (units)	Value £	%
Findlay Park	2,039	344,094	6.1
Guardcap Global Equity	26,524	294,229	5.2
Fundsmith Equity	43,276	292,783	5.2
GMO Quality Investment Fund	15,206	291,039	5.2
Guinness Global Equity	9,150	287,438	5.1
UK (Govt) 0.125%	293,806	285,668	5.1
Invesco Physical Gold	1,214	282,581	5.0
Brown Advisory Funds	16,987	279,429	5.0

Investment in subsidiary

	Group 2025	Group 2024	Company 2025	Company 2024
	£	£	£	£
Ibis Trading Limited	1	1	1	1
	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>

The Association owns all of the issued share capital of Ibis Trading Limited, a company registered in England and Wales. The subsidiary is used for sponsorship and made a profit of £165,434 (2024: £113,741) before gift aid of £165,434 to APM on income of £268,966 (2024: £197,972). Ibis Trading was incorporated on 17 March 2008 and commenced trading on 27 July 2009. All activities have been consolidated line by line in the SOFA. The total net liabilities were £1 (2024: £1).

13. Current asset investments

	Group 2025	Group 2024	Company 2025	Company 2024
Notice deposits less than three months	957	408,984	957	408,984
Notice deposits more than three months	1,430	707,361	1,430	707,361
	<u>2,387</u>	<u>1,116,345</u>	<u>2,387</u>	<u>1,116,345</u>

14. Stocks

	Group 2025	Group 2024	Company 2025	Company 2024
	£	£	£	£
Publication materials and sundry sale items	24,614	34,708	24,614	34,708

15. Debtors: amounts falling due within one year

	Group 2025	Group 2024	Company 2025	Company 2024
	£	£	£	£
Trade debtors	1,348,839	952,368	1,276,011	940,668
Prepayments and accrued income	1,496,807	988,268	1,496,807	988,268
Other Debtors	220,126	82,080	220,126	82,080
Amounts owed by group undertakings	-	-	273,869	189,666
	3,065,772	2,022,716	3,266,813	2,200,682

16. Creditors: amounts falling due within one year

	Group 2025	Group 2024	Company 2025	Company 2024
	£	£	£	£
Trade creditors	2,003,350	558,052	2,003,350	558,052
Amounts owed to subsidiary undertaking	-	-	19,189	-
Accruals and deferred income	4,090,040	3,689,785	3,985,095	3,679,817
Other creditors	1,945	958	1,945	958
Other taxes and social security	398,843	451,462	376,412	451,462
	6,494,178	4,700,257	6,385,991	4,690,289

Deferred income

	Group 2025	Group 2024	Company 2025	Company 2024
	£	£	£	£
Brought forward as at 1 April 2024	2,814,186	2,509,139	2,808,959	2,509,139
Income deferred in year	2,633,352	2,814,138	2,721,844	2,808,911
Brought forward funds released in year	(2,814,186)	(2,509,091)	(2,808,959)	(2,509,091)
Carried forward as at 31 March 2025	2,633,352	2,814,186	2,721,844	2,808,959

17. Provisions for liabilities

	Group 2025 £	Group 2024 £	Company 2025 £	Company 2024 £
Dilapidation provision for leased premises	470,528	486,962	470,528	486,962
	<u>470,528</u>	<u>486,962</u>	<u>470,528</u>	<u>486,962</u>

18. Designated funds

2025	At 1 April 2024 £	Incoming £	Outgoing £	Transfers £	At 31 March 2025 £
Group and Charity:					
Fixed asset fund	2,087,320	-	-	1,428,651	3,515,971
	<u>2,087,320</u>	<u>-</u>	<u>-</u>	<u>1,428,651</u>	<u>3,515,971</u>
2024	At 1 April 2023 £	Incoming £	Outgoing £	Transfers £	At 31 March 2024 £
Group and Charity:					
Fixed asset fund	1,638,300	-	-	449,020	2,087,320
	<u>1,638,300</u>	<u>-</u>	<u>-</u>	<u>449,020</u>	<u>2,087,320</u>

The fixed asset fund of £3,515,971 represents tangible and intangible fixed assets.

19. Unrestricted general funds

2025	At 1 April 2024	Incoming	Outgoing	Gain on investments	Transfer to designated funds	At 31 March 2025
	£	£	£	£	£	£
Group						
Retained fund	5,310,614	17,843,694	(18,422,252)	58,245	(1,428,651)	3,361,650
Charity						
Retained fund	5,310,614	17,833,643	(18,412,201)	58,245	(1,428,651)	3,361,650
2024	At 1 April 2023	Incoming	Ongoing	(Loss) on investments	Transfer to designated funds	At 31 March 2024
	£	£	£	£	£	£
Group						
Retained fund	4,383,703	16,194,102	(15,208,669)	390,498	(449,020)	5,310,614
Charity						
Retained fund	4,383,703	16,184,054	(15,198,621)	390,498	(449,020)	5,310,614

20. Net assets by fund

2025 Group	Designated	General	Total
	£	£	£
Intangible fixed assets	2,998,717	-	2,998,717
Tangible fixed assets	517,254	-	517,254
Investments	-	5,610,770	5,610,770
Current assets	-	4,715,586	4,715,586
Current liabilities	-	(6,494,178)	(6,494,178)
Creditors due in over one year	-	(470,528)	(470,528)
	<u>3,515,971</u>	<u>3,361,650</u>	<u>6,877,621</u>

2024 Group	Designated	General	Total
	£	£	£
Intangible fixed assets	1,591,262	-	1,591,262
Tangible fixed assets	496,058	-	496,058
Investments	-	5,467,486	5,467,486
Current assets	-	5,030,347	5,030,347
Current liabilities	-	(4,700,257)	(4,700,257)
Creditors due in over one year	-	(486,962)	(486,962)
	<u>2,087,320</u>	<u>5,310,614</u>	<u>7,397,934</u>

20. Net assets by fund (continued)

2025 Company	Designated	General	Total
	£	£	£
Intangible fixed assets	2,998,717	-	2,998,717
Tangible fixed assets	517,254	-	517,254
Investments	1	5,610,769	5,610,770
Current assets	-	4,715,586	4,715,586
Current liabilities	-	(6,494,178)	(6,494,178)
Creditors due in over one year	-	(470,528)	(470,528)
	<u>3,515,972</u>	<u>3,361,649</u>	<u>6,877,621</u>
2024 Company	Designated	General	Total
	£	£	£
Intangible fixed assets	1,591,262	-	1,591,262
Tangible fixed assets	496,058	-	496,058
Investments	-	5,467,486	5,467,486
Current assets	-	5,020,379	5,020,379
Current liabilities	-	(4,690,289)	(4,690,289)
Creditors due in over one year	-	(486,962)	(486,962)
	<u>2,087,320</u>	<u>5,310,614</u>	<u>7,397,934</u>

21. Trustee remuneration and expenses

The Trustees neither received nor waived any emoluments during the year (2024: £0). The reimbursement to 13 (2024:11) Trustees of expenses for travel and subsistence incurred on behalf of the Association totalled £8,803 (2024: £6,701) during the year. The Association receives subscriptions from the Trustees and provides examination services to some Trustees on the same basis as any other member.

22. Financial commitments

The total amounts payable over the lease term are shown below, analysed according to when the payments are due.

Operating leases: land and buildings	2025	2024
	£	£
Due:		
Within one year	171,371	171,371
Between two and five years	426,402	597,773
After five years	-	-
	<u>597,773</u>	<u>769,144</u>

Operating leases: office equipment	2025	2024
	£	£
Due:		
Within one year	2,232	3,987
Between two and five years	6,696	8,929
	<u>8,928</u>	<u>12,916</u>

23. Related party transactions

During the year the charity bought services from Positively Project Management amounting to £15,220 (2024: £18,130) for Chartered Project Professional assessments. Sheilina Somani is a Trustee of the charity and a director of Positively Project Management. Chartered assessment services amounting to £2,475 (2024: £250) were also provided from James White, also a Trustee bringing the total of services purchased to £17,695 (2024: £18,380) from two Trustees (2024: 2). Amounts owed to the Trustees at year end were £0 (2024: £300).

Intercompany transactions between the charity and its wholly owned subsidiary, Ibis Trading Limited were £97,256 (2024: £74,931) for shared resources.

Ibis Trading gift-aided surplus funds of £165,434 (2024: £113,741) to the charity.

Amounts owed by Ibis Trading Limited to the charity at the balance sheet date were £262,688 (2024: £189,666).

The services referred to above were conducted at arm's length.

Accounts

Annual report and accounts

2023/24



Because when projects
succeed, society benefits

Association for Project Management

Financial statements

For the year ended 31 March 2024

Incorporated by Royal Charter RC000890

Charity registration number 1171112

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Legal and administrative information

The Association for Project Management is a body incorporated by Royal Charter (RC000890) and registered as a charity (1171112). Its charitable object is 'to advance the science, theory and practice of project and programme management for the public benefit.'

APM Board of Trustees	Milla Mazilu	(Chair)	
	Jon Broome	(Deputy Chair) (to November 2023)	
	Sue Simmonite	(Deputy Chair)	
	Yetunde Adeshile		
	Emma Carroll-Walsh		
	David Cox	(from December 2023)	
	Isobel French		
	Sorrel Gilbert		
	Charles Mills	(to November 2023)	
	Marta Marjan	(from November 2023)	
	Amy Morley		
	Michelle Richmond	(from December 2023)	
	Sheilina Somani		
	Jennifer Storry	(from November 2023)	
	Karen Whelan	(to November 2023)	
	James White	(from November 2023)	
	Ian Williams		
Company Secretary	M Robinson		
Key management personnel	A Boddison	(Chief Executive)	
	M Hepworth	(Deputy Chief Executive)	
Principal address	Ibis House Regent Park Summerleys Road Princes Risborough Buckinghamshire HP27 9LE		
External auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL	Principal bankers	Barclays Bank PLC 1 Churchill Place London E14 5HP
Internal auditor	Crowe UK LLP 55 Ludgate Hill London EC4M 7JW	Investment fund managers	Evelyn Partners 6 New Street Square New Fetter Lane London EC4A 3BF
Principal solicitors	Blake Morgan LLP New Kings Court Tollgate Chandler's Ford Eastleigh SO53 3LG		

Introduction

Board Chair's report

Milla Mazilu, Board Chair

Reflecting on the past year, I have been delighted to see increased focus on recognising project success. It is important to celebrate the victories happening all around us, while also learning from the invaluable lessons hidden within the challenges. Our vision of a world in which all projects succeed depends on our ability to intertwine learning and success.

Over the past year, we have used innovative approaches to broaden our reach and make project management education accessible to a wider audience, expanding knowledge on the intricacies of the project profession to more individuals. Our Future Lives and Landscapes campaign underscored the social significance of projects for communities, while the APM Project Management Awards in November 2023 was a centrepiece celebration of excellence in our profession.

Collaboration has been crucial: we can maximise our impact by weaving ourselves into the wider fabric of the project profession. During the year, we signed formal agreements with other membership organisations and professional bodies. In June 2023, we extended a warm welcome to the Project Management Institute (PMI), whose representatives spoke at our annual conference. Our organisations continued working together through the year, including a joint celebration of International Project Management Day. These collaborative initiatives have not only strengthened our organisation but also contributed to the overall advancement of the project profession.

We have remained committed to providing value to both new and existing members. In February 2024, we announced a new version of our flagship Project Management Qualification, which is set to launch next autumn. Our community also continued to grow, with the emergence of a new branch in the Channel Islands, as well as numerous online and face-to-face events.

Volunteers have played a significant role in our success, contributing their time, enthusiasm, and expertise to create a vital and welcoming community. I would like to express my heartfelt appreciation for their dedication and commitment to our shared vision.

I would also like to express my gratitude to Sue Kershaw, our outgoing President. It has been an honour to work with Sue. Her steadfast dedication and relentless energy over the past five years have raised our profile and contributed to the overall growth and recognition of the project profession. Another person I would like to thank is Paul Chapman, APM's departing Vice President, who has also made a valuable and far-reaching contribution during his tenure.

I am thrilled to welcome Dr Yvonne Thompson as our incoming President. With an impressive background in a variety of industries, including media, marketing, PR, and business ownership, Yvonne brings a unique perspective that will enable us to tackle the challenges confronting our profession with confidence and innovation.

We will continue to build on successes, focusing on initiatives that promote learning, collaboration, and innovation. We're not only focused on the next 12 months; our sights are set on the next five years and beyond, pushing boundaries, questioning assumptions, and embracing new ideas.

The Association for Project Management is a vibrant, modern and inclusive association, and I am enormously excited about the future we are building together.

Milla Mazilu
Board Chair

Introduction (continued)

Chief Executive's report

Professor Adam Boddison OBE, Chief Executive

Since I took on the role of APM Chief Executive three years ago, the world has seen continuous and accelerating change. APM knows it cannot stand still if it is to be an effective leader. That's why we've continued to listen, lead debate and set the standards for our profession.

A key focus during our business year 2023/24 has been establishing Chartered Project Professional (ChPP) status as the expected global standard. We know there are well-established competitors operating nationally and internationally, so our approach has been one of collaboration. In early 2024 we announced a new pathway to gaining ChPP status that will recognise validated professional practice built globally through qualifications and experiences in other organisations, making chartered status accessible to more people. This new pathway will support that by enabling more professionals to attain this highly regarded standard and will give APM itself the opportunity to apply for recognised assessment of its flagship qualification, the APM Project Management Qualification.

Our drive to strengthen APM's international presence has continued. We held our first ever events in Ireland and the UAE, in December 2023 and February 2024, respectively. We now have more than 550 ChPPs based in countries outside the UK and are adding more each month.

Domestically, we've stepped-up our engagement with political activity in the UK. We now have a dedicated Head of Policy and we're taking part in more government consultations than ever before. We attended the party conferences of all the major UK parties in 2023, including hosting our first fringe events at party conferences. We also continued to strengthen our relationship with the Infrastructure and Projects Authority (IPA), the government's centre of expertise for infrastructure and major projects. This culminated in a report on AI and data analytics in government project delivery, produced in partnership with ourselves, the IPA and other expert organisations.

Another important step forwards has been reviewing our volunteering offering. This has involved extensive consultation with our existing volunteers, who dedicate their time to mentoring, education outreach and many other valuable activities. The outcome has been a once-in-a-generation change to our volunteer offering that will not only raise its visibility and accessibility, but also maximise opportunities for those interested in getting involved. Our ambition is nothing less than to deliver a golden era for volunteering at APM.

Finally, I would like to express my sincere thanks and gratitude to APM's departing President, Sue Kershaw, and departing Vice President, Paul Chapman. Both Sue and Paul have served APM and the project profession with tireless dedication and it is impossible to overstate the value of their contribution. APM's new President (commencing in July 2024) will be Dr Yvonne Thompson, who I know is keen to continue her predecessor's good work, while also bringing her own new ideas and perspectives to the table. I look forward to working with her in the year ahead.

Professor Adam Boddison OBE
Chief Executive Officer

Structure, governance and management

Background

The Board of Trustees of Association for Project Management (APM) is pleased to present the annual report and audited accounts for the year ended 31 March 2024. These comply with the Financial Reporting Standard applicable in the UK and Republic of Ireland - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

APM is incorporated by Royal Charter (RC000890) and is a registered charity (1171112). Its charitable object is: 'to advance the science, theory and practice of project and programme management for the public benefit.' APM's principal office is Ibis House, Regent Park, Summerleys Road, Princes Risborough, Bucks, HP27 9LE.

Governance framework

The Royal Charter and By-laws are available on the 'About Us' section of the APM website. The Charter serves as APM's constitution and sets high-level governance arrangements such as the composition of the Board of Trustees.

The Charter authorises the Board of Trustees to manage the business of the Association. As part of this duty, the Board agrees the APM regulations. The regulations are available online and set out detailed governance arrangements. They include a scheme of delegation confirming the matters that the Board withholds to itself for approval, and the matters which it delegates to the Chief Executive Officer to manage. To summarise the framework: the Board sets APM's strategy and monitors its implementation, assuring itself that performance is on track. The Board ensures that APM acts within its charitable objects and applicable law. As Trustees, the Board members are collectively required to manage the assets of the charity.

Individual APM members form an important part of APM's governance framework. Those in the full and fellow grades (MAPM/FAPM) are voting members. This status enables them to attend and vote at general meetings as well as to participate in the annual elections for Trustees. The Board currently operates with up to nine elected Trustees and up to five appointed Trustees. The latter are generally appointed by the Board to fill gaps in skills and experience. The elected Trustees are voting members who are nominated and elected by voting members.

The 2023 Board elections saw voter turnout at 14.1% which remained an above average performance amongst similar membership bodies. A good range of quality candidates was again seen with 13 candidates being nominated. Trustees are keen to encourage a diverse and committed range of candidates and voting members are warmly encouraged to consider the opportunity. All voting members will receive details on how to stand.

The Board has established committees to oversee specific areas of its work. Duties and memberships are outlined on the APM website. The groups comprise: the Audit and Assurance Committee; the Remuneration Committee and the Professional Standards and Knowledge Committee. Memberships and terms of reference for the groups are regularly reviewed and updates were made during the year. Some Trustees also act as 'champions' for specific topics and projects.

Detailed governance matters

The regulations require an annual Board evaluation exercise to be undertaken; this is externally facilitated every third year. An internal evaluation took place in 2024 which was based around a confidential survey issued to Trustees and Executive Directors on various aspects of corporate governance. The questionnaire sought views on the Board's focus, effectiveness and Board/leadership team relationships. The results were analysed and discussed by the Board which were noted as being extremely positive. The 2025 Board evaluation will be externally facilitated.

APM's Trustees are not remunerated but do receive expenses. APM purchases indemnity insurance which seeks to protect Trustees against personal liability if legal claims are made against them.

Trustees' biographies can be found on the APM website.

Structure, governance and management (continued)

Detailed governance matters (continued)

New Trustees receive both an internal induction and external governance training. All new Trustees receive briefings from members of the leadership team and the Company Secretary. Additional training and briefings are available for individual Trustees on request. Regular briefings are given to the whole Board on various aspects of APM's activities and Board wide training is organised regularly.

APM operates a Code of Conduct for Board members and has a policy to handle conflicts of interest. The Board is updated on governance-related matters as required and receives guidance on process from the Company Secretary. Related party transactions between APM and its Board members are detailed in note 23 to the accounts.

The charity's wholly-owned subsidiary, Ibis Trading Limited (06536096), is established as a trading arm. Ibis Trading Limited may undertake commercial activities which are not classed as charitable primary purpose trading, or those that might expose the charity to unnecessary risk. Any profits are gift aided to APM. The presentation of the subsidiary in the accounts is explained in note 1 of the accounts. Currently Ibis' activities focus on event sponsorship income.

All individual APM members are bound by a Code of Professional Conduct. Details of the Code and its associated procedural rules and indicative sanctions guidance are available on the 'About us' section of the APM website.

Risk management

APM has a policy for the management of risk which is reviewed and approved by the Board on the recommendation of the Audit and Assurance Committee. Risk management is embedded within operational management and APM's project, programme and portfolio management. APM risk management follows guidance set out by the Charity Commission (charities and risk management CC26).

The Deputy Chief Executive acts as risk champion and maintains the corporate risk register. APM has developed a process for risk management which cascades risk management to operational and programme management across APM. Each functional area manages its own risks, which are reviewed at the appropriate level and escalated as necessary.

Risk registers exemplify APM's risk management processes and set out the topic, risk assessment, risk owners, impacts, mitigations, actions, net risk and risk acceptability.

The risk registers are maintained as live documents and are always available to management.

The Board reviews risk in detail on an annual basis and reviews the corporate risk register on an exception basis at each Board meeting. The Audit and Assurance Committee review corporate risks and consider an area of specific risk at each meeting, as well as monitoring the nature and application of the risk management process. Risks are also considered at regular leadership team meetings.

An internal audit of the risk management process was undertaken during the year and full assurance was reported in this area.

Key risks and the plans and strategies to manage those risks are detailed on pages 20 and 21.

Structure, governance and management (continued)

Pay policy for senior staff

All Board members give their time freely and receive no remuneration. Trustees may receive expenses. Details of their expenses and any related party transactions are disclosed in notes 21 and 23 to the financial statements.

A Remuneration Committee provides assurance to the Board that APM has appropriate reward strategies and policies in place to support the delivery of the corporate strategy and to support an effective, high performing and diverse staff resource. It is chaired by a Board Trustee.

Day-to-day management of APM is delegated to a remunerated Chief Executive Officer in accordance with Board approved regulations. The leadership team includes the Chief Executive Officer and Deputy Chief Executive who are considered to be the key management personnel within the organisation. There are six other directors on the leadership team.

Remuneration of the leadership team is reviewed annually in accordance with APM's remuneration policy which is the same for all staff. This includes provision for a performance related pay scheme. The remuneration of the Chief Executive Officer is approved by the Board's Remuneration Committee. Regular benchmarking ensures remuneration for all staff is aligned with market rates for the industry.

Reserves policy

We use a risk-based approach whereby reserve levels are adjusted as perceptions of risk and other factors change; this is aligned with our strategic risk register.

The focus is on the short-term potential drawdown of reserves which would allow time to undertake additional mitigation activities and allow APM to adjust to changed financial circumstances. Reserves are monitored monthly.

Key risks with the potential to impact reserves as identified from the corporate risk register include:

- a decline in income levels (viewed as the single most important risk to APM business continuity), with an inability to raise income having many root causes, for example:
 - o competitive threats
 - o economic recession
 - o a reputation event affecting APM's credibility
 - o third-party failure
- inability to operate due to such events as a pandemic, adverse weather or IT failure
- a significant GDPR breach resulting in loss of personal data, leading to financial penalties and reputational damage
- market volatility causing a change in the value of the investment portfolio
- external events such as a high-profile project failure which discredits the profession.

APM operates stringent internal financial controls but financial loss due to fraud remains an operational risk. It is considered unlikely that any single instance of fraud would be material.

Level of reserves

APM manages reserves at a total level. Management of reserves covers designated funds, specific risk-based reserves and a buffer. Risk-based reserves and the buffer together are designed to provide adequate cover for any risks that may materialise and represent the free reserves of the organisation. Flexibility of operations is supported by the free reserves and the ability to determine future investment in defined funds.

Structure, governance and management (continued)

Reserves policy (continued)

Reserve levels may fall outside the defined range if there is a strategy in place requiring the use of additional reserves and a plan to return the reserves back to the approved range.

During the year, the Board reviewed the defined range and increased it to reflect the significant growth of the organisation over the past three years. Consideration was also given to future technology needs and strategic activity, both of which will potentially require funding in the medium term. The new total reserve range is set between £5.5m and £9.8m. This range ensures that sufficient reserves are maintained to cover the investment in fixed assets necessary for ongoing operations, to mitigate financial risks identified, and allows for an increase in reserves to support future needs.

Adequacy of reserves at 31 March 2024

APM had net assets of £7.4m at 31 March 2024 (2023: £6.0m).

<u>Reserves breakdown</u>	2023/24	2022/23
Risk-based	£1.8m	£1.5m
Buffer (surplus)	<u>£3.5m</u>	<u>£2.9m</u>
Free	£5.3m	£4.4m
Designated funds	<u>£2.1m</u>	<u>£1.6m</u>
Total	£7.4m	£6.0m

Investment policy

The policy aims to protect APM's financial assets in real terms by appointing an external investment manager to manage the Association's investments on a discretionary basis. The manager operates under an investment management agreement with APM which in turn is directed by a policy determining the structure and appropriateness of the investments.

The APM Board has oversight of the implementation of the Association's investment policy by the APM executive. The policy takes into account guidance issued by the Charity Commission along with the mission of the organisation, its financial position and its risk appetite. The Charity has appointed a Board investment policy lead who acts as a conduit between the executive and Board.

The investment objectives of the Association are to maintain the purchasing power of the current assets and all future contributions over a normal market/economic cycle (considered to be 7-10 years) to achieve returns within reasonable and prudent levels of risk. An appropriate asset allocation is maintained based on a total return policy that is compatible with a flexible spending approach, while still having the potential to produce positive real returns.

Investments are carried out in line with APM's aims, charitable objectives and values. A general exclusionary policy has not been adopted, but individual investments may be excluded if perceived to conflict with the Association's objects or if they might bring reputational damage by association.

To date, £3.75m has been transferred to the portfolio for investment; of this £308k remained in cash at the year-end pending investment under suitable market conditions.

The remaining cash funds not required on a day-to-day basis are placed on deposit.

Objectives and activities

We are the only chartered membership organisation for the project profession in the world. Our activities - from qualification and networking, to research, resources and debate - builds the profile the profession warrants, challenges the status quo where it matters and sets the highest standards. In a complex world, we're helping the project profession deliver better.

Our vision and mission

Our vision expresses what we want to achieve and how the world will benefit when we do: "A world in which all projects succeed." We'll make this vision a reality by unleashing the potential of projects to make a positive difference in the world, and by helping people to understand how they can contribute. This is expressed through our mission: "To advance the science, theory and practice of project and programme management for the public benefit." This mission statement also serves as our charitable objective. As a charity, we exist to create public benefit through all that we do. This statement takes account of Charity Commission guidance on public benefit including *Public benefit: running a charity (PB2)*.

Our values

Our values are the principles that drive our behaviours, providing a consistent standard between colleagues and towards our members and stakeholders. They are core to who we are and define ourselves as an organisation. They drive and characterise how we communicate in every way and we're proud of what they represent. We have four values, each with its own associated behaviours:

- **Progressive** - being Progressive is about approaching things with an open mind. We try to find the most creative way to get things done and we embrace technology, innovation and have a global outlook.
- **Thoughtful** - being Thoughtful is about listening and leading debate. We constantly evolve, share our perspective, and own our voice. We support the skills that go beyond the project management process alone and are fundamental to success.
- **Warm** - being Warm is about championing diversity and inclusivity. We treat everyone with empathy and respect - however challenging the circumstances. We're also flexible, friendly and collaborative.
- **Excellent** - being Excellent is about our commitment to promoting the profession and raising its profile. We set the benchmark with chartered status and constantly challenge ourselves to improve by investing in our quality of thought, delivery, dialogue and services.

Our strategic goals

Our business year 2023/24 saw a continued focus on our strategy, *Delivering a Better Future*. To achieve this strategy, we worked on the previously identified strategic themes that would enable us to further build on the successes of recent years, while also ensuring adaptability and resilience for the future. The strategic themes of *Delivering a Better Future* are:

- **APM provides leadership of the profession**
- **APM is a professional body for all project professionals**
- **APM identifies and enables the right skills for the project professional**
- **APM is an outstanding professional body.**

These themes support our vision of a world in which all projects succeed and reflect our role as the only chartered membership organisation for the project profession in the world. By achieving these goals, more project, programme, and portfolio professionals can be at their best, and more projects will be delivered successfully. Underpinning these themes is the work we've undertaken across diversity, equity, inclusion and belonging (DEIB) and sustainability. They remain critical factors for us, and those we serve, which is why elements of DEIB and sustainability now feature in our latest Competence Framework and Chartered Standard.

Objectives and activities (continued)

Creating public benefit

APM launched a campaign in 2023, *Future Lives and Landscapes*, which highlighted the many ways that projects (and the people who deliver them) benefit society. As the chartered membership organisation for the project profession, the importance of creating public benefit is at the heart of what we do. We not only encourage and celebrate our members in creating public benefits through their work, but we also strive to create public benefit ourselves, in all we do.

The world faces unprecedented challenges, but projects represent the way those challenges can be overcome. Our work towards creating a world where all projects succeed creates public benefit in the following ways:

- **Setting leading standards** - we are making our respected Chartered Project Professional (ChPP) standard more accessible through the announcement of a new pathway towards gaining ChPP status.
- **Promoting and facilitating education** - we provide qualifications, events and free learning resources to project professionals at all levels. We also engage directly with schools, colleges and universities to encourage the development of project-related skills among learners, regardless of their preferred career path.
- **Raising awareness** - we work not to raise our own profile, but that of the profession we serve. Our chartered status brings enhanced respect to the project profession, while our commitment to celebrating success enables us to highlight the economic and social value of projects to a wide range of audiences.
- **Growing the talent pipeline** - we encourage organisations to invest in the professionalisation of employees who are managing projects, programmes and portfolios. We work with higher education institutions, training providers and employers to promote project management as a career of first choice and facilitate access to our qualifications.
- **Supporting research** - we work with leading experts to undertake research on matters relevant to our profession, bringing new insights to practitioners and academic circles. We also fund research by higher education institutions and present awards to recognise the contribution of academia to the art, science and theory of project management.

We work with politicians and the civil service, private sector businesses, and other membership organisations to raise awareness of the value of projects and to help establish practices that enable their success. Because when projects succeed, society benefits.



Achievements and successes

Providing leadership of the profession

Individual membership growth

We are pleased to report that over the past year we have achieved a 3.4% growth in individual memberships, ending the year with a total of 45,767 members.

Corporate growth

Corporate membership grew 6.6%, reaching a total of 471 organisations by the end of the financial year.

Research

Our research programme continues to develop knowledge across a wide range of topics and sectors. We published one main piece of research, along with hosting a roundtable, and publishing 11 bitesize research blogs during 2023/24. Outputs include:

- *Developing Effective Interventions for Gender Equality in UK Construction Project Organisations* - this report, developed from our research fund in March, was authored by Dr Sara Hajikazemi, Dr Giorgio Locatelli, and Dr Kate Lawrence. It focused on identifying and evaluating the effectiveness of different types of gender equality interventions implemented by construction project organisations in the UK.
- **Future of sustainability in projects** - we hosted a roundtable in October as part of our Fellow's Forum event. It was led by Professor Graham Winch and Dr Eunice Maytorena-Sanchez from Manchester Alliance Business School, who led a discussion with delegates on harmonising energy and the environment. It raised awareness of issues relating to reaching net zero, and the challenges that arise in the process.

Along with publishing research, three new studies were awarded funding from the APM Research Fund. These covered important topics such as sustainability, neurodiversity, and the development of project management. Summaries for these funded studies can be [found on our website](#).

- **Digital Transformation in Public and Private Sector Project Management** - will explore the influence of digital transformation on the project management field, particularly in the context of the evolving AI-driven economy in both public and private sectors.
- **Successful Integration of Agile Project Management in the Context of Sustainability** - the intersection of agile project management, artificial intelligence (AI) tools, and sustainability initiatives is a topic of significant interest in the field of project management.
- **Promoting Neurodiversity: Unveiling Barriers and Enablers in the Project Management Profession** - this research will investigate the underrepresentation of neurodiverse individuals in project management roles and explore potential strategies to address this issue.

Advocacy

A new Competence Framework that applies to the management of projects in the built environment, which we assisted in developing, launched in January 2024, following changes in the previously introduced Building Safety Act 2022.

This Act was introduced in response to the learnings from the Grenfell Tower tragedy of 2017. This new framework will have significant implications for project professionals working in the built environment. We're proud to have played a pivotal role in shaping these changes, to ensure project professionals have a clear understanding of how safer buildings can be created.

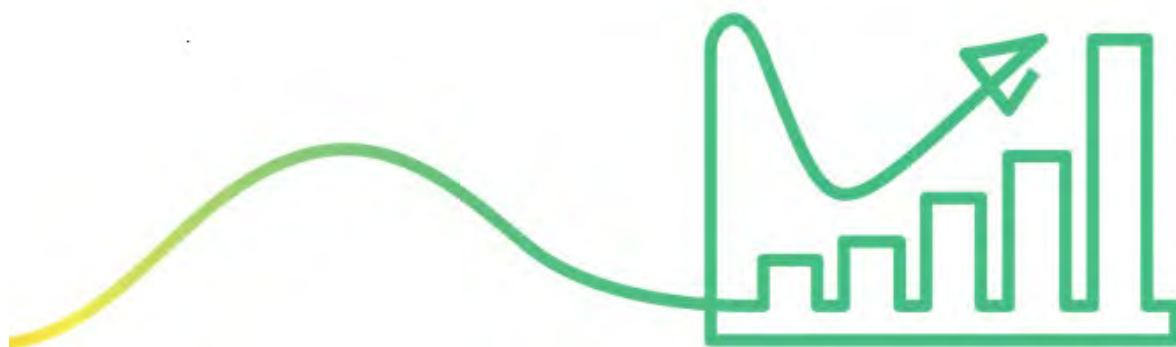
Achievements and successes (continued)

Providing leadership of the profession (continued)

Collaborations

Community and collaboration are at the heart of APM; we believe that communication and teamwork are key to progressing and supporting our value of excellence. Some of our highlights from the year include:

- **Chartered Institution of Civil Engineering Surveyors (CICES)** - in February 2024, we signed a memorandum of understanding (MoU) with the CICES. The goal is to provide a basis for joint action in areas of common interest to those in the project management and civil engineering surveying industries, as well as the general public. This will also encourage an ongoing constructive dialogue between the two organisations and the MoU will foster increased cooperation on matters of interest and future collaboration on areas such as policy initiatives.
- **Green Project Management (GPM Global)** - also in February we announced our partnership with GPM Global, marking a commitment between both of our organisations to use our strengths and resources to advance sustainable and regenerative project management practices. This partnership agreement will help both of our organisations to further our objectives around sustainability through joint efforts, research initiatives, workshops and more.
- **Infrastructure and Projects Authority (IPA)** - between June and July 2023 we jointly exhibited at Civil Service Live - the government's annual staff learning conference - with the IPA to engage and support project professionals within the civil service. These events provided project professionals with the opportunity to participate in interactive workshops, listen to expert panel discussions, develop learnings and grow their connections.



Achievements and successes (continued)

A professional body for all project professionals

Leading discussion and debate

Events

Reaching out to our members and spreading our knowledge is a key part in contributing to our thoughtful and progressive values, which is why we place such importance on the events we run through the year. Some of the key and most impactful events that we ran in 2023/24 included:

- **'Change Changes' Conference** - our annual June conference, this year titled 'Change Changes,' showcased our campaign about the social value of projects, Future Lives and Landscapes. Sessions at the conference discussed themes relevant to the campaign and included 'Projects as drivers of social benefits' and 'Where do we go from here?,' which delved into the future of social value projects and the profession as a whole. A panel discussion was also held as a deep dive into APM's recent research into social benefit projects in the UK.
- **Women in Project Management Conference** - hundreds turned out for our annual event, held in Central London during September, to be part of the discussion on a wide range of issues relevant to women in project-related roles. Our 2023 Women in Project Management (WiPM) event focused on the theme of 'Pathways to Progression'. It featured a programme of renowned project experts, business leaders, authors and academics who led discussions on emotional intelligence, strategies for career progression, managing stress, leadership, and much more.

Webinars and podcasts

Webinars and podcasts were a big part of our 2023/24 strategy and helped to engage with our branches and Specific Interest Groups (SIGs) to provide thought-provoking conversations and up-to-date content. Several of our webinars also covered emerging technologies or provided advice for project managers. Webinars we held during the year included:

- **Artificial Intelligence in Projects** - this webinar explored how AI is currently being used in project and programme management, and how organisations are gearing up for its adoption.
- **Navigating Difficult Conversations on Projects** - this session provided valuable insights and actionable strategies to empower project leaders to navigate such challenging conversations effectively. Our expert speakers shared practical tips on how to approach these situations with confidence, ensuring the best outcomes for the project and colleagues.

We also wanted to make our learnings available on the go, specifically with our podcasts. We covered a variety of topics, with discussions of new and rising technology, sustainability, data analytics and more, all created to bring the most relevant information to project managers and keep them up to date with future-thinking insights. Here are two which we are especially proud of:

- **National Trust** - in our three-part series on the National Trust, an APM Corporate Partner, we find out how the charity has brought project management close to its organisational heart.
- **What Artificial Intelligence means for the future of project management** - we met with three project professionals with a deep interest in AI to consider what impact this technology is having on projects, what it might hold for the future, and what project managers should be doing to adapt to this brave new world.

Achievements and successes (continued)

Leading discussion and debate (continued)

Reports, white papers and case studies

The project profession is constantly evolving, so we place a strong emphasis on promoting the latest information and thought-leadership. Alongside our academic research programme, we also conduct regular surveys, develop resources and share real-world learnings to keep project professionals up-to-date with bleeding-edge theory and emerging good practice. Among our outputs during the year were:

- **Grand Challenges and Disruptive Technologies in Major Programmes** - ahead of our Fellows' Forum event in October, we conducted a poll of project professionals in the UK on the impact of AI on their roles. From this inquiry, we discovered that participants expressed optimism for the potential of AI to drive positive change. Subsequent discussion reinforced the need for project data analytics - the use of past and current project data to enable effective decisions on project delivery - to become a more fundamental part of a project professional's skillset.
- **Finding and Incorporating Social Value into Projects** - this document answers some of the most frequently asked questions on incorporating social value in projects, providing practical advice from APM's 'Change Changes' conference.
- **AI in the Project Profession** - we produced a series of case studies looking at how organisations are adopting and using AI in their operations. These were produced in collaboration with respected organisations such as Network Rail, Gleeds and MIGSO-PCUBED.

International and community growth

We worked to grow awareness of APM and our professional community internationally, to help as many projects as possible to succeed wherever they take place in the world. The key highlights from 2023/24 were:

- **Hosting our first event in Ireland** - project professionals from a wide range of sectors attended an event in Dublin in November titled 'Building a World-Class Project Profession in Ireland: Challenges and Opportunities.' The event allowed participants to present their ideas on the future of project management. Topics discussed included how APM and Ireland's government can support one another to help projects succeed in the country, including through resources such as APM training, qualifications and chartership – and progressing the awareness of the project profession in Ireland.
- **Hosting our first event in the UAE** - we had the pleasure of hosting our first ever event for the project profession in the Middle East. The event, held in the United Arab Emirates (UAE) in February 2024, provided the opportunity for project professionals in Dubai and the surrounding areas to network, learn about APM, discuss the benefits of ChPP status, as well as hear from industry experts on the latest trends and challenges in the profession.
- **We established a new branch in the Channel Islands** - we announced in May 2023 the launch of a new branch in the Channel Islands, which is bringing together the local project community so that people can network, learn and share knowledge. APM's Channel Islands Branch will support the project profession locally, raising awareness of project management, training and development. It will also work with local businesses and service providers to encourage them to put employees forward for APM qualifications and, ultimately, ChPP status.

Achievements and successes (continued)

Identifying and enabling the right skills for the project professional

Qualifications taken

More than 25,000 APM exams were sat last year - the most ever in a single year. This emphasises the continual growing demand for development opportunities across the profession.

New Project Management Qualification introduced

In February 2023 we announced the introduction of a new version of our flagship APM Project Management Qualification. Exams under the new qualification will start in September 2024. The rigor and robustness of the qualification remains the same, targeted at those who have two to three years of experience in a project environment or with a project management focused degree.

The launch followed a wide range of consultation, research and insights gathering, including the largest pilot of a new qualification run by APM to date. It features a new exam format that focuses on the assessment of a candidate's project management knowledge through four new question types that are designed to be accessible and to minimise barriers particularly for neurodivergent candidates, and those who have English as a second language.

Chartered Project Professional (ChPP) numbers

Over the course of 2023/24, 773 people were awarded the chartered status, signalling a significant milestone as our total number of ChPPs nears 3,800.

New pathway to chartered announced

A new pathway towards gaining ChPP status was announced in January 2024, set to be introduced in September 2024, continuing our drive to ensure that the project management profession has a standard that is accessible and recognised globally as the required benchmark for project professionals to achieve.

National Apprenticeship Week

Educational outreach has long been a priority for APM. We continued our work to engage with students and young people throughout 2023/24. In total, we delivered 64 events at 25 venues, attended by more than 3,500 school and university learners. These events were delivered with the support of APM volunteers.

We were also proud to support National Apprenticeship Week during February 2024, with the theme of 'skills for life'. We published [a new dedicated page on our website](#) and shared success stories, useful information and [new insights](#) on how apprenticeships can benefit the project profession.

An outstanding professional body

For the second year running we achieved a **two-star Best Companies** rating. This represents an 'outstanding' level of workplace engagement. The Best Companies score is an accreditation framework for employee engagement, identifying the very best companies to work for in the UK.

We want our people to thrive. During 2023/24, we focused on growth opportunities by introducing a coaching culture and a revamped performance management approach with a new look at talent management.

Coaching is giving people the opportunity to focus on what they want and how they will get there, while fostering personal and professional development. We'll continue to build on this important initiative during 2024/25. Meanwhile, our performance management approach has shifted towards continuous improvement, emphasising strength-based conversations over rigid individual objectives. This approach is encouraging ongoing development and collaboration.

Wellbeing continues to be a priority. Our recent wellness week enabled staff to down tools and prioritise their physical and mental health. Furthermore, our efforts to support diversity, equity, inclusion, and belonging (DEIB) have been bolstered through additional training for our menopause and DEIB champions. Equipped with enhanced knowledge and skills, they will continue to drive these vital initiatives forward.

Achievements and successes (continued)

Environmental, Social and Governance (ESG)

Carbon audit

We partnered with carbon solutions company Auditel to deliver on our objective of becoming carbon neutral with the longer-term objective of reaching net zero. They reported that in 2022, APM's total carbon footprint for 2022 was low at 217.24 tco2e (metric tonnes of carbon dioxide equivalent), with 92% of emissions arising from scope 3 as defined under the Greenhouse Gas Protocol. We are exploring ways to reduce this still further.

Our Chief Executive Officer, Professor Adam Boddison OBE, spoke about our goals, stating: "Projects and the people who deliver them are at the heart of the fight against climate change. As the chartered membership organisation for the project profession, APM understands the urgent need for coordinated action by project professionals across all sectors to address and minimise the impacts of the climate crisis. We're supporting this through our professional development offerings, as well as our research, which are not only helping climate-related projects to succeed, but also helping our profession to become more sustainable itself. We also believe in leading by example, so that we can set the highest standards and help our profession deliver better. That's why we've made a commitment to become carbon-neutral - in line with government timeframes, if not sooner."

Social value of projects (Future Lives and Landscape)

A key focus for the year was on social campaigning for the continuous development of the project management sector, as driven by our goal of providing leadership through the project profession.

Our Future Lives and Landscapes campaign helped us to understand the current and future landscape for the projects and programmes that create social benefits in the UK, so that projects will help people live a longer, more fulfilling life, improve their living standards, improve their well-being, enhance social equality or reduce geographic inequality.

We partnered with research company Censuswide to survey 1,000 project professionals in the UK who are working on projects intended to deliver a social benefit. Their answers gave us an insight into the current delivery environment for social benefit projects across the country and helped us to answer the questions we had. We [posted the results on a webpage](#) to share the knowledge.

Equality, diversity and inclusion

- **Women In Project Management (WIPM)** - our Women in Project Management Campaign concluded in May 2023. This multi-media campaign aimed to increase the number of women considering project careers and highlight issues relevant to women in the profession. The campaign gained more than 150,000 impressions on social media and led to an increase in known female members of more than 11%. We brought this to life through a curated panel of female experts from across the project profession to discuss flexible working, career progression, gender parity, perceptions around discrimination and more. The campaign was shortlisted at the Association Excellence Awards in July 2023 in the category for 'Best Awareness Campaign or Advancement of a Cause'.
- **Black History Month** - as part of Black History Month (October 2023) we explored themes around diversity and inclusivity within the project profession, and the tangible benefits they can have. We achieved this in part by running the event 'Accelerating Black Inclusion II,' to build on the success of the previous year's event, timed to coincide with Black History Month.

We also published a series of articles during the month that explored issues relevant to the Black community within our profession. We spoke with Professor Chris Jackson, Director of Sustainable Geoscience at Jacobs, about the people who have inspired him in his career and the importance of mentoring for young project professionals of colour. Additionally, we spoke with Irene Maposa, Chair of the Women in Project Management Specific Interest Group, about her vision for the future of the group.

Achievements and successes (continued)

Thank you to our volunteers

Our volunteers were a huge part of our success during 2023/24, contributing to blogs, publications, and online and face-to-face events. We are immensely grateful to them for sharing their expertise with us, our members and the project community. Their diverse range of experience, insight and knowledge help us share and promote growth within the project management profession.

Each year in November we host our annual Volunteer Achievement Awards. These recognise and reward the invaluable contribution that volunteers make to the success of the organisation and the wider project profession. Trophies were presented to winners in six categories:

- **Branch of the Year** - South Wales and West of England Branch
- **Specific Interest Group (SIG) of the Year** - Women in Project Management (WiPM) SIG
- **Education Volunteer of the Year** - Steve Walters
- **Volunteer Event of the Year** - Portfolio Management SIG conference 2023: Futureproofing: successful portfolio leadership and management in uncertain times
- **Volunteer of the Year** - Shirley Conway
- **Special Achievement** - David Pearce (posthumously)

The time our volunteers dedicate to APM and the range and breadth of activities they help us deliver is a huge factor in our success, and the future success of the project profession. For this, we are grateful.

Sarah Slater, Senior Volunteering Manager at APM, said: “We are extremely grateful for everything our volunteers do, in support of APM and the wider profession. Their dedication and passion truly make a difference and I am in constant admiration of the amount of time and energy they put into all that they do, whether that be driving our new Interest and Regional networks, organising events, mentoring or publications, to name just a few. Thank you to all our amazing volunteers for your hard work and generosity, it does not go unnoticed.”



Plans for the future

It is now two years since APM set out its ambitions in its corporate strategy, *Delivering a Better Future*. This strategy explained the pillars that would shape the way in which APM would work to achieve its strategic goals and charitable objects. Much work has already been done, but the project profession is continuously evolving. Planning for the future is therefore essential, in order for APM to remain fit for purpose and fulfil our responsibilities as the chartered body for the project profession.

Our goals for the future include:

- **International growth** - APM is a champion, protector and friend of the project profession and our vision is to have a world in which all projects succeed. We held our first international events in the financial year 2023/24, taking place firstly in the Republic of Ireland and then in the United Arab Emirates. In 2024/25, we intend to strengthen our professional communities in these countries (including launching regional networks) and others. Increasing our reach in this way will build capability and capacity into the profession, which in turn supports the delivery of benefits to society.
- **Accessibility for Chartered Status** - project professionals aspiring to Chartered Project Professional (ChPP) status will have more options open to them. APM's new pathway to ChPP recognises validated professional practice built globally through qualifications and experiences in organisations across the project profession. APM's Project Management Qualification and Project Management Institute's (PMI) Project Management Professional (PMP)® certification have both been approved as recognised assessments. The new pathway will launch in September 2024 with the first assessment cycle in November 2024. We are also updating our prime qualification (PMQ).
- **Enriching our events programme** - APM's 2024 conference was the first to take place over two days and involved the highest number of speakers and presenters ever. Our upcoming Women in Project Management conference will also be on a bigger scale than in previous years. APM will also continue to take advantage of emerging platforms to host online events, such as LinkedIn Live. Our growing number of Interest Networks will also bring an increased number of networking and learning events to the profession.
- **Engaging the business community** - through research and direct conversations, we have been working to understand the challenges and needs of business leaders who do not necessarily have project management backgrounds, but who do make decisions that affect project outcomes. We will be meeting with and creating messaging and resources that resonate with this group, to help them understand the importance of projects for strategic success, and to help them make more informed decisions that will enable more projects to succeed.

In our endeavour to be an outstanding organisation, we will also be looking inwards and making changes in our own organisation that enable us to be ever more efficient and effective. These include the activation of our new Customer Relationship Management (CRM) system, publishing a manifesto to enable us to work more closely with government, and giving our employees more opportunities to give back through volunteering and charitable work.

In addition, we will continue to build on work already done to maintain our reputation as the leaders for our profession. Our Body of Knowledge will see its 8th edition published in 2025. We will also enhance our digital presence through improvement and expansion of our website, and the introduction of a new digital publishing platform that enables us to share content in new and exciting ways.

APM will welcome its new President in 2024, Dr Yvonne Thompson CBE. We are greatly looking forward to working with her to build on the excellent work of former president Sue Kershaw, so that more projects can succeed for the benefit of society.

Principal risks and uncertainties

The Board has considered several strategic risks during the year, including those below, together with possible impacts and mitigating strategies.

Risk category	Risk	Mitigating strategy/assurance/controls
Governance	Diversity in Board, committee or volunteer roles is not delivered leading to a lack of diversity of thought and fresh ideas.	Promotion of vacancies invites applications from diverse backgrounds and sectors and the ability to appoint five Trustees provides an opportunity to target broadening diversity. There is a limit on the maximum term of office for Trustees and committee appointments which sends the message that new ideas are helpful to balance continuity. The APM Board has agreed a diversity action plan to help drive better understanding and representation across the project profession.
Operational	Business continuity - an event limits APM's ability to operate. This may arise from fire, flood, adverse weather, IT failure or denial of service attack, media crisis/reputational threat, epidemic/pandemic, etc.	Business continuity and disaster recovery plans are in place, reviewed and tested. An internal audit took place in 2023 and found significant assurance in this area. Tools and approaches for remote working are embedded. IT controls are in place and have been strengthened during the year. Standard insurance cover is held.
Operational	Technical debt - operations could be significantly disrupted by the impairment or failure of one or more business systems that are out of support and/or customised to the extent that the provider can't remediate. Any core system issues could also affect the performance of other integrated solutions.	Critical systems are being replaced and an exercise to assess all legacy systems and upgrade, replace or retire is underway. Tactical responses are considered for business continuity.
Operational	IT security/GDPR - a malicious IT attack or malware infection leads to data loss. Failure of internal controls, including significant GDPR breach results in loss of personal data, leading to financial penalties and reputational damage.	Cyber Essentials Plus certification is in place. Annual IT security penetration testing is undertaken. Anti-malware is deployed, and web and email filtering are applied. There are mandatory operating system updates applied across end user devices and backups are in place for all systems. A data protection consultant has reviewed data protection approaches and policies. A data protection officer is in place. Data protection training is mandatory for all staff. An internal audit took place in 2022 and found significant assurance in this area.

Principal risks and uncertainties (continued)

Risk category	Risk	Mitigating strategy/assurance/controls
Operational	Third-party failure - a key software system or partner fails leading to financial or reputation issues.	ICT systems planning and supplier management is in place. Disaster recovery and business continuity plans are in place.
External	Economic conditions - actual or threatened recession leads to reduced investment across government and economy as a whole. Reduced investment in projects and/or budgets for training and memberships.	APM works with partners to make the case for project management being especially vital in such circumstances e.g. <i>Golden Thread</i> research. The Chartered standard provides confidence in delivery and use of resource. APM continues to improve evidence of value for each stakeholder group.
Financial	There is a failure to manage reserves appropriately and maintain funds at an appropriate level. Either reserves become excessive (failure to deliver value to members) or inadequate funds limits ability to deliver the APM strategy.	A risk-based reserves policy is in place and was updated during the year. Diversification is maintained through cash and long-term investment. There is regular reporting to the Board to inform evidence-based decision-making. Business planning includes long term cash flow forecasting and reserves projections.
Compliance	There is a failure of systems or processes to adhere to acceptable standards and/or regulatory requirements. For example, corporate governance, financial regulations, health and safety, bribery act, IR35.	The policy register is regularly reviewed and there are policy controls in place. APM has qualified and experienced staff in place to address areas of compliance. The organisation is subject to external and internal audit. An internal audit of financial controls took place in 2023 and found significant assurance in this area. Annual Board evaluation exercises are undertaken and Trustees carry out regular training. There are robust regulations and Board governance - delegations are clear and in operation. H&S practices reflect home working arrangements.

Financial review

Overview

The past year was another period of growth for APM, with turnover increasing by 18% to £16.2m (£13.8m prior year). The surplus for the year was £1.4m against a prior year deficit of £490k, including an investment gain of £390k (loss £61k).

Subscription income from individual members and corporate partners increased by 17% to £5.6m.

Qualification and contractual income was 20% higher than last year at £9.3m from £7.8m.

Net assets at 31 March 2024 were £7.4m (£6.0m).

Income

Individual membership numbers rose by 3.4%, reaching an all-time high of 45,767, with international members contributing 6% of the total. Member retention rates increased for all grades.

The number of exam candidates increased by 13% compared to the prior year. The APM Project Management Qualification (PMQ) remains the primary driver of examination revenue, with candidate numbers now surpassing pre-COVID levels.

Event income increased by £93k (22%), totalling £521k, benefiting from a second consecutive year of fully resumed in-person events.

APM invests surplus funds, not required for immediate operational costs, into a professionally managed investment portfolio. This portfolio is actively managed, diversifying across asset types to achieve the desired return while maintaining an acceptable risk profile. The performance of these investments is assessed over a five to seven-year period, accounting for expected volatility within predefined boundaries. For the year, the portfolio returned gains of £390k, representing 7% of the invested funds. This marks a significant improvement over the previous year's loss of £61k, which was influenced by geopolitical uncertainties and concerns around rising base rates and inflation, issues that have since begun to abate.

Bank interest and dividends re-invested in the portfolio significantly increased to £121k, doubling the previous year's figures. This growth was driven by favourable interest rates and strategic investment decision. Any excess funds not needed for daily operations were transferred to the investment portfolio to optimise returns.

Expenditure

The Charities Accounting Statement of Recommended Practice (SORP) requires expenditure to be analysed into the same categories as the income described above. The expenditure is detailed in note 4 on page 38.

During the fiscal year, total costs rose by £1.02m, a 7% increase from £14.2m to £15.2m. This escalation in expenses was driven by inflationary pressures and the hiring of additional staff to support the implementation of our new strategic initiatives. Headcount increased from 130 to 138 in the year.

Fixed assets

The increase in intangible assets of £578k is predominantly due to development work on the replacement Customer Relationship Management system which is due to be implemented in the next financial year.

Note: Percentage variances are calculated from the full financial results rather than the rounded figures contained in this review.

Statement of Trustees' responsibilities

The Trustees are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Charity law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and the group and of the incoming resources and application of resources of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011. They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as the Trustees are aware:

- there is no relevant audit information of which the charity's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditor

Buzzacott LLP has expressed its willingness to remain in office as auditor of the charity.

The Trustees' annual report is approved by the Trustees of the Association.

Signed on behalf of the Trustees



Milla Mazilu, Board Chair

Independent auditor's report to the Trustees of the Association for Project Management

Opinion

We have audited the financial statements of Association for Project Management ('the charitable company') and its subsidiary (together, 'the group') for the year ended 31 March 2024 which comprise the Consolidated Statement of Financial Activities and its subsidiary (the 'group'), the Consolidated and Association Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charity's affairs as at 31 March 2024 and of the group's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Independent auditor's report to the Trustees of the Association for Project Management (continued)

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements; or
- the charitable parent company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we required for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 23, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the group's and the parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations; and
- we obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework (Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011) and those that relate to data protection (General Data Protection Regulation).

Independent auditor's report to the Trustees of the Association for Project Management (continued)

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions; and
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the Trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Independent auditor's report to the Trustees of the Association for Project Management (continued)

Use of our report

This report is made solely to the charity's Trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charity and charity's Trustees as a body, for our audit work, for this report, or for the opinion we have formed.

Alison Pyle (Senior Statutory Auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL



Date: 22 July 2024

Buzzacott LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

Consolidated statement of financial activities

For the year ended 31 March 2024

	Notes	Total funds 2024 £	Total funds 2023 £
Income:			
Income from charitable activities:			
Subscriptions		5,641,639	4,818,994
Examination and other contractual income		9,303,787	7,779,686
Publications		607,727	678,712
Income from other trading activities:			
Events		520,097	427,476
Investment income	10	120,852	54,159
Total income	2	16,194,102	13,759,027
Expenditure:			
Expenditure on charitable activities	4	14,181,858	13,254,217
Expenditure on raising funds:			
Events		995,314	910,335
Investment management costs		31,497	23,499
Total expenditure		15,208,669	14,188,051
Income/net expenditure before gains on investments		985,433	(429,024)
Net gains/(losses) on investment	12	390,498	(61,001)
Net income/(expenditure) and net movement in funds for the year	7	1,375,931	(490,025)
Reconciliation of funds			
Total funds brought forward		6,022,003	6,512,028
Total funds carried forward		7,397,934	6,022,003

APM has no restricted funds. All of the above results are derived from continuing activities. The group has no recognised gains or losses other than those dealt with in the statement of financial activities.

The notes on pages 32 to 51 form part of these financial statements.

Consolidated balance sheet

As at 31 March 2024

	Notes	2024		2023	
		£	£	£	£
Fixed assets					
Intangible fixed assets	11		1,591,262		1,013,077
Tangible fixed assets	11		496,058		625,222
Investments	12		5,467,486		4,759,626
			<u>7,554,806</u>		<u>6,397,925</u>
Current assets					
Investments	13	1,116,345		1,736,715	
Stocks	14	34,708		33,609	
Debtors	15	2,022,716		1,704,146	
Cash at bank and in hand		1,856,578		1,110,761	
		<u>5,030,347</u>		<u>4,585,231</u>	
Liabilities					
Creditors: amounts falling due within one year	16	(4,700,257)		(4,474,191)	
Net current assets			<u>330,090</u>		<u>111,040</u>
Total assets less current liabilities			<u>7,884,896</u>		<u>6,508,965</u>
Provisions for liabilities	17		(486,962)		(486,962)
Net assets			<u>7,397,934</u>		<u>6,022,003</u>
The funds of the charity:					
Unrestricted income fund-designated	18		2,087,320		1,638,300
Unrestricted income fund-general	19		5,310,614		4,383,703
			<u>7,397,934</u>		<u>6,022,003</u>

The notes on pages 32 to 51 form part of these financial statements.

Approved by the Board of Trustees on 22 July 2024 and signed on its behalf by:



Milla Mazilu, Board Chair
Incorporated by Royal Charter RC000890

Association balance sheet

As at 31 March 2024

	Notes	2024	2023
		£	£
Fixed assets			
Intangible fixed assets	11	1,591,262	1,013,077
Tangible fixed assets	11	496,058	625,222
Investments	12	5,467,486	4,759,626
		<u>7,554,806</u>	<u>6,397,925</u>
Current assets			
Investments	13	1,116,345	1,736,715
Stocks	14	34,708	33,609
Debtors	15	2,200,682	1,823,279
Cash at bank and in hand		1,668,644	986,453
		<u>5,020,379</u>	<u>4,580,056</u>
Liabilities			
Creditors: amounts falling due within one year	16	(4,690,289)	(4,469,016)
Net current assets		<u>330,090</u>	<u>111,040</u>
Total assets less current liabilities		<u>7,884,896</u>	<u>6,508,965</u>
Provisions for liabilities	17	(486,962)	(486,962)
Net assets		<u>7,397,934</u>	<u>6,022,023</u>
The funds of the charity:			
Unrestricted income fund-designated	18	2,087,320	1,638,300
Unrestricted income fund-general	19	5,310,614	4,383,703
		<u>7,397,934</u>	<u>6,022,003</u>

The notes on pages 32 to 51 form part of these financial statements.

Approved by the Board of Trustees on 22 July 2024 and signed on its behalf by:



Milla Mazilu, Board Chair
Incorporated by Royal Charter RC000890

Consolidated cash flow statement

For the year ended 31 March 2023

	2024	2023
Notes A	£	£
Net cash provided by operating activities	1,354,299	412,163
Cash flows from investing activities:		
Return on investment and servicing of finance		
Investment income	120,852	54,159
Purchase of fixed assets	(1,032,342)	(754,772)
Acquisition of long-term investments	(1,279,385)	(576,837)
Proceeds from sale of investments and decrease in cash held within investments	962,023	538,345
Cash placed on deposit	(103,645)	(603,716)
Net cash used in investing activities	(1,332,497)	(1,342,821)
Change in cash and cash equivalents	21,802	(930,658)
Cash and cash equivalents at the beginning of the reporting period	2,243,760	3,174,418
Cash and cash equivalents at the end of the reporting period	2,265,562	2,243,760
Analysis of cash and cash equivalents:		
Cash in hand	1,856,578	1,110,761
Notice deposits	408,984	1,132,999
	2,265,562	2,243,760
Note A		
Reconciliation of net incoming resources to net cash flow from operating activities		
Net incoming/(outgoing) resources for the year	1,375,931	(490,024)
Investment income	(120,852)	(54,159)
(Gains)/losses on investment activities	(390,498)	61,001
Depreciation and amortisation	583,321	647,295
(Increase) in stock	(1,099)	(12,810)
(Increase) in debtors	(318,570)	(437,591)
Increase in creditors	226,066	698,451
Net cash provided by operating activities	1,354,299	412,163

No separate reconciliation of net debt has been prepared as there is no difference between the net cash (debt) of the charity and the above cash and cash equivalents.

Notes to the financial statements

Association for Project Management is a registered charity (number 1171112) and incorporated by Royal Charter (RC000890). The registered office is Ibis House, Regent Park, Summerleys Road, Princes Risborough, Buckinghamshire HP27 9LE.

Ibis Trading Limited is a wholly owned subsidiary of the Association for Project Management and is a limited company registered in England and Wales (number 06536096). The registered office is Ibis House, Regent Park, Summerleys Road, Princes Risborough, Buckinghamshire HP27 9LE.

1. Accounting policies

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), and the Charities Act 2011.

Association for Project Management meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

These accounts are prepared in sterling which is the functional currency of the charity and rounded to the nearest pound.

Preparation of the accounts on a going concern basis

The Trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Association and group to continue as a going concern for the foreseeable future. In reaching their conclusion, Trustees have taken account of the Association's operating environment, current and expected future financial performance, reserves, liquidity, and the ability to draw down on investments. Operating and financial performance through the COVID-19 pandemic has also demonstrated APM's resilience. On this basis the Trustees consider that there are no material uncertainties regarding the Association and group's ability to continue in operational existence for the foreseeable future, and for this reason they continue to adopt the going concern basis in preparing the annual financial statements.

Accounting policies (continued)

Group financial statements

These financial statements consolidate the results of the charity and its wholly owned subsidiary Ibis Trading Limited on a line-by-line basis.

Information in respect to the charitable parent company is as follows:

	2024	2023
	£	£
Gross income	16,184,054	13,729,473
Surplus/(Deficit) for the year	1,375,931	(514,949)

No separate statement of financial activities has been presented for the Association alone as permitted by Section 408 of the Companies Act 2006.

Unrestricted funds

Unrestricted funds are donations and other income resources receivable or generated for the objects of the charity without further specified purpose and are available as general funds. All funds are unrestricted during the year and at the year end.

Designated funds

Designated funds are unrestricted funds earmarked by the Board of Trustees for particular purposes.

Restricted funds

Restricted funds are to be used for specific purposes as specified by the donor. Expenditure which meets these criteria is charged to the fund. The charity currently has no restricted funds.

Income (including subscriptions, examination fees, contributions, grants, donations, contractual services and investment income)

Recognition of membership income: members' subscriptions are spread equally over 12 months following receipt, on the assumption that this is a fair reflection of the period over which value is provided to the member.

Subscription income represents amounts receivable during the year. Subscriptions are receivable from members annually.

Fees receivable for services are accounted for in the period in which the service is provided.

Income from delegate fees and sponsorship for events is recognised in the period in which the event occurs.

Investment income is recognised in the accounts when it is receivable.

Income represents amounts receivable net of VAT and discounts.

Voluntary income represents donations which are recognised in the accounts in the period they are received.

All income is recognised as receivable when there is legal entitlement to the income, probability of receipt and amounts can be measured reliably.

Accounting policies (continued)

Expenditure (including allocation of expenditure)

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Resources expended include attributable VAT in the instances that it cannot be recovered.

Costs of raising funds are those costs incurred for holding a variety of events on project, programme and portfolio management and related fields.

The resources expended on charitable activities comprise direct costs associated with subscriptions, examinations and publications, together with a share of the support costs.

Support costs are the costs of central and administrative functions and governance costs, which are allocated to activity cost categories as detailed in the cost allocation note below.

Governance costs relate to the governance arrangements of the Association including the costs relating to strategic management, constitutional and statutory requirements.

Cost allocation

Overhead and support costs have been allocated on the following basis to charitable activities and cost of raising funds:

<u>Description</u>	<u>Method of apportionment</u>
Depreciation	Apportioned in relation to income
Finance	Apportioned in relation to income
Information technology	Apportioned in relation to income
Other support staff	Apportioned in relation to income/expenditure
Office costs	Apportioned in relation to income
Governance costs	Apportioned in relation to income

Intangible fixed assets

Intangible fixed assets are stated at cost less amortisation. Amortisation is provided at rates calculated to write off the cost of each asset over its expected useful life as follows:

Computer software costs	33.33% straight line
Customer relationship management system	20% straight line
Publications	33.33% straight line
Qualifications and other intangible assets	33.33% straight line

Expenditure below £2,500 is written off in the year of purchase.

Intangible fixed assets include software licences, website and e-learning development costs and the costs of producing new APM qualifications and the APM Body of Knowledge 7th edition which have been capitalised on the grounds that they underpin APM's examination syllabuses, and that they have an economic life beyond 12 months. E-learning and certain website development costs are capitalised on the basis that they aid and assist members taking qualifications and as such are enduring assets which will assist in the creation of future revenue. The work undertaken by APM's digital partner is analysed by sprint and only classified as capital expenditure where this will form part of an enduring asset, with the remainder expensed.

Accounting policies (continued)

Tangible fixed assets

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Leasehold improvements and dilapidations	Over the life of the lease, straight line
Furniture and equipment	25% straight line
Computer equipment	33.33% straight line

Expenditure below £2,500 is written off in the year of purchase.

Stocks

Stocks are stated at the lower of cost and net realisable value, after making allowance for obsolete and slow-moving items.

Foreign currency

Foreign currency transactions are recorded at the exchange rate at the time of the transaction. Foreign currency balances are translated into sterling at the exchange rate at the balance sheet date. Resulting gains or losses are included in the Statement of Financial Activities (SOFA).

Operating leases

The cost of operating leases is charged to the SOFA over the period to which they relate.

Pension costs

APM operates a funded defined contribution pension scheme. Contributions to the scheme are charged to the SOFA in the period to which they relate. The scheme is open to all eligible APM staff.

Cash and cash equivalents

Includes cash and short-term liquid investments with a maturity date of three months or less from the date of acquisition or the opening of the deposit/investment account. Deposit accounts which are held for the purpose of generating a financial return are classified as current asset investments.

Financial instruments

APM has elected to apply the provisions of Section 11 'Basic Financial Instruments' of FRS 102 to all of its financial instruments. Basic financial instruments are recognised initially at transaction value and subsequently at their settlement value. Financial instruments are recognised in the balance sheet when the Association becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

With the exceptions of prepayments, deferred income and amounts due to or from HMRC, all other debtor and creditor balances are considered to be basic financial instruments under FRS 102. See notes 15, 16 and 17 for the debtor and creditor notes.

Fixed asset investments

Investments are stated at market value at the balance sheet date. The SOFA includes the net gains and losses on revaluation and disposals throughout the year.

Accounting policies (continued)

Judgments and key sources of estimation uncertainty

In the application of the Association's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The most significant estimates and assumptions which affect the carrying amount of assets and liabilities in the accounts relate to:

- useful economic lives: the annual depreciation charge for property, plant and equipment and the annual amortisation charge for intangible assets is sensitive to change in the estimated useful economic lives and residual value of assets. These are reassessed annually and amended where necessary to reflect current circumstances;
- allocation of membership income on a time apportioned basis which results in an estimation of deferred income carried forward at each balance sheet date;
- dilapidations provision for leased premises due at the end of the leases;
- estimation of the appropriate proportion of IT expenditure to capitalise as intangible fixed assets;
- estimation of future income and expenditure flows for the purpose of assessing going concern.

Provisions

Provisions are recognised where the Association has a present legal or constructive obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Provisions are measured at present value or the expenditures expected to be required to settle the obligation. Provisions are discounted to the present value of the future cash payment where such discounting is material.

2. Income

All income from charitable activities was derived from the provision of services, with the exception of income from publications of £607,727 (2023: £678,712).

3. Governance costs

	2024	2023
	£	£
Staff costs	177,012	201,529
Audit and legal fees	33,875	36,566
Cost of Trustee meetings, travel and support	65,452	20,394
	<u>276,339</u>	<u>258,489</u>

Staff costs contain a proportion of executive time in addition to the company secretarial function.

The costs of £276k (2023: £258k) above are representative of total governance costs of which £8,942 (2023: £8,063) were apportioned to raising funds. The remainder were apportioned to charitable activities (note 6).

4. Breakdown of cost of charitable activities

	Activities undertaken directly	Support costs	Total
2024	£	£	£
Membership subscriptions	3,507,301	2,486,407	5,993,708
Examination and other fees	2,860,387	4,100,404	6,960,791
Publications	647,223	267,840	915,063
Research & development projects	312,296	-	312,296
	<u>7,327,207</u>	<u>6,854,651</u>	<u>14,181,858</u>
		(Note 6)	
2023			
Membership subscriptions	3,101,176	2,389,261	5,490,437
Examination and other fees	2,462,735	3,857,173	6,319,908
Publications	588,775	336,506	925,281
Research & development projects	518,591	-	518,591
	<u>6,671,277</u>	<u>6,582,940</u>	<u>13,254,217</u>
		(Note 6)	

5. Total support cost breakdown by activity

	Staff costs	Other costs	Total
2024	£	£	£
Cost of raising funds	123,256	105,963	229,219
Charitable activities	<u>3,685,905</u>	<u>3,168,746</u>	<u>6,854,651</u>
	<u>3,809,161</u>	<u>3,274,709</u>	<u>7,083,870</u>
2023			
Cost of raising funds	113,034	98,909	211,943
Charitable activities	<u>3,510,842</u>	<u>3,072,098</u>	<u>6,582,940</u>
	<u>3,623,876</u>	<u>3,171,007</u>	<u>6,794,883</u>

6. Support cost apportionment

Charitable activities

	Membership subscriptions	Examination and other fees	Publications	Total
2024	£	£	£	£
Depreciation	204,743	337,648	22,054	564,445
Finance	261,345	430,992	28,153	720,490
Information technology	333,392	549,806	35,914	919,112
Support staff costs	1,336,999	2,204,882	144,024	3,685,905
Office costs	252,934	417,121	27,247	697,302
Governance costs	96,994	159,955	10,448	267,397
Total	2,486,407	4,100,404	267,840	6,854,651
	(Note 4)	(Note 4)	(Note 4)	(Note 4)
2023				
Depreciation	227,606	367,442	32,056	627,104
Finance	226,496	365,651	31,900	624,047
Information technology	361,325	583,315	50,889	995,529
Support staff costs	1,274,251	2,057,124	179,467	3,510,842
Office costs	208,692	336,908	29,393	574,993
Governance costs	90,891	146,733	12,801	250,425
Total	2,389,261	3,857,173	336,506	6,582,940
	(Note 4)	(Note 4)	(Note 4)	(Note 4)

7. Net income/(expenditure) for the year

This is stated after charging:

	2024	2023
	£	£
Depreciation and amortisation of fixed assets	583,321	647,293
Operating lease payments - premises	176,944	197,656
Auditor's remuneration - current year	24,400	23,000
Auditor's remuneration - prior year under provision	0	2,176
Auditor's remuneration for non-audit services	1,375	3,200

8. Staff costs and numbers

	2024	2023
	£	£
Wages and salaries	6,194,243	5,708,200
Social security costs	579,341	533,284
Pension costs	430,712	382,491
Private medical insurance	82,419	56,315
Group life assurance	20,555	19,017
	<u>7,307,270</u>	<u>6,699,307</u>

Included in the above are redundancy and termination payments in the year amounting to £23,429 (2023: £53,784).

The number of employees whose emoluments fell into the following bands were:

	2024	2023
£60,001 - £70,000	12	6
£70,001 - £80,000	8	7
£80,001 - £90,000	3	5
£90,001 - £100,000	3	1
£120,001 - £130,000	1	1
£140,001 - £150,000		1
£150,001 - £160,000	1	

The above staff have retirement benefits accruing under defined contribution schemes at a cost of £128,473 (2023: £83,593) to APM.

Key management personnel are deemed to be the Chief Executive, the Deputy Chief Executive as well as the Trustees who are not remunerated.

Pay and benefits including pension and employer national insurance contributions to key management personnel who have held the positions in the year amounted to £346,768 (2023: £323,608).

Average employee numbers:	2024	2023
Business development and marketing	59	59
Customer services	35	32
Office and administration	44	39
	<u>138</u>	<u>130</u>

8. Staff costs and numbers (continued)

	Direct staff costs	Support staff costs	Total
	£	£	£
2024			
Cost of raising funds	207,877	123,256	331,133
Charitable activities	3,290,232	3,685,905	6,976,137
	<u>3,498,109</u>	<u>3,809,161</u>	<u>7,307,270</u>
2023			
Cost of raising funds	169,889	113,034	282,923
Charitable activities	2,905,542	3,510,842	6,416,384
	<u>3,075,431</u>	<u>3,623,876</u>	<u>6,699,307</u>

9. Taxation

The activities of the charity and its trading subsidiary are exempt from corporation taxation under section 505 of the Income and Corporation Taxes Act 1988 to the extent that they are applied to the organisation's charitable objects. The trading subsidiary does not pay UK corporation tax as its taxable profits are paid to its charitable holding company as gift aid.

10. Investment income

	2024	2023
	£	£
Bank interest	53,490	15,669
Income from investments	67,362	38,490
	<u>120,852</u>	<u>54,159</u>

11. Fixed assets

Intangible fixed assets - group and Association

	Computer software	Customer relationship management system	Publications	Qualifications	Work in progress	Total
	£	£	£	£	£	£
Cost						
At 1 April 2023	1,977,152	383,430	204,305	554,807	316,469	3,436,163
Additions	455,874	-	-	8,038	547,504	1,011,416
At 31 March 2024	2,433,026	383,430	204,305	562,845	863,973	4,447,579
Amortisation						
At 1 April 2023	1,349,641	379,623	184,123	509,699	-	2,423,086
Charge for the year	376,995	920	16,378	38,938	-	433,231
Disposals	-	-	-	-	-	-
At 31 March 2024	1,726,636	380,543	200,501	548,637	-	2,856,317
Net book value						
At 31 March 2023	627,511	3,807	20,182	45,108	316,469	1,013,077
At 31 March 2024	706,390	2,887	3,804	14,208	863,973	1,591,262

11. Fixed assets (continued)

Tangible fixed assets - group and Association

	Leasehold improvements & dilapidations	Furniture & computer equipment	Total
	£	£	£
Cost			
At 1 April 2023	883,789	409,071	1,292,860
Additions	-	20,926	20,926
At 31 March 2024	883,789	429,997	1,313,786
Depreciation			
At 1 April 2023	380,209	287,429	667,638
Charge for the year	91,634	58,456	150,090
Disposals	-	-	-
At 31 March 2024	471,843	345,885	817,728
Net book value			
At 31 March 2023	503,580	121,642	625,222
At 31 March 2024	411,946	84,112	496,058

12. Fixed asset investments

Movement in fixed asset investments	2024	2023
<u>Investment portfolio</u>	<u>£</u>	<u>£</u>
Market value brought forward	4,620,840	4,700,018
Acquisitions at cost	1,279,385	576,837
Less disposal proceeds	(1,131,298)	(595,014)
Realised gains/(loss) on disposal	8,593	31,061
Unrealised gains/(losses) on investments	381,905	(92,062)
Market value carried forward	5,159,425	4,620,840
Historical costs	4,176,656	3,980,293

Geographical analysis by asset class	UK	Overseas	UK	Overseas
Equities	657,895	2,291,132	642,750	2,564,000
Corporate bonds	494,292	-	263,447	-
Government bonds	420,361	303,107	-	112,264
Funds	378,374	153,592	552,829	140,907
Alternatives	355,762	104,910	344,643	-
	2,306,684	2,852,741	1,803,669	2,817,171

Total investments

Listed investments	5,159,425	4,620,840
Cash held by investment fund manager	308,061	138,786
Total - group	5,467,486	4,759,626

Asset allocation	2024	2023
Equity	54%	54%
Bonds	25%	17%
Other	14%	22%
Fund cash (includes cash held within investments)	7%	7%

Cash is held for investment pending suitable market conditions.

12. Fixed asset investments (continued)

The following investments comprise significant holdings in the portfolio:

Investments	Holding (units)	Value £	%
Findlay Park	2,039	352,881	6.5
Liontrust special situations	292,810	340,538	6.2
WS Evenlode Inv FD	122,277	317,357	5.8
Fundsmith Equity	43,276	312,205	5.7
Guardcap Global Equity	26,524	293,353	5.4

Investment in subsidiary

	Group 2024	Group 2023	Company 2024	Company 2023
	£	£	£	£
Ibis Trading Limited	-	-	1	1
	-	-	1	1

The Association owns all of the issued share capital of Ibis Trading Limited, a company registered in England and Wales. The subsidiary is used for sponsorship and made a profit of £108,800 (2023: £66,905) before gift aid of £108,800 to APM on income of £193,031 (2023: £154,177). Ibis Trading was incorporated on 17 March 2008 and commenced trading on 27 July 2009. All activities have been consolidated line by line in the SOFA. The total net liabilities were £1 (2023: £1).

13. Current asset investments

	Group 2024	Group 2023	Company 2024	Company 2023
Notice deposits less than three months	408,984	1,132,999	408,984	1,132,999
Notice deposits more than three months	707,361	603,716	707,361	603,716
	<u>1,116,345</u>	<u>1,736,715</u>	<u>1,116,345</u>	<u>1,736,715</u>

14. Stocks

	Group 2024	Group 2023	Company 2024	Company 2023
	£	£	£	£
Publication materials and sundry sale items	34,708	33,609	34,708	33,609

15. Debtors: amounts falling due within one year

	Group 2024	Group 2023	Company 2024	Company 2023
	£	£	£	£
Trade debtors	952,368	977,187	940,668	971,697
Prepayments and accrued income	988,268	709,986	988,268	709,986
Other Debtors	82,080	16,973	82,080	16,973
Amounts owed by group undertakings	-	-	189,666	124,623
	2,022,716	1,704,146	2,200,682	1,823,279

16. Creditors: amounts falling due within one year

	Group 2024	Group 2023	Company 2024	Company 2023
	£	£	£	£
Trade creditors	558,052	783,443	558,052	783,443
Accruals and deferred income	3,689,785	3,353,270	3,679,817	3,348,803
Other creditors	958	2,029	958	3,252
Other taxes and social security	451,462	335,449	451,462	333,518
	4,700,257	4,474,191	4,690,289	4,469,016

Deferred income	Group 2024	Group 2023	Company 2024	Company 2023
	£	£	£	£
Brought forward as at 1 April 2023	2,509,139	2,099,800	2,509,139	2,098,176
Income deferred in year	2,814,138	2,502,736	2,808,911	2,504,360
Brought forward funds released in year	(2,509,091)	(2,093,397)	(2,509,091)	(2,093,397)
Carried forward as at 31 March 2024	2,814,186	2,509,139	2,808,959	2,509,139

17. Provisions for liabilities

	Group 2024 £	Group 2023 £	Company 2024 £	Company 2023 £
Dilapidation provision for leased premises	486,962	486,962	486,962	486,962
	<u>486,962</u>	<u>486,962</u>	<u>486,962</u>	<u>486,962</u>

18. Designated funds

2024	At 1 April 2023 £	Incoming £	Outgoing £	Transfers £	At 31 March 2024 £
Group and Charity					
Fixed asset fund	1,638,300	-	-	449,020	2,087,320
	<u>1,638,300</u>	<u>-</u>	<u>-</u>	<u>449,020</u>	<u>2,087,320</u>
2023	At 1 April 2022 £	Incoming £	Outgoing £	Transfers £	At 31 March 2023 £
Group and Charity					
Fixed asset fund	1,530,821	-	-	107,479	1,638,300
	<u>1,530,821</u>	<u>-</u>	<u>-</u>	<u>107,479</u>	<u>1,638,300</u>

The fixed asset fund of £2,087,320 represents tangible and intangible fixed assets.

19. Unrestricted general funds

2024	At 1 April 2023	Incoming	Outgoing	Gain on investments	Transfer to designated funds	At 31 March 2024
	£	£	£	£	£	£
Group						
Retained fund	4,383,703	16,194,102	(15,208,669)	390,498	(449,020)	5,310,614
Charity						
Retained fund	4,383,703	16,184,054	(15,198,621)	390,498	(449,020)	5,310,614
2023	At 1 April 2022	Incoming	Ongoing	(Loss) on investments	Transfer to designated funds	At 31 March 2023
	£	£	£	£	£	£
Group						
Retained fund	4,981,207	13,759,027	(14,188,051)	(61,001)	(107,479)	4,383,703
Charity						
Retained fund	5,006,129	13,729,473	(14,183,419)	(61,001)	(107,479)	4,383,703

20. Net assets by fund

2024 Group	Designated	General	Total
	£	£	£
Intangible fixed assets	1,591,262	-	1,591,262
Tangible fixed assets	496,058	-	496,058
Investments	-	5,467,486	5,467,486
Current assets	-	5,030,347	5,030,347
Current liabilities	-	(4,700,257)	(4,700,257)
Creditors due in over one year	-	(486,962)	(486,962)
	<u>2,087,320</u>	<u>5,310,614</u>	<u>7,397,934</u>
2023 Group	Designated	General	Total
	£	£	£
Intangible fixed assets	1,013,077	-	1,013,077
Tangible fixed assets	625,222	-	625,222
Investments	1	4,759,625	4,759,626
Current assets	-	4,585,231	4,585,231
Current liabilities	-	(4,474,191)	(4,474,191)
Creditors due in over one year	-	(486,962)	(486,962)
	<u>1,638,300</u>	<u>4,383,703</u>	<u>6,022,003</u>

20. Net assets by fund (continued)

2024 Company	Designated	General	Total
	£	£	£
Intangible fixed assets	1,591,262	-	1,591,262
Tangible fixed assets	496,058	-	496,058
Investments	-	5,467,486	5,467,486
Current assets	-	5,020,379	5,020,379
Current liabilities	-	(4,690,289)	(4,690,289)
Creditors due in over one year	-	(486,962)	(486,962)
	<u>2,087,320</u>	<u>5,310,614</u>	<u>7,397,934</u>
2023 Company	Designated	General	Total
	£	£	£
Intangible fixed assets	1,013,077	-	1,013,077
Tangible fixed assets	625,222	-	625,222
Investments	1	4,759,625	4,759,626
Current assets	-	4,580,056	4,580,056
Current liabilities	-	(4,469,016)	(4,469,016)
Creditors due in over one year	-	(486,962)	(486,962)
	<u>1,638,300</u>	<u>4,383,703</u>	<u>6,022,003</u>

21. Trustee remuneration and expenses

The Trustees neither received nor waived any emoluments during the year (2022: £0). The reimbursement to 11 (2023: 9) Trustees of expenses for travel and subsistence incurred on behalf of the Association totalled £6,701 (2023: £4,022) during the year. The Association receives subscriptions from the Trustees and provides examination services to some Trustees on the same basis as any other member.

22. Financial commitments

The total amounts payable over the lease term are shown below, analysed according to when the payments are due.

Operating leases: land and buildings	2024	2023
	£	£
Due:		
Within one year	171,371	171,371
Between two and five years	597,773	685,484
After five years	-	83,660
	<u>769,144</u>	<u>940,515</u>

Operating leases: office equipment	2024	2023
	£	£
Due:		
Within one year	3,987	3,989
Between two and five years	8,929	1,755
	<u>12,916</u>	<u>5,744</u>

23. Related party transactions

During the year the charity bought services from Positively Project Management amounting to £18,130 for Chartered Project Professional assessments. Sheilina Somani is a Trustee of the charity and a director of Positively Project Management. Chartered assessment services amounting to £250 were also provided from James White, also a Trustee bringing the total of services purchased to £18,380 (2023: £23,891) from two Trustees (2023: 1). Amounts owed to the Trustees at year end were £300 (2023: £2,594).

Intercompany transactions between the charity and its wholly owned subsidiary, Ibis Trading Limited were £74,931 (2023: £82,641) for shared resources.

Ibis Trading gift-aided surplus funds of £113,741 (2023: £41,982) to the charity.

Amounts owed by Ibis Trading Limited to the charity at the balance sheet date were £189,666 (2023: £124,623).

The services referred to above were conducted at arm's length.

Accounts

Association for Project Management

Annual report and accounts 2022/23



Association for Project Management

Financial statements

For the year ended 31 March 2023

Incorporated by Royal Charter RC000890

Charity registration number 1171112

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Legal and administrative information

The Association for Project Management is a body incorporated by Royal Charter (RC000890) and registered as a charity (1171112). Its charitable object is 'to advance the science, theory and practice of project and programme management for the public benefit.'

APM board of trustees	Milla Mazilu Jon Broome Sue Simmonite Yetunde Adeshile Emma Carroll-Walsh Isobel French Sorrel Gilbert Debbie Lewis Charles Mills Amy Morley Sheilina Somani Karen Whelan Ian Williams	(Chair) (Deputy Chair) (Deputy Chair) (from November 2022) (to September 2022) (from November 2022)
Company secretary	M Robinson	
Key management personnel	A Boddison M Hepworth	(Chief Executive) (Deputy Chief Executive)
Principal address	Ibis House Regent Park Summerleys Road Princes Risborough Buckinghamshire HP27 9LE	
External auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL	
Internal auditor	Crowe UK LLP 55 Ludgate Hill London EC4M 7JW	
Principal bankers	Barclays Bank PLC 1 Churchill Place London E14 5HP	
Principal solicitors	Blake Morgan LLP New Kings Court Tollgate Chandler's Ford Eastleigh SO53 3LG	
Investment fund managers	Evelyn Partners 6 New Street Square New Fetter Lane London EC4A 3BF	

Introduction

Board Chair's report

In 2022, we celebrated the 50th anniversary of the Association for Project Management (APM). We marked this with a variety of activities to recognise the progress we've made, both as a chartered organisation and as a profession. This celebration has given me the opportunity to reflect on the impact that projects have had on the world over the years. I thoroughly enjoyed reading the list of 50 inspiring projects we highlighted as part of our [anniversary celebrations](#); these give me much hope for a world in which we see people and projects succeeding.

APM has strong foundations for continued success, with a robust board composition, an excellent management team, and a healthy and active body of members and volunteers. In October 2022, we welcomed our 40,000th member to the association, which is a fantastic achievement and a testament to the growing impact our work is having. I would like to thank every individual involved in getting us here: thank you for your drive, passion and dedication which has now led to us being even more visible across the growing profession.

It also gives me great pleasure to acknowledge the contributions of our members and volunteers, and to thank you all for your support. I was especially pleased to attend the APM Volunteer Awards in November 2022 and would take this opportunity to congratulate and thank all those of you who selflessly give your time to further the profession's reach and impact.

During the year, we undertook an external review of the Board against recommended practice points in the Charity Governance Code. This concluded with good evidence of performance on which we intend to continue building upon. I would like to thank colleagues on the Board and Company Secretary, Mike Robinson for their time, diligence and support given to the association – and to me in my role as Chair.

In looking to the future, we have developed a [revised strategy](#). I would like to share my appreciation and thanks to former APM Chair Debbie Lewis and the wider Board, for their stewardship and creation of the revised strategy. I'd like to also acknowledge and thank Mark Hepworth, APM Deputy Chief Executive, and Adam Boddison OBE, APM Chief Executive, for their leadership in bringing together the organisation to further develop and bring the strategy to life.

APM is a young and vibrant professional body, leading the way for a profession that is both rewarding and exciting to work in. As the only chartered body for the project profession, I am keen to stay ahead of the curve so we can inspire, support and develop project professionals for years to come. This last year has given me tremendous hope and I look forward to a future in which people and projects can succeed, so that the world can be a better place.

APM Board Chair
Milla Mazilu

Introduction (continued)

Chief Executive's report

Our business year 2022/23 has been one of significant milestones and one that has built on the foundations we've previously worked so hard to establish. Throughout the year, we worked on what I refer to fondly as the 'big four' projects. These are our new brand identity, our 50th anniversary celebrations, our [Delivering a Better Future](#) strategy, plus our next-generation customer relationship management (CRM) system.

These projects will support us in our 1/10/100 ambition of reaching 1,000 corporate partners, 10,000 Chartered Project Professionals and 100,000 individual members. While ambitions on this scale will not be achieved overnight, we do believe these targets can be reached. The work we've done over the past 12 months means we have them firmly in our sights.

I'm sure you will have seen the launch of our striking new brand in October. This has given us a fresh new identity that resonates more with our diverse profession. It's bold and exciting, and we look forward to seeing it in the hands of a growing number of project professionals, be it at events, on their screens or through our publications.

Our 50th anniversary gave us a chance to look back and celebrate the impact our organisation has had over the previous five decades. Our curation of *50 Projects for a Better Future* illustrated the wide variety of the projects that improve our world.

While the anniversary was an important opportunity to reflect on how far APM has come as an organisation, it's imperative that we look forward. This is what our new strategy, [Delivering a Better Future](#), accomplishes by setting our goals as the chartered membership organisation for the project profession.

Although very much a 'behind-the-scenes' initiative, our CRM project is pivotal to enabling us to work in new, more digitally led ways by understanding our members and profession better. A lot of work has been done on the planning and discovery phase of this project already and we look forward to seeing it launch in 2023.

Investment in our people remains one of the most important commitments we can make. To ensure we're ready for tomorrow's challenges, we've continually focused on our staff to make sure we have a resilient, well-trained and motivated workforce. We've also focused on strengthening ties outside APM by building relationships with fellow project-orientated professional bodies such as PMI (Project Management Institute) and IPMA (International Project Management Association). We fully intend to nurture and grow these links to ensure we collaboratively meet the needs of those we serve and take the profession forward.

Professor Adam Boddison
APM Chief Executive Officer

Structure, governance and management

Background

The board of trustees of Association for Project Management (APM) is pleased to present the annual report and audited accounts for the year ended 31 March 2023. These comply with the Financial Reporting Standard applicable in the UK and Republic of Ireland - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

APM is incorporated by Royal Charter (RC000890) and is a registered charity (1171112). Its charitable object is: 'to advance the science, theory and practice of project and programme management for the public benefit.' APM's principal office is: Ibis House, Regent Park, Summerleys Road, Princes Risborough, Bucks, HP27 9LE.

Governance framework

The Royal Charter and By-laws are available on the 'About Us' section of the APM website. The Charter serves as APM's constitution and sets high-level governance arrangements such as the composition of the board of trustees.

The Charter authorises the board of trustees to manage the business of the Association. As part of this duty, the board agrees the APM regulations. The regulations are available online and set out detailed governance arrangements. They include a scheme of delegation confirming the matters that the Board withholds to itself for approval, and the matters which it delegates to the Chief Executive to manage. To summarise the framework: the board sets APM's strategy and monitors its implementation, assuring itself that performance is on track. The board ensures that APM acts within its charitable objects and applicable law. As trustees, the board members are collectively required to manage the assets of the charity.

Individual APM members form an important part of APM's governance framework. Those in the full and fellow grades (MAPM/FAPM) are voting members. This status enables them to attend and vote at general meetings as well as to participate in the annual elections for trustees. The board currently operates with up to nine elected trustees and up to five appointed trustees. The latter are generally appointed by the board to fill gaps in skills and experience. The elected trustees are voting members who are nominated and elected by voting members.

The 2022 board elections saw voter turnout at 18.1% which remained an upper quartile performance amongst similar membership bodies. A good range of quality candidates was again seen with 10 candidates being nominated. Trustees are keen to encourage a diverse and committed range of candidates and members are warmly encouraged to consider the opportunity.

The board has established sub-groups to oversee specific areas of its work. Duties and memberships are outlined on the APM website. The groups comprise: the audit and assurance committee; the remuneration committee; the professional standards and knowledge committee; and the nominations panel. Memberships and terms of reference for the groups are reviewed. Some trustees also act as 'champions' for specific topics and projects.

Detailed governance matters

The regulations require an annual board evaluation exercise to be undertaken; this is externally facilitated every third year. An external consultant carried out a detailed review during the previous financial year, providing her report in March 2022. This identified a sound governance framework and good behaviours in the board room. A few recommendations for improvement were made including suggestions to review board composition, meeting frequency and to improve communications explaining the public benefit delivered by APM. A governance action plan for these points was prepared and completed during the year. The internal board evaluation for 2022/23 focussed on an 'apply or explain' analysis against the Charity Governance Code. This was completed finding only minor points for improvement which were addressed. Trustees endorsed the analysis which concluded good level of evidence against the Code's recommended practice points.

Structure, governance and management (continued)

Detailed governance matters (continued)

APM's trustees are not remunerated but do receive expenses. APM purchases indemnity insurance which seeks to protect trustees against personal liability if legal claims are made against them.

Trustees' biographies can be found on the APM website.

New trustees receive both internal induction and external governance training. All new trustees receive briefings from members of the leadership team and the Company Secretary. Additional training and briefings are available for individual trustees on request. Regular briefings are given to the whole board on various aspects of APM's activities and board-wide training is organised as required.

APM operates a code of conduct for board members and has a policy in relation to conflicts of interest. The board is updated on governance related matters as required and receives guidance on process from the Company Secretary. Related party transactions between APM and its board members are detailed in note 23 to the accounts.

The charity's wholly owned subsidiary, Ibis Trading Limited (06536096), is established as a trading arm. Ibis may undertake commercial activities which are not classed as charitable primary purpose trading, or those that might expose the charity to unnecessary risk. Any profits are gift aided to APM. The presentation of the subsidiary in the accounts is explained in note 1 to the accounts. Currently Ibis' activities focus on sponsorship income.

All individual APM members are bound by a code of professional conduct. Details of the code and its associated procedural rules and indicative sanctions guidance are available on the 'About Us' section of the APM website.

Risk management

APM has a policy for the management of risk which is reviewed and approved by the board on the recommendation of the audit and assurance committee. Risk management is embedded within operational management and APM's project, programme and portfolio management. APM risk management follows guidance set out by the Charity Commission (charities and risk management CC26).

The Deputy Chief Executive acts as risk champion and maintains the corporate risk register. APM has developed a process for risk management which cascades risk management to operational and programme management across APM. Each functional area manages its own risks, which are reviewed at the appropriate level and escalated as necessary.

Risk registers exemplify APM's risk management processes and set out the topic, risk assessment, risk owners, impacts, mitigations, actions, net risk and risk acceptability.

The risk registers are maintained as live documents and are always available to management.

The board reviews risk in detail on an annual basis and reviews the corporate risk register on an exception basis at each board meeting. The audit and assurance committee reviews corporate risks and considers, an area of specific risk at each meeting, as well as monitoring the nature and application of the risk management process. Risks are also considered at regular leadership team meetings.

Key risks and the plans and strategies to manage those risks are detailed on pages 21 and 22.

Structure, governance and management (continued)

Pay policy for senior staff

All board members give their time freely and receive no remuneration. Trustees may receive expenses. Details of their expenses and any related party transactions are disclosed in notes 21 and 23 to the financial statements.

A remuneration committee provides assurance to the board that APM has appropriate reward strategies and policies in place to support the delivery of the corporate strategy and to support an effective, high performing and diverse staff resource. It is chaired by a board trustee.

Day-to-day management of APM is delegated to a remunerated Chief Executive in accordance with board-approved regulations. The leadership team includes the Chief Executive and Deputy Chief Executive who are considered to be the key management personnel within the organisation. There are six other directors on the leadership team.

Remuneration of the leadership team is reviewed annually in accordance with APM's remuneration policy which is the same for all staff. This includes provision for a performance related pay scheme. The remuneration of the Chief Executive is approved by the board's remuneration committee. Regular benchmarking ensures remuneration for all staff is aligned with market rates for the industry.

Reserves policy

APM updated its reserves policy in February 2021. We use a risk-based approach whereby reserve levels are adjusted as perceptions of risk and other factors change; this is aligned with our strategic risk register.

The focus is on the short-term potential drawdown of reserves which would allow time to undertake additional mitigation activities and allow APM to adjust to changed financial circumstances. Reserves are monitored monthly.

Key risks with the potential to impact reserves as identified from the corporate risk register include:

- a decline in income levels (viewed as the single most important risk to APM business continuity), with an inability to raise income having many root causes, for example:
 - competitive threats
 - economic recession
 - a reputation event affecting APM's credibility
 - third-party failure
- inability to operate due to such events as a pandemic, adverse weather or IT failure
- a significant GDPR breach resulting in loss of personal data, leading to financial penalties and reputational damage
- market volatility causing a change in the value of the investment portfolio
- external events such as a high-profile project failure which discredits the profession.

APM operates stringent internal financial controls but financial loss due to fraud remains an operational risk. It is considered unlikely that any single instance of fraud would be material.

Level of reserves

APM manages reserves at a total level using a risk-based approach and our policy is to maintain these within a range of £3.3m to £6.9m. Management of reserves covers designated funds, specific risk-based reserves and a buffer. Risk-based reserves and the buffer together are designed to provide adequate cover for any risks that may materialise and represent the free reserves of the organisation. Flexibility of operations is supported by the free reserves and the ability to determine future investment in defined funds.

Structure, governance and management (continued)

Reserves policy (continued)

Reserve levels may fall outside the defined range if there is a strategy in place requiring the use of additional reserves and a plan to return the reserves back to the approved range.

Reserves were maintained within the prescribed range throughout 2022/23.

Adequacy of reserves at 31 March 2023

APM had net assets of £6.0m at 31 March 2023 (2022: £6.5m) which is comfortably within the range defined in the reserves policy.

<u>Reserves breakdown</u>	2022/23	2021/22
Risk-based	£1.5m	£1.4m
Buffer (surplus)	<u>£2.9m</u>	<u>£3.6m</u>
Free	£4.4m	£5.0m
Designated funds	<u>£1.6m</u>	<u>£1.5m</u>
Total	£6.0m	£6.5m

Investment policy

The policy aims to protect APM's financial assets in real terms by appointing an external investment manager to manage the Association's investments on a discretionary basis. The manager operates under an investment management agreement with APM which in turn is directed by a policy determining the structure and appropriateness of the investments.

The APM board has oversight of the implementation of the Association's investment policy by the APM executive. The board approved updates to the policy during the year reflecting a desire to be more aligned to ethical, social and governance (ESG) considerations whilst not adversely affecting portfolio returns. The policy takes into account guidance issued by the Charity Commission along with the mission of the organisation, its financial position and its risk appetite. The board has appointed a board investment policy lead who acts as a conduit between the executive and board.

The investment objectives of the Association are to maintain the purchasing power of the current assets and all future contributions over a normal market/economic cycle (considered to be 7-10 years) to achieve returns within reasonable and prudent levels of risk. An appropriate asset allocation is maintained based on a total return policy that is compatible with a flexible spending approach, while still having the potential to produce positive real returns.

Investments are carried out in line with APM's aims, charitable objectives and values. A general exclusionary policy has not been adopted, but individual investments may be excluded if perceived to conflict with the Association's objects or if they might bring reputational damage by association.

To date, £3.5m has been transferred to the portfolio for investment; of this £139k remained in cash at the year-end pending investment under suitable market conditions.

The remaining cash funds not required on a day-to-day basis are placed on deposit.

Objectives and activities

We are the only chartered membership organisation for the project profession in the world. Our activities – from qualifications and networking to research, resources and debate - build the profile the profession warrants, challenge the status quo where it matters and set the highest standards. In a complex world, we're helping the project profession deliver better.

Our vision and mission

Our vision expresses what we want to achieve and how the world will benefit when we do:

"A world in which all projects succeed."

We'll make this vision a reality by unleashing the potential of projects to make a positive difference in the world, and by helping people to understand how they can contribute. This is expressed through our mission:

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

This mission statement also serves as our charitable object. As a charity, we exist to create public benefit through all that we do. This statement takes account of Charity Commission guidance on public benefit including *Public Benefit: Running a Charity (PB2)*¹.

Our values

Our values are the principles that drive our behaviours, providing a consistent standard between colleagues and towards our members and stakeholders. They are core to who we are and define ourselves as an organisation. They drive and characterise how we communicate in every way and we're proud of what they represent.

We have four values, each with its own associated behaviours:

- **Progressive** - Being Progressive is about approaching things with an open mind. We try to find the most creative way to get things done and we embrace technology, innovate and have a global outlook.
- **Thoughtful** - Being Thoughtful is about listening and leading debate. We constantly evolve, share our perspective, and own our voice. We support the skills that go beyond project management process alone and are fundamental to success.
- **Warm** - Being Warm is about championing diversity and inclusivity. We treat everyone with empathy and respect - however challenging the circumstances. We're also flexible, friendly and collaborative.
- **Excellent** - Being Excellent is about our commitment to promoting the profession and raising its profile. We set the benchmark with chartered status and constantly challenge ourselves to improve by investing in our quality of thought, delivery, dialogue and services.



Objectives and activities (continued)

Our strategic goals

2022 saw the launch of our new corporate strategy, *Delivering a Better Future*. This builds on our previous strategy, *Inspiring Positive Change*, which was introduced in 2017.

The new strategy was created through research, reflection and stakeholder consultation, to paint a clear picture of the present and future operating environment. From this discovery period, we identified four strategic themes that would help us build on the successes of recent years, while also ensuring adaptability and resilience for the future.

The strategic themes of *Delivering a Better Future* are:

- APM provides leadership of the profession
- APM is a professional body for all project professionals
- APM identifies and enables the right skills for the project professional
- APM is an outstanding professional body.

These themes support our vision of a world in which all projects succeed and reflect our role as the only chartered membership organisation for the project profession in the world. By achieving these goals, more project, programme and portfolio professionals can be at their best, and more projects will be delivered successfully.

Underpinning these themes is the work we've undertaken across both Diversity, Equity, Inclusion and Belonging (DEIB) and sustainability. They remain critical factors for us, and those we serve, which is why elements of DEIB and sustainability now feature in our latest Competence Framework and Chartered Standard.



Objectives and activities (continued)

Creating public benefit

As part of our 50th anniversary, we explored the impact and benefits of some of the biggest projects over the previous half-century. This laid bare the vital importance of projects, programmes and portfolios that are continuously pushing boundaries in a world that's often volatile, uncertain, complex and ambiguous.

With our profession facing increasing demand to harness the power of change for good, we create public benefit in the following ways:

- **Setting leading standards** - Our highly respected Chartered Project Professional standard has been revised to align with our latest *Competence Framework* to ensure we continually lead the way in creating clear, accessible standards and setting the highest of bars for the profession we serve.
- **Promoting and facilitating education** - We lead debate, champion innovation and challenge the status quo when doing so makes a difference. We provide the project profession with recognised qualifications, learning materials and a varied programme of events to facilitate discussion and drive improvement.
- **Raising awareness** - Our chartered status gives the profession the respect it deserves. We work to raise not only our own profile, but the profile of our members and the wider project profession by celebrating the economic and social value projects create; especially among new audiences.
- **Growing the talent pipeline** - We encourage organisations to invest in the professionalisation of their employees who are managing projects, programmes and portfolios. We work with higher education institutions and professional training providers, nationally and internationally, to promote project management as a career of first choice and facilitate access to our qualifications.
- **Supporting research** - As well as commissioning our own research, we fund research from educational and academic institutions around the world. We also hold events to share these new insights and celebrate the contribution that academia and research make to our profession.

In addition, we collaborate with government bodies, private sector organisations and other membership bodies to raise awareness of the importance of well-managed projects, and to advance the development of skills that enable projects to be delivered better.

Achieving these things and delivering on our objectives helps us progress towards a world in which all projects succeed. The public benefit that results from this represents the fulfilment of our charitable object, creating a virtuous circle.



Achievements and successes

Providing leadership of the profession

Growing our membership

Our membership has grown by 18.9% and we close the year having broken the 40,000 mark for individual members for the first time. We ended the year with 44,241 members.

This increase recognises our growing reach in new sectors, and our investment in growing our membership offering with online benefits such as APM Learning and the APM Community.

Our membership drive continues to grow internationally and is seeing demand from professionals in Gulf countries for our membership services.

Building strong relationships with our corporate partners

During the year, we strengthened relationships with organisations across industry and the public sector through our Corporate Partnership Programme. Our focus on doing this ensures we can work closely with those at the forefront of project delivery to share knowledge and build strong mutual partnerships from which we all benefit.

Our efforts to build awareness of the benefits of APM Corporate Partnership have grown in new sectors including healthcare and pharmaceuticals; this was particularly prevalent following the COVID-19 pandemic.

We ended the year with 442 corporate partners.

Growing demand for our qualifications

The 22,261 exams sat last year is the highest ever for APM and highlights a strong demand for development opportunities to build knowledge, experience and capability from across the profession. Our online examinations enable greater accessibility to our qualifications and with the review of our APM Project Management Qualification underway we will continue to ensure we meet the needs of the profession's development in the future.

Register of Chartered Project Professionals passes 3,000 ChPPs

This year a new milestone was reached as our Register of Chartered Project Professionals totalled over 3,000 Chartered Project Professionals (ChPPs) for the first time since its launch in 2017.

Evidence of the value of chartered status continues to build, backed by our research, and we're seeing a strong demand from major organisations for project professionals to have achieved the standard for key roles.

Public affairs and government engagement

We accelerated growth and success in this area by submitting evidence to five external consultations, including securing a spot for our President at a government roundtable on transport skills.

Across the year we met numerous MPs and Peers, including attendance at party conferences - to talk through members' concerns. We have also maintained good dialogue with our key stakeholder groups including the Infrastructure and Projects Authority (IPA), National Audit Office (NAO) and National Infrastructure Commission (NIC).

We've grown our voice and reach and continue to provide comment on high-profile events, including the Budget, NAO reports and other key publications.

Achievements and successes (continued)

APM research

Our research programme continues to develop knowledge across a wide range of areas of interest and sectors. We published six pieces of research and 15 bitesize research blogs during 2022/23.

Four new studies were awarded funding from the APM Research Fund. These covered important topics such as gender inequality, net zero, diversity and well-being. All of these - and more current research - can be [found on our website](#).

Research activity also included events, webinars and workshops to support all APM stakeholder groups including project professionals and project organisations, academics, students and volunteers among many others.

Leading discussion and debate

Throughout 2022/23, we championed discussion and shared thought leadership on many important topics by publishing white papers and reports, and by hosting online roundtables. Using a variety of platforms enabled us to make these discussions more accessible. All outputs were shared over social media to give access to as many people as possible and allow them to continue the conversations on our online communities.

Among our outputs for the year were:

- **Transitioning from project manager to project leader** - We published an exclusive paper for our Corporate Partners in April, titled *Making the Transition from Project Manager to Project Leader*. It shared insights from three prominent project leaders - Nick Smallwood, Chief Executive of the Infrastructure and Projects Authority; Emma Carroll-Walsh, Programme Executive at Manufacturing Technology Centre and APM Board Trustee; and Nick Elliott MBE, Chief Executive Officer of Helsing UK - on the skills and qualities necessary for project leaders, to help people on the verge of stepping up to this level in their careers.
- **The chief project officer** - A growing number of organisations are consolidating the planning and implementation of change initiatives within the role of chief project officer. We held a roundtable discussion in the summer to discuss the emergence of this role, how organisations can integrate it into existing operations, and the benefits of doing so. The online discussion was summarised [in a report](#), which was made available on our website.
- **Project management in the life sciences and pharmaceutical sector** - We hosted a roundtable event in November for the life science sector. It was attended by representatives from leading pharmaceutical, healthcare, bioscience and life science organisations, including AstraZeneca, PIPMG and the NHS. It raised awareness of the importance of the project management profession within these sectors, which APM research has found contributes £17.5bn to the UK economy annually and employs 223,800 full-time equivalent workers.
- **Project management in the charity sector** - Project management in the charity sector adds £6.61bn of value to the UK economy each year. To help specialists in this sector become more confident in their ability to deliver projects, we gathered a panel of experts from various UK charities for a roundtable discussion on the opportunities and challenges in this unique sector. The discussion was summarised in our paper, [Delivering Better Projects in the Charity Sector: The Expert View](#), published in March.

Achievements and successes (continued)

APM Power of Projects Conference 2022

Our Power of Projects conference in June 2022 was a significant one, as it coincided with our [50th anniversary celebrations](#) and brought the project management community back together with our first in-person flagship conference since 2019.

The keynote speaker was Catherine Green OBE, Manufacturing Lead, Oxford-AstraZeneca Vaccine, Oxford University, who played an integral part in the development of the Oxford–AstraZeneca vaccine.

The conference hosted our lightbox exhibition celebrating APM's curation of *50 Projects for a Better Future*, showcasing the impact and benefit the profession brings to society.

APM Project Management Awards 2022

Another event that championed the power of projects for good was our APM Project Management Awards, held in November 2022. The event received 150 entries, submitted from a wide range of sectors from defence projects to post-disaster recovery, retail to technology.

The winning projects and professionals demonstrated just how critical their work is to all of us with amazing feats and accomplishments on display.

On the night, we welcomed 450 guests, making it a night to remember for many.

APM Women in Project Management Conference 2022 featuring the Think Differently Summit

Our award-winning Women in Project Management (WiPM) Conference took place in September 2022 in London, our first in-person WiPM conference since 2019. It garnered resoundingly positive feedback from sponsors and attendees of which there were over 480 in attendance.

The discussions addressed the key challenges of modern work, sharing insights from project management experts and providing the opportunity to make new connections. The conference included a Think Differently Summit, which explored the subject of diversity - its role in teams, the workplace and delivering project success.

APM Festival of Education and Research

Our Festival of Education and Research was the biggest yet, attracting nearly 800 delegates in February 2023 from over 20 countries, featuring 25 speakers. This event received nearly twice as many award submissions as the previous year. Of those who attended, 84% said they would recommend the event to colleagues and contacts.

Early career project professional events

Several [emerging project professional events](#) were held during the year, supporting the next generation of talent. These events covered themes including Getting into Chartered, Why Projects Fail and What Makes Projects Succeed, which focused on APM's Dynamic Conditions research, attracting over 70 delegates at each session.

Achievements and successes (continued)

A professional body for all project professionals

Success on our digital channels

2022/23 was a remarkable year for us on social media. Our efforts led to a series of accomplishments on platforms as diverse as LinkedIn and TikTok.

Our LinkedIn channel, in particular, has been exceptionally successful. On this platform we reached an impressive milestone of over 100,000 followers. We also achieved significant increases in impressions, engagements and our engagement rate (the proportion of posts being interacted with), which increased to 6.6% from 4% the previous year.

Our LinkedIn Live events have also seen significant achievements. We have designed a LinkedIn Live calendar that enables us to schedule content throughout the year, aligning them with awareness days and essential pieces of APM content. For instance, we organised a LinkedIn Live session focused on women in projects to celebrate International Women's Day and Mental Health Awareness.

Furthermore, we have conducted several LinkedIn Lives that have supported various areas of the business, including membership, chartered, research, and the APM strategy. During 2022/23, our LinkedIn Live sessions achieved 20,000 viewers.

We applied a more strategic approach to our new TikTok account to ensure its continued growth. This platform is particularly popular among younger users, making it an important means of reaching this audience. We created a strategic plan and analysed our content's performance, leading us to grow our following to over 14,000, gain an impressive four million video views and 80,000 engagements.

APM Community mobile app

Our new APM Community mobile app for members launched last year. The app connects project professionals from around the world and provides direct access for all users to the APM Community - APM's online forum. We reached over 600 app users in 2022/23.

Women in projects

We have a proven record of advocating for equality, diversity and inclusion in our profession. However, the evidence shows there is still disparity for women in project-related roles. We launched an editorial campaign to explore issues relevant to women, including career progression, flexible working, mentoring and tackling myths around discrimination. The campaign included blogs, interview articles and video interviews, that were syndicated and shared by partner organisations, to reach the widest possible audience. The campaign culminated in [an online roundtable](#) featuring prominent women from the project profession. This roundtable was made available on demand and was viewed over 5,000 times by the end of the business year.

Welcoming our youngest Chartered Project Professional

In July, we congratulated Bel French, Infrastructure Project Manager with construction consultant Gleeds, who it was announced had become a Chartered Project Professional (ChPP) aged just 22 years old.

Bel started her project career after taking her A Levels. She completed her NVQ Level 4 Associate Project Manager Apprenticeship while working on infrastructure projects and programmes. As part of this, she completed her APM Project Management Qualification and AgilePM Foundation exam. In addition to this remarkable achievement, Bel went on to be elected to APM's Board of Trustees in November of the same year.

Achievements and successes (continued)

Identifying and enabling the right skills for the project professional

APM Learning developments

Since the launch of APM Learning four years ago, we've developed over 40 modules covering the majority of APM competence areas. These are supported by guides, 100 learning podcasts, tools and templates.

We now have over 40% of individual eligible members registered on the site, with a good spread of usage across member grades.

Associate 53%

Member 34%

Fellow 37%

Our learning podcasts were a new area added in the last year and have been popular with members. These 5–10-minute recordings help members develop the skills needed to succeed. Each one covers tools, tips and frameworks that help users to problem-solve, be agile, adapt, prioritise, lead effectively and communicate successfully.

Next year, we will continue to develop our library of modules focusing on plugging any remaining gaps in competence areas. We will also be launching new 'information sheets.' These short, easy-to-access guides will build into a library of resources for members across all areas of project management. The launch will contain up to 20 information sheets initially.

Publishing

Throughout 2022/23 we published a wide range of books and reports. These included [Neuroscience for Project Success – Why people behave as they do](#) by Carole Osterweil and our report on [Project Management in post-conflict and disaster zones](#).

Our publications are also available on the [RNIB Bookshop](#), where learners with a visual disability can access large print and braille books free of charge.

We also worked closely throughout the year with Crossrail to publish a Learning Legacy journal. The journal is a collection of six papers sharing lessons from Crossrail - one of Europe's largest engineering projects. As an official learning legacy partner, APM was responsible for reviewing the content and publishing the findings.

ChPP review

Throughout 2022/23 we revised [our Chartered Project Professional standard](#). The revision enables ChPP status to remain relevant, accessible and an aspirational benchmark for project professionals within the workplace. It does this by:

- aligning to the *APM Competence Framework 3rd edition*;
- featuring a mix of mandatory and elective competencies;
- developing accessible materials and making improvements to the user experience.

Project Management Qualification review

Throughout 2022/23 we invested in research to explore how we can ensure our Project Management Qualification can continue to support our profession and what the next generation looks like.

This has involved a wide variety of stakeholder engagement and consultation panel exercises to gain the best possible insight from across the profession.

We end the year with a rich set of data and insights from a myriad of stakeholder groups to support our ongoing decision making and pilot stages throughout 2023/24.

Achievements and successes (continued)

APM Mentoring

Our APM Mentoring Programme has now been live for over 12 months and continues to support hundreds of people, enabling mentors drawn from APM's global membership to support and guide people in the early stages of their career, returning to work or who are new to the project profession.

We now have 237 working pairs with 268 mentors registered after one year of being available to members.

To build awareness, we held a series of webinars during the year to bolster adoption of the programme and promoted its availability as a member benefit through ongoing marketing activity.

An outstanding professional body

APM 50th anniversary

2022 was our 50th anniversary. To mark the occasion, we undertook a series of activities which included *50 Projects for a Better Future*, a showcase of the 50 most inspiring projects from the past 50 years, all of which have had a positive and transformative impact on society, the economy and environment.

More than 600 projects - from across the fields of construction and engineering, technology, healthcare, education, sports and nature, arts and media - were nominated for inclusion by a panel made up of APM members, APM branch representatives, board members and industry experts. [The 50 Projects for a Better Future list](#) was published on our website and a hardback book was also produced and distributed.

Other activity included a consumer news story based on a survey of 2,000 people about career progression and the power of 'hidden skills' (including project management skills) to unlock opportunities for advancement. The survey generated 31 pieces of media coverage, including coverage in *The Sun*, *The Independent* and *The Daily Express*, among others.

Rebranding APM

On 31 October 2022 we unveiled a new brand identity, including a new logo. This was the culmination of a complete brand refresh to reflect how the organisation has evolved since its previous brand was introduced.

Designed by creative agency Frank, Bright & Abel, the new logo represents our continued commitment to the project profession through the delivery of professional services and resources to our members, along with our Corporate Partners and the wider project community.

The new brand identity includes the new tagline: 'Because when projects succeed, society benefits', which reflects the power of projects to make the world a better place.

We've received a lot of positive feedback from our stakeholders and the new brand has been well embedded across our organisation and events.

Launch of digital badge for volunteers

In February 2023 we launched a new digital badge for our volunteers that recognises the valuable contributions they make and raises their profile across the profession. We also published a new webpage to highlight the vast number of opportunities there are for people to get involved with volunteering at APM.

Both initiatives were built in response to an ongoing volunteer review that's set to ensure our volunteering programme is fit for the coming years.

To date, nearly 900 volunteer digital badges have been issued.

Achievements and successes (continued)

Awards and other achievements

Best Companies two-star rating

We have now achieved a two-star Best Companies rating. This represents 'Outstanding' levels of workplace engagement and continual improvement from our 2022 score, which gained a 'very good' one-star rating. The Best Companies score is an accreditation framework that represents employee engagement and the very best companies to work for in the UK. The rating is calculated following a survey that all APM staff are invited to complete. Our overall survey response rate was 90%. A donation of £1.50 per response to the Motor Neuron Disease Association (MND) was made, resulting in a donation of £151.50.

Association Excellence Awards

In October 2022 our Corporate Partnership Programme took first prize at the Association Excellence Awards. The judges commented: "This was a very strong partnership demonstrating effectiveness." In addition, [Project, APM's quarterly journal](#), won a Bronze award in the category of 'Best Association Newsletter, Blog, Online or Physical Publication (circulation over 20,000)'.

The 2021 APM Project Management Awards were also shortlisted in the 'Best Association Virtual or Hybrid Event' category.

Memcom Awards

In addition to the Association Excellence Awards, we were proud to be shortlisted in two categories at the annual Memcom Awards, which recognise innovation and creativity among professional bodies, membership associations and not-for-profit organisations. These were Best Celebration Event of the Year (for the APM Project Management Awards 2021) and Membership Organisation Team of the Year (for our Membership and Business Development Team).

Diversity, Equity, Inclusion and Belonging (DEIB)

As the only chartered organisation for the project profession, it's vital for us to continue working to promote, engage and champion diversity across the profession. In 2022 we published our Diversity and Equality policy online to make our goals more visible to the public and to increase confidence in our commitment to DEIB.

Our volunteer community supported this work throughout 2022/23. We're grateful to them for their contribution of blogs that cover important topics like mental health, neurodiversity and inclusion, to name just a few. Our branch network ramped up its DEIB activity, both online and at physical events, and this has been well received.

We also celebrated diversity at our flagship events by welcoming experts in their field to share their knowledge. Several such sessions were held at our 2022 WiPM Conference.

At APM we believe a diverse, empowered workforce gives us different ways of thinking, a more successful business, and better places for us all to work. This extends to our trustees who have a wide variety of backgrounds as well as disparate life and work experiences. The diverse nature of our trustees supports our commitment to provide equal opportunities, promoting fairness and respect, and showing zero tolerance for discrimination. We were pleased to welcome two new board members in November: Bel French ChPP and Sheilina Somani ChPP FAPM.

Plans for the future

In 2022 we launched our new strategy, *Delivering a Better Future*. This provides a roadmap for APM, showing how we will continue to innovate, adapt and build on current strengths, and it reflects our role and responsibilities as the chartered body for the project profession.

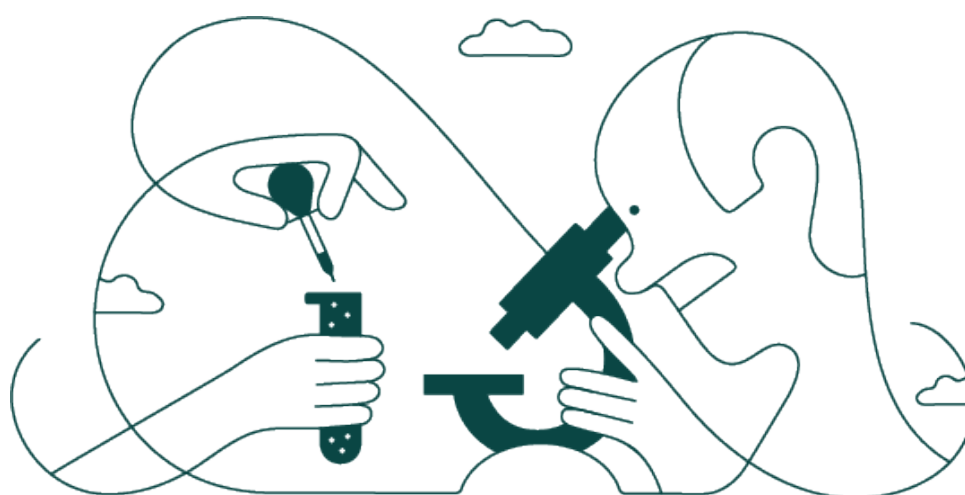
During 2022/23, we undertook a range of initiatives that form the foundations to some of our future plans. These included reviews of our chartered standard, our volunteer relationship and our accreditation model for training providers. We will start to implement enhancements to these areas in 2023/24.

In our endeavour to be an outstanding organisation, we will also be completing some internal changes, including the implementation of our CRM system and enhancing our insights function. We will review our product portfolio to ensure that we remain relevant to all our stakeholders including current and potential individual and corporate members, students and the wider profession. We will continue to enhance the voice of the profession by increasing our presence in political and other fields.

Working closely with education providers, corporate and public organisations, we will continue to grow the community of Chartered Project Professionals who drive excellence in the design, delivery and control of change.

We have already made commitments to sustainability, and we will build on these, both internally and as a leader for the profession. We will help project practitioners understand their impact on sustainability, so that they can incorporate it into their projects that meet the needs of the current generation without compromising future ones.

Project professionals have always had to be adaptive, but a lot has changed in recent years. Economic changes, Brexit, the COVID-19 pandemic and geo-political uncertainty have thrown the need to be adaptable into sharp focus. Above all, we remain committed to innovate, adapt and embrace change so that we can provide clear, consistent leadership and continue to help the project profession deliver better.



Principal risks and uncertainties

The board has considered several strategic risks during the year, including those below, together with possible impacts and mitigating strategies.

Risk category	Risk	Mitigating strategy/assurance/controls
Governance	Diversity in board, committee or volunteer roles is not delivered leading to a lack of diversity of thought and fresh ideas.	Promotion of vacancies invites applications from diverse backgrounds and sectors and the ability to appoint five trustees provides an opportunity to target broadening diversity. There is a limit on the maximum term of office for trustees and committee appointments which sends the message that new ideas are helpful to balance continuity. The APM board has agreed a diversity action plan to help drive better understanding and representation across the project profession.
Operational	Business continuity - an event limits APM's ability to operate. This may arise from fire, flood, adverse weather, IT failure or denial of service attack, media crisis/reputational threat, epidemic/pandemic, etc.	Business continuity and disaster recovery plans are in place, reviewed and tested. An internal audit took place in 2023 and found significant assurance in this area. Tools and approaches for remote working are embedded. IT controls are in place and have been strengthened during the year. Standard insurance cover is held.
Operational	IT security/GDPR - a malicious IT attack or malware infection leads to data loss. Failure of internal controls, including significant GDPR breach results in loss of personal data, leading to financial penalties and reputational damage.	Annual IT security penetration testing is undertaken. Anti-malware is deployed, and web and email filtering are applied. There are mandatory operating system updates applied across end user devices and backups are in place for all systems. A data protection consultant has reviewed data protection approaches and policies. A data protection officer is in place. Data protection training is mandatory for all staff. An internal audit took place in 2022 and found significant assurance in this area.
Operational	Third-party failure - a key software system or partner fails leading to financial or reputation issues.	ICT systems planning and supplier management is in place. Disaster recovery and business continuity plans are in place.

Principal risks and uncertainties (continued)

Risk category	Risk	Mitigating strategy/assurance/controls
External	Economic conditions - actual or threatened recession leads to reduced investment across government and economy as a whole. Reduced investment in projects and/or budgets for training and memberships.	APM works with partners to make the case for project management being especially vital in such circumstances e.g. <i>Golden Thread</i> research. The Chartered standard provides confidence in delivery and use of resource. APM continues to improve evidence of value for each stakeholder group.
Financial	There is a failure to manage reserves appropriately and maintain funds at an appropriate level. Either reserves become excessive (failure to deliver value to members) or inadequate funds limits ability to deliver the APM strategy.	A risk-based reserves policy is in place. Diversification is maintained through cash and long-term investment. There is regular reporting to the board to inform evidence-based decision-making. Business planning includes long term cash flow forecasting and reserves projections.
Compliance	There is a failure of systems or processes to adhere to acceptable standards and/or regulatory requirements. For example, corporate governance, financial regulations, health and safety, bribery act, IR35.	The policy register is regularly reviewed and there are policy controls in place. APM has qualified and experienced staff in place to address areas of compliance. The organisation is subject to external and internal audit. An internal audit of financial controls took place in 2022 and found significant assurance in this area. Annual board evaluation exercises are undertaken and trustees carry out regular training. There are robust regulations and board governance - delegations are clear and in operation. H&S practices reflect home working arrangements.

Financial review

Overview

In line with our aims, 2022/23 was another year of growth for APM, with turnover increasing by 23% to £13.8m (£11.2m prior year). The deficit for the year was £490k against a prior year surplus of £189k, including an investment loss of £61k (gain £311k). This was a planned deficit, investing in our new strategy that will benefit our members and the profession.

Membership revenue grew by 5%, with qualification and contractual income 32% higher than last year.

Net assets at 31 March 2023 were £6.0m (£6.5m).

Income

Subscription income from individual members and corporate partners increased by 5% to £4.8m. Individual membership numbers increased to a record high of 44,241 with student member numbers growing by 22% to over 16,000 and international membership accounting for 6% of the total. Retention also increased.

Examination and other contractual income increased from £5.9m to £7.8m, an increase of 32% on the prior year. Revenue has returned to pre-Covid levels, with the number of exams taken up 11% on 2019/20 and a third higher than last year. The APM Project Management Qualification (PMQ) continues to be the lead contributor to examination revenues.

As we returned to a full programme of in person events, event income increased by 116% to £427k. This was buoyed by our 50th celebrations.

APM invests funds not required for working capital in an investment portfolio managed by a professional investment manager. Funds are actively managed and allocated across a range of asset types designed to yield the required rate of return for an acceptable level of risk. Returns are measured over a five to seven-year term rather than on a year-on-year basis, with volatility expected within certain limits. Losses in 2022/23 were £61k (1% of funds) against a gain of £311k in the previous year. 2022 was recognised as a difficult and unusual year due to the impact of the war in Ukraine, continued high cost of fuel and rising inflation. As inflation starts to normalise, performance is expected to stabilise.

Bank interest on deposits and dividends reinvested into the portfolio doubled on the prior year at £54k.

Expenditure

The Charities Accounting Statement of Recommended Practice (SORP) requires expenditure to be analysed into the same categories as the income described above. The expenditure is detailed in note 4 on page 39.

Total costs grew during the year from £11.3m to £14.2m, an increase of £2.9m (26%). Costs were impacted by both growth and inflationary price increases, particularly in staff support costs including recruitment. Investment was made in professional staff to deliver the new strategy, with an increase in the average headcount to 130 from 112.

Note: Percentage variances are calculated from the full financial results rather than the rounded figures contained in this review.

Statement of trustees' responsibilities

The trustees are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Charity law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and the group and of the incoming resources and application of resources of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011. They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as the trustees are aware:

- there is no relevant audit information of which the charity's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditor

Buzzacott LLP has expressed its willingness to remain in office as auditor of the charity.

The trustees' annual report is approved by the trustees of the Association.

Signed on behalf of the trustees



Milla Mazilu, Board Chair

24 July 2023

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

Opinion

We have audited the financial statements of Association for Project Management ('the charity') and its subsidiary (together, 'the group') for the year ended 31 March 2023 which comprise the Consolidated Statement of Financial Activities and its subsidiary (the 'group'), the Consolidated and Association Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charity's affairs as at 31 March 2023 and of the group's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Independent auditor's report to the trustees of the Association for Project Management (continued)

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements; or
- the charitable parent company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we required for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 24, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

The trustees have elected for the financial statements to be audited in accordance with the Charities Act 2011 rather than the Companies Act 2006. Accordingly we have been appointed as auditors under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations; and

Independent auditor's report to the trustees of the Association for Project Management (continued)

- we obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework (Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011) and those that relate to data protection (General Data Protection Regulation).

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions; and
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Independent auditor's report to the trustees of the Association for Project Management (continued)

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charity and charity's trustees as a body, for our audit work, for this report, or for the opinion we have formed.

A handwritten signature in dark ink that reads 'Buzzacott LLP'.

Hugh Swainson (Senior Statutory auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date: 31 July 2023

Buzzacott LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

Consolidated statement of financial activities

For the year ended 31 March 2023

	Notes	Total funds 2023 £	Total funds 2022 £
Income:			
Income from charitable activities:			
Subscriptions		4,818,994	4,593,039
Examination and other contractual income		7,779,686	5,902,413
Publications		678,712	465,622
Income from other trading activities:			
Events		427,476	198,163
Investment income	10	54,159	27,523
Total income	2	13,759,027	11,186,760
Expenditure:			
Expenditure on charitable activities	4	13,254,217	10,793,201
Expenditure on raising funds:			
Events		910,335	497,487
Investment management costs		23,499	18,342
Total expenditure		14,188,051	11,309,030
Net expenditure before (losses)/gains on investments		(429,024)	(122,270)
Net (losses)/gains on investments	12	(61,001)	311,227
Net (expenditure)/income and net movement in funds for the year	7	(490,025)	188,957
Reconciliation of funds			
Total funds brought forward		6,512,028	6,323,071
Total funds carried forward		6,022,003	6,512,028

APM has no restricted funds. All of the above results are derived from continuing activities. The group has no recognised gains or losses other than those dealt with in the statement of financial activities.

The notes on pages 33 to 52 form part of these financial statements.

Consolidated balance sheet

As at 31 March 2023

	Notes	2023		2022	
		£	£	£	£
Fixed assets					
Intangible fixed assets	11		1,013,077		881,552
Tangible fixed assets	11		625,222		649,270
Investments	12		4,759,626		4,782,136
			<u>6,397,925</u>		<u>6,312,958</u>
Current assets					
Investments	13	1,736,715		480,424	
Stocks	14	33,609		20,799	
Debtors	15	1,704,146		1,266,555	
Cash at bank and in hand		1,110,761		2,693,994	
		<u>4,585,231</u>		<u>4,461,772</u>	
Liabilities					
Creditors: amounts falling due within one year	16	(4,474,191)		(3,599,489)	
Net current assets			<u>111,040</u>		<u>862,283</u>
Total assets less current liabilities			<u>6,508,965</u>		<u>7,175,241</u>
Provisions for liabilities	17		(486,962)		(663,213)
Net assets			<u>6,022,003</u>		<u>6,512,028</u>
The funds of the charity:					
Unrestricted income fund-designated	18		1,638,300		1,530,822
Unrestricted income fund-general	19		4,383,703		4,981,206
			<u>6,022,003</u>		<u>6,512,028</u>

The notes on pages 33 to 52 form part of these financial statements.

Approved by the board of trustees on 24th July 2023 and signed on its behalf by:



Milla Mazilu, Board Chair
Incorporated by Royal Charter RC000890

Association balance sheet

As at 31 March 2023

	Notes	2023		2022	
		£	£	£	£
Fixed assets					
Intangible fixed assets	11		1,013,077		881,552
Tangible fixed assets	11		625,222		649,270
Investments	12		4,759,626		4,782,136
			<u>6,397,925</u>		<u>6,312,958</u>
Current assets					
Investments	13	1,736,715		480,424	
Stocks	14	33,609		20,799	
Debtors	15	1,823,279		1,443,566	
Cash at bank and in hand		986,453		2,626,508	
		<u>4,580,056</u>		<u>4,571,297</u>	
Liabilities					
Creditors: amounts falling due within one year	16	(4,469,016)		(3,684,091)	
Net current assets			<u>111,040</u>		<u>887,206</u>
Total assets less current liabilities			<u>6,508,965</u>		<u>7,200,164</u>
Provisions for liabilities	17		(486,962)		(663,213)
Net assets			<u>6,022,003</u>		<u>6,536,951</u>
The funds of the charity:					
Unrestricted income fund-designated	18		1,638,300		1,530,822
Unrestricted income fund-general	19		4,383,703		5,006,129
			<u>6,022,003</u>		<u>6,536,951</u>

The notes on pages 33 to 52 form part of these financial statements.

Approved by the board of trustees on 24th July 2023 and signed on its behalf by:



Milla Mazilu, Board Chair
Incorporated by Royal Charter RC000890

Consolidated cash flow statement

For the year ended 31 March 2023

		2023	2022
	Notes	£	£
Net cash provided by operating activities	A	412,163	461,684
Cash flows from investing activities:			
Return on investment and servicing of finance			
Investment income		54,159	27,523
Purchase of fixed assets		(754,772)	(535,675)
Acquisition of long-term investments		(576,837)	(868,249)
Proceeds from sale of investments and decrease in cash held within investments		538,345	841,425
Net cash used in investing activities		(739,105)	(534,976)
Change in cash and cash equivalents		(326,942)	(73,292)
Cash and cash equivalents at the beginning of the reporting period		3,174,418	3,247,710
Cash and cash equivalents at the end of the reporting period		2,847,476	3,174,418
Analysis of cash and cash equivalents:			
Cash in hand		1,110,761	2,693,994
Notice deposits		1,736,715	480,424
		2,847,476	3,174,418
Note A			
Reconciliation of expenditure to net cash flow from operating activities			
Net expenditure for the year		(490,024)	188,957
Investment income		(54,159)	(27,523)
Loss/(gains) on investment activities		61,001	(311,227)
Profit on disposal/reclassification		-	68,666
Depreciation and amortisation		647,295	769,636
(Increase)/decrease in stock		(12,810)	3,583
(Increase) in debtors		(437,591)	(167,573)
Increase/(decrease) in creditors		698,451	(62,835)
Net cash provided by operating activities		412,163	461,684

No separate reconciliation of net debt has been prepared as there is no difference between the net cash (debt) of the charity and the above cash and cash equivalents.

Notes to the financial statements

Association for Project Management is a registered charity (number 1171112) and incorporated by Royal Charter (RC000890). The registered office is Ibis House, Regent Park, Summerleys Road, Princes Risborough, Buckinghamshire HP27 9LE.

Ibis Trading Limited is a wholly owned subsidiary of the Association for Project Management and is a limited company registered in England and Wales (number 06536096). The registered office is Ibis House, Regent Park, Summerleys Road, Princes Risborough, Buckinghamshire HP27 9LE.

1. Accounting policies

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), and the Charities Act 2011.

Association for Project Management meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

These accounts are prepared in sterling which is the functional currency of the charity and rounded to the nearest pound.

Preparation of the accounts on a going concern basis

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Association and group to continue as a going concern for the foreseeable future. In reaching their conclusion, trustees have taken account of the Association's operating environment, current and expected future financial performance, reserves, liquidity, and the ability to draw down on investments. Operating and financial performance through the COVID-19 pandemic has also demonstrated APM's resilience. On this basis the trustees consider that there are no material uncertainties regarding the Association and group's ability to continue in operational existence for the foreseeable future, and for this reason they continue to adopt the going concern basis in preparing the annual financial statements.

Accounting policies (continued)

Group financial statements

These financial statements consolidate the results of the charity and its wholly owned subsidiary Ibis Trading Limited on a line-by-line basis.

Information in respect to the charitable parent company is as follows:

	2023	2022
	£	£
Gross income	13,729,473	11,470,452
Surplus/(Deficit) for the year	(514,949)	167,797

No separate statement of financial activities has been presented for the Association alone as permitted by Section 408 of the Companies Act 2006.

Unrestricted funds

Unrestricted funds are donations and other income receivable or generated for the objects of the charity without further specified purpose and are available as general funds. All funds are unrestricted during the year and at the year end.

Designated funds

Designated funds are unrestricted funds earmarked by the board of trustees for particular purposes.

Restricted funds

Restricted funds are to be used for specific purposes as specified by the donor. Expenditure which meets these criteria is charged to the fund. The charity currently has no restricted funds.

Income (including subscriptions, examination fees, contributions, grants, donations, contractual services and investment income)

Recognition of membership income: members' subscriptions are spread equally over 12 months following receipt, on the assumption that this is a fair reflection of the period over which value is provided to the member.

Subscription income represents amounts receivable during the year. Subscriptions are receivable from members annually.

Fees receivable for services are accounted for in the period in which the service is provided.

Income from delegate fees and sponsorship for events is recognised in the period in which the event occurs.

Investment income is recognised in the accounts when it is receivable.

Income represents amounts receivable net of VAT and discounts.

Voluntary income represents donations which are recognised in the accounts in the period they are received.

All income is recognised as receivable when there is legal entitlement to the income, probability of receipt and amounts can be measured reliably.

Accounting policies (continued)

Expenditure (including allocation of expenditure)

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Resources expended include attributable VAT in the instances that it cannot be recovered.

Costs of raising funds are those costs incurred for holding a variety of events on project, programme and portfolio management and related fields.

The resources expended on charitable activities comprise direct costs associated with subscriptions, examinations and publications, together with a share of the support costs.

Support costs are the costs of central and administrative functions and governance costs, which are allocated to activity cost categories as detailed in the cost allocation note below.

Governance costs relate to the governance arrangements of the Association including the costs relating to strategic management, constitutional and statutory requirements.

Cost allocation

Overhead and support costs have been allocated on the following basis to charitable activities and cost of raising funds:

<u>Description</u>	<u>Method of apportionment</u>
Depreciation	Apportioned in relation to income
Finance	Apportioned in relation to income
Information technology	Apportioned in relation to income
Other support staff	Apportioned in relation to income/expenditure
Office costs	Apportioned in relation to income
Governance costs	Apportioned in relation to income

Intangible fixed assets

Intangible fixed assets are stated at cost less amortisation. Amortisation is provided at rates calculated to write off the cost of each asset over its expected useful life as follows:

Computer software costs	33.33% straight line
Customer relationship management system	20% straight line
Publications	33.33% straight line
Qualifications and other intangible assets	33.33% straight line

Expenditure below £1,000 is written off in the year of purchase.

Intangible fixed assets include software licences, website and e-learning development costs and the costs of producing new APM qualifications and the APM Body of Knowledge 7th edition which have been capitalised on the grounds that they underpin APM's examination syllabuses, and that they have an economic life beyond 12 months. E-learning and certain website development costs are capitalised on the basis that they aid and assist members taking qualifications and as such are enduring assets which will assist in the creation of future revenue. The work undertaken by APM's digital partner is analysed by sprint and only classified as capital expenditure where this will form part of an enduring asset, with the remainder expensed.

Accounting policies (continued)

Tangible fixed assets

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Leasehold improvements and dilapidations	Over the life of the lease, straight line
Furniture and equipment	25% straight line
Computer equipment	33.33% straight line

Expenditure below £1,000 is written off in the year of purchase.

Stocks

Stocks are stated at the lower of cost and net realisable value, after making allowance for obsolete and slow-moving items.

Foreign currency

Foreign currency transactions are recorded at the exchange rate at the time of the transaction. Foreign currency balances are translated into sterling at the exchange rate at the balance sheet date. Resulting gains or losses are included in the Statement of Financial Activities (SOFA).

Operating leases

The cost of operating leases is charged to the SOFA over the period to which they relate.

Pension costs

APM operates a funded defined contribution pension scheme. Contributions to the scheme are charged to the SOFA in the period to which they relate. The scheme is open to all eligible APM staff.

Cash and cash equivalents

Includes cash and short-term liquid investments with a maturity date of three months or less from the date of acquisition or the opening of the deposit/investment account.

Financial instruments

APM has elected to apply the provisions of Section 11 'Basic Financial Instruments' of FRS 102 to all of its financial instruments. Basic financial instruments are recognised initially at transaction value and subsequently at their settlement value. Financial instruments are recognised in the balance sheet when the Association becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

With the exceptions of prepayments, deferred income and amounts due to or from HMRC, all other debtor and creditor balances are considered to be basic financial instruments under FRS 102. See notes 15, 16 and 17 for the debtor and creditor notes.

Accounting policies (continued)

Fixed asset investments

Investments are stated at market value at the balance sheet date. The SOFA includes the net gains and losses on revaluation and disposals throughout the year.

Judgments and key sources of estimation uncertainty

In the application of the Association's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The most significant estimates and assumptions which affect the carrying amount of assets and liabilities in the accounts relate to:

- useful economic lives: the annual depreciation charge for property, plant and equipment and the annual amortisation charge for intangible assets is sensitive to change in the estimated useful economic lives and residual value of assets. These are reassessed annually and amended where necessary to reflect current circumstances;
- allocation of membership income on a time apportioned basis which results in an estimation of deferred income carried forward at each balance sheet date;
- dilapidations provision for leased premises due at the end of the leases;
- estimation of the appropriate proportion of IT expenditure to capitalise as intangible fixed assets;
- estimation of future income and expenditure flows for the purpose of assessing going concern.

2. Income

All income from charitable activities was derived from the provision of services, with the exception of income from publications of £678,712 (2022: £465,622).

Interest income received was £15,669 (2022: £700). Dividend income from investments was £38,490 (2022: £26,823).

3. Governance costs

	2023	2022
	£	£
Staff costs	201,529	181,643
Audit and legal fees	36,566	22,735
Cost of trustee meetings, travel and support	20,394	29,013
	<u>258,489</u>	<u>233,391</u>

Staff costs contain a proportion of executive time in addition to the company secretarial function.

The costs of £258k (2022: £233k) above are representative of total governance costs of which £8,063 (2022: £4,147) were apportioned to raising funds. The remainder were apportioned to charitable activities (note 6).

4. Breakdown of expenditure on charitable activities

	Activities undertaken directly	Support costs	Total
2023	£	£	£
Membership subscriptions	3,101,176	2,389,261	5,490,437
Examination and other fees	2,462,735	3,857,173	6,319,908
Publications	588,775	336,506	925,281
Research & development projects	518,591	-	518,591
	<u>6,671,277</u>	<u>6,582,940</u>	<u>13,254,217</u>
		(Note 6)	
2022			
Membership subscriptions	2,229,386	2,382,259	4,611,645
Examination and other fees	1,938,955	3,061,389	5,000,344
Publications	547,575	241,502	789,077
Research & development projects	392,135	-	392,135
	<u>5,108,051</u>	<u>5,685,150</u>	<u>10,793,201</u>
		(Note 6)	

5. Total support cost breakdown by activity

	Staff costs	Other costs	Total
2023	£	£	£
Expenditure on raising funds	113,034	98,909	211,943
Charitable activities	3,510,842	3,072,098	6,582,940
	<u>3,623,876</u>	<u>3,171,007</u>	<u>6,794,883</u>
2022			
Expenditure on raising funds	47,882	54,899	102,781
Charitable activities	2,648,496	3,036,654	5,685,150
	<u>2,696,378</u>	<u>3,091,553</u>	<u>5,787,931</u>

6. Support cost apportionment

Charitable activities

	Membership subscriptions	Examination and other fees	Publications	Total
2023	£	£	£	£
Depreciation	227,606	367,442	32,056	627,104
Finance	226,496	365,651	31,900	624,047
Information technology	361,325	583,315	50,889	995,529
Support staff costs	1,274,251	2,057,124	179,467	3,510,842
Office costs	208,692	336,908	29,393	574,993
Governance costs	90,891	146,733	12,801	250,425
Total	2,389,261	3,857,173	336,506	6,582,940
	(Note 4)	(Note 4)	(Note 4)	(Note 4)
2022				
Depreciation	308,825	396,864	31,307	736,996
Finance	249,576	320,724	25,301	595,601
Information technology	406,512	522,400	41,210	970,122
Support staff costs	1,109,804	1,426,185	112,507	2,648,496
Office costs	211,480	271,769	21,439	504,688
Governance costs	96,062	123,447	9,738	229,247
Total	2,382,259	3,061,389	241,502	5,685,150
	(Note 4)	(Note 4)	(Note 4)	(Note 4)

7. Net income/(expenditure) for the year

This is stated after charging:

	2023	2022
	£	£
Depreciation and amortisation of fixed assets	647,293	769,634
Operating lease payments - premises	197,656	187,580
Auditor's remuneration - current year	23,000	20,000
Auditor's remuneration - prior year under provision	2,176	2,624
Auditor's remuneration for non-audit services	3,200	1,250

8. Staff costs and numbers

	2023	2022
	£	£
Wages and salaries	5,708,200	4,559,230
Social security costs	533,284	388,455
Pension costs	382,491	335,650
Private medical insurance	56,315	41,040
Group life assurance	19,017	14,466
	<u>6,699,307</u>	<u>5,338,841</u>

Included in the above are redundancy and termination payments in the year amounting to £53,784 (2022: £0).

The number of employees whose emoluments fell into the following bands were:

	2023	2022
£60,001 - £70,000	6	5
£70,001 - £80,000	7	6
£80,001 - £90,000	5	4
£90,001 - £100,000	1	-
£110,001 - £120,000	-	1
£120,001 - £130,000	1	-
£140,001 - £150,000	1	-

The above staff have retirement benefits accruing under defined contribution schemes at a cost of £83,593 (2022: £102,941) to APM.

Key management personnel are deemed to be the Chief Executive, the Deputy Chief Executive as well as the trustees who are not remunerated.

Pay and benefits including pension and employer national insurance contributions to key management personnel who have held the positions in the year amounted to £323,608 (2022: £260,134).

Average employee numbers:	2023	2022
Business development and marketing	59	48
Customer services	32	28
Office and administration	39	36
	<u>130</u>	<u>112</u>

9. Taxation

The activities of the charity and its trading subsidiary are exempt from corporation taxation under section 505 of the Income and Corporation Taxes Act 1988 to the extent that they are applied to the organisation's charitable objects. The trading subsidiary does not pay UK corporation tax as its taxable profits are paid to its charitable holding company as gift aid.

10. Investment income

	2023	2022
	£	£
Bank interest	15,669	700
Income from investments	38,490	26,823
	<u>54,159</u>	<u>27,523</u>

11. Fixed assets

Intangible fixed assets - group and Association

	Computer software	Customer relationship management system	Publications	Qualifications	Work in progress	Total
	£	£	£	£	£	£
Cost						
At 1 April 2022	2,043,834	383,430	622,412	853,640	-	3,903,316
Additions	309,600	-	-	3,000	316,469	629,069
Disposal	(376,282)	-	(418,107)	(301,833)	-	(1,096,222)
At 31 March 2023	1,977,152	383,430	204,305	554,807	316,469	3,436,163
Amortisation						
At 1 April 2022	1,361,232	378,703	581,978	699,851	-	3,021,764
Charge for the year	364,691	920	20,252	111,681	-	497,544
Disposal	(376,282)	-	(418,107)	(301,833)	-	(1,096,222)
At 31 March 2023	1,349,641	379,623	184,123	509,699	-	2,423,086
Net book value						
At 31 March 2023	627,511	3,807	20,182	45,108	316,469	1,013,077
At 31 March 2022	682,602	4,727	40,434	153,789	-	881,552

11. Fixed assets (continued)

Tangible fixed assets - group and Association

	Leasehold improvements & dilapidations	Furniture & computer equipment	Total
	£	£	£
Cost			
At 1 April 2022	863,552	650,943	1,514,495
Additions	23,750	101,953	125,703
Disposals	(3,513)	(343,825)	(347,338)
At 31 March 2023	883,789	409,071	1,292,860
Depreciation			
At 1 April 2022	282,921	582,304	865,226
Charge for the year	100,801	48,950	149,751
Disposals	(3,513)	(343,825)	(347,338)
At 31 March 2023	380,209	287,429	667,638
Net book value			
At 31 March 2023	503,580	121,642	625,222
At 31 March 2022	580,631	68,638	649,269

12. Fixed asset investments

Movement in fixed asset investments

	2023	2022
<u>Investment portfolio</u>	£	£
Market value brought forward	4,700,018	4,435,213
Acquisitions at cost	576,837	868,249
Less disposal proceeds	(595,014)	(914,671)
Realised (losses)/gains on disposal	31,061	32,243
Unrealised (losses)/gains on investments	(92,062)	278,984
Market value carried forward	4,620,840	4,700,018
Historical costs	3,980,293	4,051,173

Geographical analysis

United Kingdom investments	681,732	1,249,265
Overseas investments	3,939,108	3,450,753
	4,620,840	4,700,018

Total investments

Listed investments	4,620,840	4,700,018
Cash held by investment fund manager	138,786	82,118
Total - group	4,759,626	4,782,136

Asset allocation

	2023	2022
Equity	54%	58%
Bonds	17%	9%
Other	22%	27%
Fund cash (includes cash held within investments)	7%	6%

Cash is held for investment pending suitable market conditions.

12. Fixed asset investments (continued)

The following investments comprise significant holdings in the portfolio:

Investments	Holding (units)	Value £	%
Findlay Park	2,580	341,413	7.2
Liontrust special situations	69,691	332,925	7.0
Lumyna	1,668	310,273	6.5
TB Evenlode	122,277	309,825	6.5
Guardcap Global Equity	23,597	272,766	5.7
Fundsmith Equity	57,415	270,789	5.7
Trojan funds	77,578	242,556	5.1
Invesco	1,547	238,950	5.0

Investment in subsidiary

	Group 2023	Group 2022	Company 2023	Company 2022
	£	£	£	£
Ibis Trading Limited	-	-	1	1
	-	-	1	1

The Association owns all of the issued share capital of Ibis Trading Limited, a company registered in England and Wales. The subsidiary is used for sponsorship and made a profit of £66,905 (2022: £21k) before gift aid of £41,982 (2022: £nil to APM on income of £154,177 (2022: £95k)). Ibis Trading was incorporated on 17 March 2008 and commenced trading on 27 July 2009. All activities have been consolidated line by line in the SOFA. The total net assets were £1 (2022: liabilities of £24,922).

13. Current asset investments

	Group 2023	Group 2022	Company 2023	Company 2022
Notice deposits less than three months	1,132,999	378,414	1,132,999	378,414
Notice deposits more than three months	603,716	102,010	603,716	102,010
	<u>1,736,715</u>	<u>480,424</u>	<u>1,736,715</u>	<u>480,424</u>

14. Stocks

	Group 2023	Group 2022	Company 2023	Company 2022
	£	£	£	£
Publication materials and sundry sale items	33,609	20,799	33,609	20,799

15. Debtors: amounts falling due within one year

	Group 2023	Group 2022	Company 2023	Company 2022
	£	£	£	£
Trade debtors	977,187	696,727	971,697	696,727
Prepayments and accrued income	709,986	554,634	709,986	554,634
Other Debtors	16,973	15,194	16,973	15,194
Amounts owed by group undertakings	-	-	124,623	177,011
	1,704,146	1,266,555	1,823,279	1,443,566

16. Creditors: amounts falling due within one year

	Group 2023	Group 2022	Company 2023	Company 2022
	£	£	£	£
Trade creditors	783,443	566,414	783,443	570,296
Accruals and deferred income	3,353,270	2,715,690	3,348,803	2,793,302
Other creditors	2,029	2,029	3,252	3,252
Other taxes and social security	335,449	315,356	333,518	317,241
	4,474,191	3,599,489	4,469,016	3,684,091

Deferred income	Group 2023	Group 2022	Company 2023	Company 2022
	£	£	£	£
Brought forward as at 1 April 2022	2,099,800	1,983,856	2,098,176	1,983,971
Income deferred in year	2,502,736	2,099,135	2,504,360	2,097,396
Brought forward funds released in year	(2,093,397)	(1,983,191)	(2,093,397)	(1,983,191)
Carried forward as at 31 March 2023	2,509,139	2,099,800	2,509,139	2,098,176

17. Provisions for liabilities

	Group 2023 £	Group 2022 £	Company 2023 £	Company 2022 £
Dilapidation provision for leased premises	486,962	463,213	486,962	463,213
VAT provision	-	200,000	-	200,000
	<u>486,962</u>	<u>663,213</u>	<u>486,962</u>	<u>663,213</u>

The VAT provision of £200k made in 2021/22 was settled. This was provided for following a VAT internal audit which identified a potential adjustment required in light of a change in the method of apportionment for partial VAT exemption purposes. This resulted in an amount due to HMRC in the 2022/23 financial year of £101k.

18. Designated funds

2023	At 1 April 2022 £	Incoming £	Outgoing £	Transfers £	At 31 March 2023 £
Group and Company					
Fixed asset fund	1,530,821	-	-	107,479	1,638,300
	<u>1,530,821</u>	<u>-</u>	<u>-</u>	<u>107,479</u>	<u>1,638,300</u>
2022	At 1 April 2021 £	Incoming £	Outgoing £	Transfers £	At 31 March 2022 £
Group and Company					
Fixed asset fund	1,833,447	-	-	(302,625)	1,530,822
	<u>1,833,447</u>	<u>-</u>	<u>-</u>	<u>(302,625)</u>	<u>1,530,822</u>

The fixed asset fund of £1,638,300 represents tangible and intangible fixed assets.

19. Unrestricted general funds

2023	At 1 April 2022	Incoming	Outgoing	(Loss) on investments	Transfer from designated funds	At 31 March 2023
	£	£	£	£	£	£
Group						
Retained fund	4,981,207	13,759,027	(14,188,051)	(61,001)	(107,479)	4,383,703
Company						
Retained fund	5,006,129	13,729,473	(14,183,419)	(61,001)	(107,479)	4,383,703
2022	At 1 April 2021	Incoming	Ongoing	Gain on investments	Transfer from designated funds	At 31 March 2022
	£	£	£	£	£	£
Group						
Retained fund	4,489,623	11,186,760	(11,309,030)	311,227	302,625	4,981,207
Company						
Retained fund	4,535,707	11,091,933	(11,235,363)	311,227	302,625	5,006,129

20. Net assets by fund

2023 Group	Designated	General	Total
	£	£	£
Intangible fixed assets	1,013,077	-	1,013,077
Tangible fixed assets	625,222	-	625,222
Investments	1	4,759,625	4,759,626
Current assets	-	4,585,231	4,585,231
Current liabilities	-	(4,474,191)	(4,474,191)
Creditors due in over one year	-	(486,962)	(486,962)
	<u>1,638,300</u>	<u>4,383,703</u>	<u>6,022,003</u>

2022 Group	Designated	General	Total
	£	£	£
Intangible fixed assets	881,552	-	881,552
Tangible fixed assets	649,270	-	649,270
Investments	-	4,782,136	4,782,136
Current assets	-	4,461,772	4,461,772
Current liabilities	-	(3,599,489)	(3,599,489)
Creditors due in over one year	-	(663,213)	(663,213)
	<u>1,530,822</u>	<u>4,981,206</u>	<u>6,512,028</u>

20. Net assets by fund (continued)

2023 Company	Designated	General	Total
	£	£	£
Intangible fixed assets	1,013,077	-	1,013,077
Tangible fixed assets	625,222	-	625,222
Investments	1	4,759,625	4,759,626
Current assets	-	4,580,056	4,580,056
Current liabilities	-	(4,469,016)	(4,469,016)
Creditors due in over one year	-	(486,962)	(486,962)
	<u>1,638,300</u>	<u>4,383,703</u>	<u>6,022,003</u>
2022 Company	Designated	General	Total
	£	£	£
Intangible fixed assets	881,552	-	881,552
Tangible fixed assets	649,270	-	649,270
Investments	-	4,782,136	4,782,136
Current assets	-	4,461,772	4,461,772
Current liabilities	-	(3,599,490)	(3,599,489)
Creditors due in over one year	-	(663,213)	(663,213)
	<u>1,530,822</u>	<u>4,981,206</u>	<u>6,512,028</u>

21. Trustee remuneration and expenses

The trustees neither received nor waived any emoluments during the year (2022: £0). The reimbursement to 9 (2022: 5) trustees of expenses for travel and subsistence incurred on behalf of the Association totalled £4,022 (2022: £1,140) during the year. The Association receives subscriptions from the trustees and provides examination services to some trustees on the same basis as any other member.

22. Financial commitments

The total amounts payable over the lease term are shown below, analysed according to when the payments are due.

Operating leases: land and buildings	2023	2022
	£	£
Due:		
Within one year	171,371	171,371
Between two and five years	685,484	685,484
After five years	83,660	255,031
	<u>940,515</u>	<u>1,111,886</u>

Operating leases: office equipment	2023	2022
	£	£
Due:		
Within one year	3,989	4,539
Between two and five years	1,755	5,744
	<u>5,744</u>	<u>10,283</u>

23. Related party transactions

During the year the charity bought services amounting to £23,891 (2022: £0) from one trustee (2022: none). Amounts owed to the trustee at year end were £2,594.

A relative of a member of the key management personnel was awarded the designation of Chartered Project Professional.

Intercompany transactions between the charity and its wholly owned subsidiary, Ibis Trading Limited were £82,641 (2022: £67,292) for shared resources.

Ibis Trading gift-aided surplus funds of £41,982 (2022: £0) to the charity.

Amounts owed by Ibis Trading Limited to the charity at the balance sheet date were £124,623 (2022: £177,010).

The services referred to above were conducted at arm's length.

Accounts

2021-22



THE CHARTERED BODY FOR THE
PROJECT PROFESSION

Association for Project Management Annual report and accounts



**THE CHARTERED BODY FOR THE
PROJECT PROFESSION**

Association for Project Management

Financial statements

For the year ended 31 March 2022

**Incorporated by Royal Charter RC000890
Charity registration number 1171112**

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Legal and administrative information

The organisation is a body incorporated by Royal Charter (RC000890) and registered as a charity (1171112). Its charitable object is 'to advance the science, theory and practice of project and programme management for the public benefit.'

APM board of trustees	Y Adeshile J Broome E Carroll-Walsh (from 15 November 2021) S Forsyth (to 15 November 2021) S Gilbert D Lewis M Mazilu C Mills A Morley S Simmonite (from 15 November 2021) M Wallace (to 14 November 2021) K Whelan I Williams
Company secretary	M Robinson
Key management personnel	A Boddison (Chief Executive from September 2021) D Dore (Chief Executive until June 2021) M Hepworth (Deputy Chief Executive)
Principal address	Ibis House Regent Park Summerleys Road Princes Risborough Buckinghamshire HP27 9LE

Legal and administrative information

External auditor	Buzzacott LLP 130 Wood Street London EC2V 6DL
Internal auditor	Crowe UK LLP 55 Ludgate Hill London EC4M 7JW
Principal bankers	Barclays Bank PLC 1 Churchill Place London E14 5HP
Principal solicitors	Blake Morgan LLP New Kings Court Tollgate Chandler's Ford Eastleigh SO53 3LG
Investment fund managers	Tilney 6 New Street Square New Fetter Lane London EC4A 3BF

Introduction

Board Chair's report

We continue to live in volatile and uncertain times, but one constant is the ability of well-managed projects to harness the power of change for good. As we move into the post-COVID recovery, it's important that we continue to look forwards. Project management has never been more important and project professionals, as leaders and enablers of change, will play a vital role in helping businesses and society overcome challenges and capitalise on emerging opportunities.

APM has undergone a period of transition itself this year, with the appointment of a new CEO, Professor Adam Boddison, Deputy CEO, Mark Hepworth, and new Director of Communications and External Affairs, Humayon Pramanik. This ability to continuously adapt and evolve is reflective of the profession we serve and stands APM in good stead for the future.

The need to keep investing in skills and development has never been greater, and APM is leading in this regard. This year has seen the roll out of a new mentoring programme for our members, a new Continuing Professional Development (CPD) programme, a refreshed Competence Framework to support the professional development of project practitioners, and the launch of the Major Project Leadership Specialist Certificate; an assessment which recognises the skills and competences of those who lead major projects, programmes and portfolios. It has also been a strong year for APM's research programme, with the launch of the new *Dynamic Conditions for Project Success* research report among others.

Following a year in which so much has been achieved, it seems fitting that we're now looking ahead to celebrating APM's 50th Anniversary. This milestone will be recognised in several ways throughout 2022, including with a new strategy and the return of our flagship conference Power of Projects as a face-to-face event.

I would like to thank APM staff across all departments for their hard work. I would also like to take this opportunity to commend the expertise and commitment of APM's volunteer community, as well as APM's board members for their continued support over the past year. Finally, I would like to wish Adam Boddison well in his first year at the helm of APM.

Debbie Lewis
APM Board Chair

Introduction (continued)

Chief Executive's report

Having officially commenced in the role of Chief Executive Officer at APM in September 2021, it's fair to say that - at the time of writing - I'm still relatively new in the role. When reflecting on these past few months, I still can't help but be impressed by the levels of passion, commitment, knowledge and enthusiasm for the project profession that the team at APM has shown. It makes me feel greatly optimistic for the future and hugely proud of all that has been achieved over the past year.

However, it's impossible to forget that APM and the profession we serve are still working through some significant challenges. The long-term effects of the coronavirus pandemic will be with us for some time. The impacts of Brexit on the business environment have been felt by many of our corporate partners, while the energy crisis has thrown the importance of infrastructure investment in this area into sharp relief. And of course, there's the existential threat posed by climate change.

While challenges of such scale may appear overwhelming at first sight, the project profession should be lauded for its ability to adapt, which has been proved time and again. One of the things that most appealed to me about joining APM is that project management creates positive change for everyone. No matter what sector you work in, or where you are in the world, projects deliver benefits. As someone who's passionate about trying to make the world a better place, I believe effective project delivery is more essential than ever when it comes to solving some of the most challenging problems facing society.

As the only chartered membership organisation for the project profession in the world, our activities - from qualifications and knowledge-sharing to research, resources and debate - build the profile of the profession and set the highest of standards. In a complex world, we're helping the project profession deliver better.

It's a privilege for me to play a leadership role at APM and, in our 50th anniversary year, I'd like to thank everyone for their support including our members, volunteers, colleagues, board trustees and partners. I look forward to building on what has already been achieved and the strong position APM is in for the future.

Professor Adam Boddison
APM Chief Executive Officer

Structure, governance and management

Background

The board of trustees of Association for Project Management (APM) is pleased to present the annual report and audited accounts for the year ended 31 March 2022. These comply with the Financial Reporting Standard applicable in the UK and Republic of Ireland - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

APM is incorporated by Royal Charter (RC000890) and is a registered charity (1171112). Its charitable object is: 'to advance the science, theory and practice of project and programme management for the public benefit.' APM's principal office is: Ibis House, Regent Park, Summerleys Road, Princes Risborough, Bucks, HP27 9LE.

Governance framework

The Royal Charter and By-laws are available on the 'About Us' section of the APM website. The Charter serves as APM's constitution and sets high-level governance arrangements such as the composition of the board of trustees.

The Charter authorises the board of trustees to manage the business of the Association. As part of this duty, the board agrees the APM regulations. The regulations are available online and set out detailed governance arrangements. They include a scheme of delegation confirming the matters that the board withholds to itself for approval, and the matters which it delegates to the Chief Executive to manage. To summarise the framework: the board sets APM's strategy and monitors its implementation, assuring itself that performance is on track. The board ensures that APM acts within its charitable objects and applicable law. As trustees, the board members are collectively required to manage the assets of the charity.

Individual APM members form an important part of APM's governance framework. Those in the full and fellow grades (MAPM/FAPM) are voting members. This status enables them to attend and vote at general meetings as well as to participate in the annual elections for trustees. The board currently operates with up to nine elected trustees and up to three appointed trustees. The latter are generally appointed by the board to fill gaps in skills and experience. The elected trustees are voting members who are nominated and elected by voting members.

The board has established sub-groups to oversee specific areas of its work. Duties and memberships are outlined on the APM website. The groups comprise: the audit and assurance committee; the remuneration committee; the professional standards and knowledge committee; and the nominations panel. Memberships and terms of reference for the groups are reviewed regularly. Some trustees also act as 'champions' for specific topics and projects.

Detailed governance matters

The regulations require an annual board evaluation exercise to be undertaken; this is externally facilitated every third year. An external consultant carried out a detailed review during the year, providing her report in March 2022. This identified a sound governance framework and good behaviours in the board room. A number of recommendations for improvement were made including suggestions to review board composition, meeting frequency and to improve communications explaining the public benefit delivered by APM. Increasing the board's focus on the charity governance code was also recommended and the 2022/23 internal board evaluation will update an 'apply or explain' analysis of APM against the code.

Structure, governance and management (continued)

Detailed governance matters (continued)

APM's trustees are not remunerated but do receive expenses. APM purchases indemnity insurance which seeks to protect trustees against personal liability if legal claims are made against them.

Trustees' biographies can be found on the APM website.

The 2021 board elections saw voter turnout decrease a little to 17.4% but an upper quartile performance amongst similar membership bodies was maintained. A good range of quality candidates was again seen with 14 candidates being nominated. Trustees are keen to encourage a diverse and committed range of candidates and members are warmly encouraged to consider the opportunity.

New trustees receive both internal induction and external governance training. All new trustees receive briefings from members of the leadership team and the Company Secretary. Additional training and briefings are available for individual trustees on request. Regular briefings are given to the whole board on various aspects of APM's activities and board-wide training is organised as required.

APM operates a code of conduct for board members and has a policy in relation to conflicts of interest. The board is updated on governance related matters as required and receives guidance on process from the Company Secretary. Related party transactions between APM and its board members are detailed in note 23 to the accounts.

The charity's wholly owned subsidiary, Ibis Trading Limited (06536096), is established as a trading arm. Ibis may undertake commercial activities which are not classed as charitable primary purpose trading, or those that might expose the charity to unnecessary risk. Any profits are gift aided to APM. The presentation of the subsidiary in the accounts is explained in note 1 to the accounts. Currently Ibis' activities focus on sponsorship income.

All individual APM members are bound by a code of professional conduct. Details of the code and its associated procedural rules and indicative sanctions guidance are available on the 'About Us' section of the APM website.

Risk management

APM has a policy for the management of risk which is reviewed and approved by the board on the recommendation of the audit and assurance committee. Risk management is embedded within operational management and APM's project, programme and portfolio management. APM risk management follows guidance set out by the Charity Commission (charities and risk management CC26).

The Deputy Chief Executive acts as risk champion and maintains the strategic risk register. APM has developed a process for risk management which cascades risk management to operational and programme management across APM. Each functional area manages its own risks, which are reviewed at the appropriate level and escalated as necessary.

Risk registers exemplify APM's risk management processes and set out the topic, risk assessment, risk owners, impacts, mitigations, actions, net risk and risk acceptability.

Structure, governance and management (continued)

Risk management (continued)

The risk registers are maintained as live documents within a cloud-based software solution and are available to management at all times.

The board reviews risk in detail on an annual basis and reviews the corporate risk register on an exception basis at each board meeting. The audit and assurance committee review corporate risks and consider an area of specific risk at each meeting, as well as monitoring the nature and application of the risk management process. Risks are also considered at regular leadership team meetings.

Key risks and the plans and strategies to manage those risks are detailed on pages 23 and 24.

Pay policy for senior staff

All board members give their time freely and receive no remuneration. Trustees may receive expenses. Details of their expenses and any related party transactions are disclosed in notes 21 and 23 to the financial statements.

Day-to-day management of APM is delegated to a remunerated Chief Executive in accordance with board-approved regulations. The leadership team includes the Chief Executive and Deputy Chief Executive who are considered to be the key management personnel within the organisation.

Remuneration of the leadership team is reviewed annually in accordance with APM's remuneration policy. This includes provision for a performance related pay scheme which applies to all APM staff. The remuneration of the Chief Executive is approved by the board's remuneration committee.

Investment policy

The policy aims to protect APM's financial assets in real terms by appointing an external investment manager to manage the Association's investments on a discretionary basis. The manager operates under an investment management agreement with APM which in turn is directed by a policy determining the structure and appropriateness of the investments.

The APM board has oversight of the implementation of the Association's investment policy by the APM executive. The board has appointed an investment board champion who acts as a conduit between the executive and board.

The investment objectives of the Association are to maintain the purchasing power of the current assets and all future contributions over a normal market/economic cycle (considered to be 7-10 years) to achieve returns within reasonable and prudent levels of risk. An appropriate asset allocation is maintained based on a total return policy that is compatible with a flexible spending approach, while still having the potential to produce positive real returns.

To date, £3.5m has been transferred to the portfolio for investment; of this £0.3m remained in cash at the year-end pending investment under suitable market conditions.

The remaining cash funds not required on a day-to-day basis are placed on deposit.

Structure, governance and management (continued)

Investment policy (continued)

Ethical investment guidelines

Investments are carried out in line with APM's aims and objectives. An exclusionary policy has not been adopted but individual investments may be excluded if perceived to conflict with the Association's objects.

Direct investments with organisations having any involvement in supporting oppressive regimes or the production of certain banned munitions are prohibited. Companies with significant involvement (>10% of turnover) in gambling and pornography are also excluded. The total exposure of the portfolio to any form of conventional weapons manufacturing will not exceed 1% of total investment assets.

Objectives and activities

We're the only chartered membership organisation for the project profession in the world. Our activities – from qualifications and networking to research, resources and debate – build the profile the profession warrants, challenge the status quo where it matters and set the highest standards. In a complex world, we're helping the project profession deliver better.

The objectives and activities in this report are aligned to our five-year strategy, *Inspiring Positive Change*. 2021/22 marked the final year of this strategy, with a refreshed strategy launching in 2022.

Our vision and mission

Our vision expresses what we want to achieve and how the world will benefit when we do:

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

We'll make this vision a reality by unleashing the potential of projects to make a positive difference in the world, and by helping people to understand how they can contribute. This is expressed through our mission:

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

Our values

Our values are the principles that drive our behaviours, providing a consistent standard between colleagues and towards our members and stakeholders. They are core to who we are and define ourselves as an organisation. They drive and characterise how we communicate in every way and we're proud of what they represent.

We have four values, each with its own associated behaviours:

- **Progressive** - Being Progressive is about approaching things with an open mind. We try to find the most creative way to get things done and we embrace technology, innovate and have a global outlook.
- **Thoughtful** - Being Thoughtful is about listening and leading debate. We constantly evolve, share our perspective, and own our voice. We support the skills that go beyond project management process alone and are fundamental to success.
- **Warm** - Being Warm is about championing diversity and inclusivity. We treat everyone with empathy and respect - however challenging the circumstances. We're also flexible, friendly and collaborative.
- **Excellent** - Being Excellent is about our commitment to promoting the profession and raising its profile. We set the benchmark with chartered status and constantly challenge ourselves to improve by investing in our quality of thought, delivery, dialogue and services.

Our strategic goals

To guide us on our journey to completing our mission and making our vision a reality, we set out our objectives and expected outcomes in a multi-year strategy. These are:

- Chartered standard
- Membership growth
- Knowledge and research
- Organisational innovation
- Collaborate and engage.

Objectives and activities (continued)

The strategy is delivered through a rolling business plan that is reviewed annually by our board. This plan explains how our various teams and departments contribute to delivering the knowledge and standards the project profession needs to succeed. The plan includes Key Performance Indicators (KPIs) that are reviewed and set at the start of each business year. These KPIs enable us to measure how successfully we're meeting our objectives.

The financial year 2021/22 marked the final year of our strategy *Inspiring Positive Change*. Despite the challenges of the past five years, our strategy during this period enabled us to endure, adapt and deliver for ourselves, our members and the communities we serve. There have been far too many successes to list here, but some of the key highlights from this five-year period are:

Chartered standard Successfully position, develop and launch the chartered standard to become the accepted benchmark standard for project professionals.	▪ We introduced the Chartered Project Professional (ChPP) standard, a leading professional benchmark for the project profession ▪ ChPP is recognised as a mark of distinction in the profession and over 2,400 project professionals now hold this distinction
Membership growth Accelerate the growth, diversity and global reach of APM's membership by engaging with new sectors and communities.	▪ We've increased membership numbers from 23,000 in early 2017 to over 37,000 by March 2022 ▪ We're represented by members in 140 countries
Knowledge and research Advance the art, science, theory and practice of project management with an innovative knowledge and research programme.	▪ We've published a wide range of research, including <i>The Golden Thread</i>, a ground-breaking study of the contribution of projects and project management to the UK's economy and society ▪ Our commitment to recognising excellence in project management academia, education and research was demonstrated with the launch of our Festival of Education and Research in 2020
Organisational innovation Define and build APM as the model of a sustainable professional body for the 21st century.	▪ We have been supporting our members throughout the COVID-19 pandemic, including the launch of our dedicated online qualification platform, introducing a programme of virtual events, and offering financial support to renewing members who were experiencing difficulties ▪ We launched our Corporate Partner Programme for organisations who want to develop their project management capability and community

Objectives and activities (continued)

Collaborate and engage

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

- We've used our research and thought leadership to raise our profile as the voice of the project profession
- Over the past year we've collaborated with the Major Projects Association and the Infrastructure and Projects Authority (IPA) on the development of our Major Project Leadership Specialist Certificate, which is an assessment to recognise the skills and competences of those who lead major projects, programmes and portfolios

Objectives and activities (continued)

Our charitable object

As a charity, we exist to create public benefit through everything we do. Our charitable object is to advance the science, theory and practice of project and programme management for the public benefit. This underpins our vision, mission, values and strategy, leading to public benefit.

This statement takes account of Charity Commission guidance on public benefit including '*Public Benefit: Running a Charity*' (PB2)¹.

Creating public benefit

Project management has never been more important than it is today. We live in a volatile, uncertain, complex and ambiguous world. Change is constant and accelerating. Well-managed projects are essential for harnessing the power of change for good. We create public benefit in the following ways:

- **Setting leading standards** - In addition to our highly respected Chartered Project Professional standard, we've introduced the Major Project Leadership Specialist Certificate. This new certificate is a targeted assessment for project professionals who lead major projects, allowing them to specialise in areas reflecting their own interest and experience. Our newly refreshed Competence Framework ensures we continually lead the way in creating clear, consistent standards and setting the highest of bars.
- **Promoting and facilitating education** - We lead debate, champion innovation and challenge the status quo when doing so makes a difference. We provide the project profession with recognised qualifications, learning materials and a varied programme of events to facilitate discussion and drive improvement.
- **Raising awareness** - As the only chartered organisation in the world for the project profession, we give the profession the respect it deserves. We work to raise not only our own profile, but the profile of our members and the wider project profession. We do this by celebrating the economic and social value projects create and by capitalising on opportunities to engage with new audiences, previously unfamiliar with project management.
- **Growing the talent pipeline** - We encourage organisations to invest in the professionalisation of their employees who are managing projects, programmes and portfolios. We work with higher education institutions and professional training providers, nationally and internationally, to promote project management as a career of first choice and facilitate access to our qualifications. We've also established our qualifications as an integral part of apprenticeship programmes in England and Scotland.
- **Supporting research** - As well as commissioning our own research and thought leadership, we directly fund research from a range of educational and academic institutions, covering many aspects of project, programme and portfolio management. We also celebrate the contribution of academia and research to our profession.

In addition, we collaborate with government bodies, private sector organisations and other membership bodies to raise awareness of the importance of well-managed projects, and to advance the development of skills that enable projects to be delivered better.

Achieving these things and delivering on our objectives helps us progress towards a world in which all projects succeed and where project management is a life skill for all. The public benefit that results from this represents the fulfilment of our charitable object, creating a virtuous circle.

¹ <https://www.gov.uk/government/publications/public-benefit-running-a-charity-pb2/public-benefit-running-a-charity#part-2-carrying-out-purposes-for-the-public-benefit>

Achievement and performance

Achievements and successes in 2021/22

2021/22 has been the final year of a five-year strategic plan. We have achieved most of what we set out to do across this horizon, and much more besides, whilst also navigating one of the greatest disrupters in modern times which created challenging business and operating conditions.

The following section lists some of our major successes, achievements and impacts from the period 1 April 2021 to 31 March 2022, arranged around our five strategic themes.

Chartered standard

As the only chartered membership organisation for the project profession in the world, we were proud to make Chartered Project Professional (ChPP) status accessible to more people than ever before.

We also expanded the list of recognised assessments that count towards ChPP applications, incorporating the University of Cumbria and Robert Gordon University in Aberdeen, which became the first university in Scotland to be recognised as a route to ChPP status. Project practitioners who pass assessments that are recognised by APM are eligible to go on to apply for ChPP status.

We also welcomed our youngest ever ChPP, Stacey Bishop, who was aged 24 when she successfully applied for chartered status.

In addition to welcoming new ChPPs, over 1,600 chartered professionals chose to renew their status with us; a testament to the value placed on chartership.

Membership growth

In a challenging year, the importance of well-managed projects was placed squarely in the spotlight. This was reflected in an increase in our membership numbers.

Individual membership reached a new record high of more than 37,000. This represents an increase on membership numbers of 6% during the year.

We saw our biggest growth among student members. We offer free membership to full-time or part-time students, or apprentices aged 16 or over, who have an interest in project management. Student members gain access to many of our learning and professional development resources, so growing our student membership is an excellent way to nurture future talent within the project profession. To this end, we launched a refreshed version of our popular student guide to project management, *Project: You*. It forms the basis of school and college engagement and features case studies from a diverse range of project professionals from across sectors, providing readers with useful insight into the project profession, as well as guidance on next steps.

We also took steps to encourage more senior professionals to become members. One change was to broaden the list of accepted qualifications that count towards our 'experience and qualifications' route and 'direct entry qualifications' route to Full membership. This helped to make Full membership accessible to more people. The result was that more than 1,700 new Full members joined APM between 1 April 2021 and 31 March 2022. The number of Fellows - our most senior membership grade - also increased.

Achievement and performance (continued)

Achievements and successes in 2021/22 (continued)

Knowledge and research

CPD review

We completed a major update to our Continuing Professional Development (CPD) programme for members, which included:

- updating our definition and requirements for CPD;
- improving the user experience by presenting our existing range of CPD activities in a clearly signposted, easy-to-use and structured way to support members;
- implementing processes to monitor uptake and completion rates to measure success, including seeking feedback on our CPD provision.

We also launched a new online tool, My CPD, that lets members plan, track and reflect on every stage of their professional development. It's used by members to record completed CPD activities and track their progress towards goals. Its launch in September 2021 reflects our commitment to support the profession's ongoing development to stay ahead of the growing demand and complexity of projects.

Competence Framework 3rd edition

The third edition of our revered Competence Framework launched in January 2022 to enable the ongoing professional development of project practitioners. Our Competence Framework enables users to assess their competence level, identify strengths and areas of growth to help them progress in their careers. The process of updating the framework involved a year-long consultation to gain views from across our profession. Consequently, not only were existing competences reviewed and refreshed, but two new ones were introduced: sustainability, and diversity and inclusion. The addition of these new competences reflects their growing importance within projects. It's hoped their inclusion in the Competence Framework will help to normalise them among practitioners.

The updated edition of the framework was accompanied by the launch of an online self-assessment tool, which means that registered users can benchmark and save progress at their own pace.

APM Learning

APM Learning, our dedicated online learning platform, reached a milestone figure of 8,000 registered users.

APM Learning hosts exclusive, bespoke and interactive learning modules on topics that reflect the interests and learning needs of its users. Making these resources available to the widest possible audience is a priority.

Achievement and performance (continued)

Achievements and successes in 2021/22 (continued)

Research

Our financial year 2021/22 was a strong year for our research programme, with multiple outputs that made new contributions to the project profession's collective body of knowledge.

Key publications during the year included:

- *Detect, reflect and adapt: factors influencing critical project decisions.* As well as carrying out our own research, we operate a dedicated fund to support independent academic research that is relevant to our profession. This report, published in April 2021, was authored by Dr Natalie Marguet, Senior Lecturer at the School of Leadership and Organisational Development, Liverpool John Moores University. It built a clear picture of the ways that critical project decisions are made in practice.
- *Rethinking capabilities: lessons for policy, scholarship and practice.* This collaborative research was published in September 2021 and produced in partnership with Project X, a research collaboration between UK universities, the Cabinet Office, the IPA and professional bodies such as ourselves. It examined how capabilities are developed to improve project performance.
- *Dynamic conditions for project success.* In 2015, we published a report which sought to identify the core factors which lead to project success. In October 2021, we published a new report that builds on the findings of the original and identifies nine new dynamic conditions to help achieve project, organisational, and professional success. The report was well received, and its findings were shared with an audience of international project experts at the Strategic Project and Portfolio Management conference in February.
- *Getting started in project data.* This report was published in January 2022 in collaboration with the Major Projects Association and the Project Data Analytics Taskforce. It explains how data analytics can help projects and gives practical advice to readers on how they can integrate data analytics into their strategies and tactics.
- *Sustainability: inclusive storytelling to aid sustainable development goals.* This study utilises an inclusive storytelling research method to explore the perspectives of sustainability practitioners about how they address the sustainability agenda. It highlights the way in which inclusive storytelling is a central part of enacting responses through collective identity around a shared understanding of sustainability, and its goals and through formulating a future vision.
- *Understanding agile in project management.* 'Agile' is a prominent project management methodology. Despite its prevalence, there is a lack of credible academic research around agile. We sought to address this. The resulting report was consisted of a systematic literature review, dozens of interviews and a survey. The findings included new discoveries around how agile is being used and the competences associated with it. It also identified potential barriers to implementing agile and gave recommendations for readers who are considering using agile.

Our research programme also helped us to engage with global audiences. The APM Research Fund - an annual grant fund that aims to provide funding for small-scale research projects or to provide seed funding for larger research projects - received one of its highest number of submissions to date. The financial year 2021/22 also marked the first time we've received international submissions, which made up a third of all proposals. These were received from as far afield as Australia, Canada and the Middle East. Four proposals were selected for funding, with work commencing in 2022/23.

Achievement and performance (continued)

Achievements and successes in 2021/22 (continued)

Sharing knowledge at our conferences

Our annual conferences have long been a highlight of the project profession's calendar and the financial year 2021/22 proved to be no exception.

Our Power of Projects conference was held at the beginning of June and attracted over 1,500 registrations. The conference was built around themes from our Dynamic Conditions for Project Success research. Topics explored by our programme of speakers included strategic thinking, managing complex situations, technology and innovation, and risk management.

Think Differently, our week-long conference to promote diverse thinking, took place in September. It attracted over 1,200 registrations and made use of a new event platform that made it easier for delegates to join sessions and network with others online. Think Differently included our popular Women in Project Management conference, which took place over one day during the week-long event.

Both Power of Projects and Think Differently were held exclusively online to make them more accessible to people amid ongoing concern around coronavirus. As a result, we received registrations from more than 40 countries.

Collaborate and engage

Major Project Leadership Specialist Certificate

We enhanced our offering to senior project professionals with the launch of our Major Project Leadership Specialist Certificate. This targeted assessment provides assurance that those who hold it have the specific skills, behaviours and experience needed to lead on projects with significant social and economic impacts. Its creation followed calls from the profession to recognise the competences required by those spearheading major projects as they continue to grow in size and impact across the globe. We worked closely with the Major Projects Association and our corporate partners during the development and launch of this certificate. Their input ensured the Major Project Leadership Certificate met the needs of individuals and organisations working on large-scale projects.

"This will add legitimacy to my experience and strengthen my link with APM." Major Project Leadership Specialist Certificate holder

Apprenticeship qualifications in Scotland

Following close collaboration between the Scottish government and ourselves, our Project Management Qualification has been included as a core part of the Level 8 Project Management Apprenticeship in Scotland. This means all apprentices who complete their course will have gained this respected APM qualification. Gill Hancock, our Head of Qualifications and Standards Development, commented at the time: "This means that apprentices in Scotland will have the advantage of gaining a professional qualification, recognised and valued by employers, and on course to become successful project managers of the future."

Achievement and performance (continued)

Achievements and successes in 2021/22 (continued)

Collaborate and engage (continued)

Informing the project profession's view on climate change

In May, we published an insight paper about the role of the project profession in addressing climate change. Titled *Future Trends: Facing the Climate Crisis*, the paper drew from research and survey data to provide an informed view of the profession's state of readiness for facing this challenge and, ultimately, what action should be taken and how (at an individual and collective level).

COP26

Tackling climate change is a global priority. Projects will be at the forefront of this battle, providing the tools and technologies needed to protect the environment. When the United Nations Climate Change Conference, COP26, took place in Glasgow in November 2021, we seized the opportunity to put projects on the agenda. Our Chief Executive Professor, Adam Boddison, and Director of Membership, Rebecca Fox, were among the APM delegation who travelled to the summit to engage with business leaders and project experts who want to integrate net zero into their plans. They also represented APM at an official dinner organised by the Confederation of British Industry (CBI).

A poll we conducted after COP26 revealed that 77% of project professionals felt there had been or would be positive outcomes for the profession as a result of the summit.

Reaching international audiences

We have members and volunteers around the world, but we seek new opportunities to connect with people internationally wherever possible. Our Research Manager, Daniel Nicholls, represented APM at the Strategic Project and Portfolio Management Conference in February 2022. This conference was a virtual event for project professionals and academics from across Europe, with delegates joining from Switzerland, Italy, Germany, Denmark and other countries.

Daniel held a workshop that looked at the conditions that shape organisational success in projects; the effectiveness of agile in projects; and understanding the use of artificial intelligence in projects. Speaking after the event, he said: "People were very engaged and interested".

"Some of the delegates I spoke to mentioned that they regularly sought out new knowledge and insight but until now they were often unsure where and how they could access this. Professional bodies such as APM have a major role to play in funding, leading and signposting the work that is going on, not just in the UK but internationally, which was really appreciated."

Government collaboration

Working constructively with the UK government is essential to our role as the chartered membership organisation for the project profession. Many industries that have projects at their heart - construction, transport energy, aerospace and defence to name a few - are closely aligned to government. A significant amount of work was carried out in our business year 2021/22 to help build and strengthen relationships at government level.

Achievement and performance (continued)

Achievements and successes in 2021/22 (continued)

Collaborate and engage (continued)

Throughout the year, we commented on multiple government announcements including the Budget, Spring Statement, net zero, levelling up and skills development. We also improved our consultation process, allowing us to respond and contribute to more stakeholder consultations, with member contributions at the core.

In October, we welcomed Greg Smith, our local Member of Parliament, to our head office in Buckinghamshire to discuss the social and economic contributions of project work. More meetings with other members of parliament are planned for the near future, as well as within the devolved legislatures in Scotland, Wales and Northern Ireland.

Work has also been done to strengthen relationships with executive agencies and parliamentary bodies, including the National Infrastructure Commission, the IPA and the National Audit Office. This work is vitally important as it establishes dialogue and enables us to share our views and information with the right people, for the benefit of the project profession.

Beyond that, we've supported Construction Industry Council working groups on building safety, developing guidelines on project management competency, meeting with the Building Safety Alliance, Industry Safety Steering Group and Health and Safety Executive in the process. We've also started work with the Confederation of British Industry on the project management skills gap, ensuring our views feed back to the heart of government.

We continued to be actively involved in the Project X initiative in 2021/22. Aside from our report on *Rethinking capabilities: lessons for policy, scholarship and practice*, we also contributed to the Project X conference in October 2021, hosting two Project X webinars to share the research with members, and producing a series of blogs, podcasts and journal articles to aid project delivery in practice.

Major academic research conferences

We supported the next generation of project academics and professionals by helping people to attend the upcoming British Academy of Management (BAM) conference. We contributed a stipend that funded 12 additional places, which were made available to doctoral candidates and early career project researchers. We awarded prizes at both BAM and the European Academy of Management (EURAM), which were held virtually in 2021. A new Project Experiences Specific Interest Group has been launched within BAM to bring together project management academics and researchers across the UK and beyond, with our Chief Executive invited to present at the launch event in March 2022.

Dr Christine Unterhitzberger, Associate Professor in Project Management at the School of Civil Engineering at University of Leeds, helped to organise the event. She said: "Conferences are an integral part of academic development. They're an opportunity for peer-to-peer discussions that enhance the creative thinking taking place in our community. By giving more people an opportunity to attend, APM is showing its commitment to supporting the next generation of project scholars."

Achievement and performance (continued)

Achievements and successes in 2021/22 (continued)

Collaborate and engage (continued)

Project:Hack 13

We partnered with Projecting Success - a consultancy that specialises in advanced project data analytics, with a quest to transform how projects are delivered - to sponsor their event Project:Hack 13, which invited participants to use data to tackle real-world project challenges. The hybrid event brought together project practitioners of all career stages and specialisms, from business analysts to delivery experts and data scientists. It allowed delegates to network and learn from other subject matter experts.

Our volunteer community

We're privileged to have a thriving community of volunteers around the world who serve as ambassadors for APM and for the project profession. We currently have volunteers in the UK, Europe, Africa, the Middle East, India, Hong Kong, North America and Australia. Our volunteers give their time generously to help us achieve our goals, making them an essential part of our operation.

Our Volunteer Steering Group (VSG) helps to direct how our supporters can contribute to delivering our vision by engaging with members of the profession. Activities our volunteers are involved with include planning and delivering events (webinars and conferences), contributing to research, creating thought-leadership content for our website, mentoring, judging our awards, and much more. Our volunteers also form the backbone of our branch network and Specific Interest Groups (SIGs).

To recognise the efforts and celebrate the achievements of our volunteers, we hold the annual APM Volunteer Achievement Awards.

We're proud to hold the prestigious Investing in Volunteers (IiV) Quality Standard, the UK quality standard for excellence in volunteer management.

Links to volunteer opportunities can be found on our website at apm.org.uk/about-us/volunteers

Organisational innovation

Launch of the APM Mentoring Programme

January 2022 saw the launch of our new mentoring programme; a way for members to form professional relationships within our professional community. The programme brought together APM members who were willing to give their time to help others as mentors, as well as mentees who wanted to learn. It provided traditional mentoring as well as 'reverse mentoring' (i.e. younger professionals advising older ones).

Mentoring was previously highlighted by our members as the new feature they would most like to see as part of their membership. The creation of the programme included a substantial consultation period to ensure that the needs and views of members were taken into account.

Achievement and performance (continued)

Achievements and successes in 2021/22 (continued)

Organisational innovation (continued)

At the time of writing, the mentoring programme had 192 active mentors and 80 working pairs, exceeding targets that were set prior to launch. The programme has also been praised by those who have been involved.

“[My mentor] was resourceful and motivating, and we really bonded during our first meeting. It was also a reverse mentoring relationship as I was brought to share my experience of working full-time and doing my Master's part-time as she was also doing the same. Mentoring helped me to come out of my comfort zone and, as a result, I secured my current role.” Eliane Pony, APM mentee

More firsts achieved, virtually

We've been running virtual events for many years, but the pandemic and associated new ways of working underlined the importance of making events accessible online. We adapted our events programme with great success in the financial year 2020/21 and we carried on that success in the last financial year too. We continuously innovated to make sure our virtual events stood apart, exploring new platforms and setting clear objectives to ensure attendees received maximum value.

- We held our first virtual SIG conference in April. Designed by the APM Risk SIG in collaboration with Institute of Risk Management's Nuclear Industry SIG, the event explored risk management through the project lifecycle. There were more than 250 registrations, which exceeded expectations.
- We established ourselves on LinkedIn Live, a social media-based platform for live events. This proved to be a very successful way to engage people who follow us on social media but who are not APM members. Our first LinkedIn Live event, held in July 2021, was about the journey to becoming chartered with advice for early career professionals. In addition to live attendees, the session performed very well on-demand, being viewed more than 1,400 times within a matter of weeks. A subsequent LinkedIn Live session, on the topic of agile project management, was held in March 2022 and gained 4,600 views in less than a month.
- The 2021 APM Project Management Awards in November was our first ever hybrid event (i.e. held in-person and online simultaneously). The Awards also represented the first time we had streamed an event across all three of our main social media platforms - Twitter, Facebook and LinkedIn - as well as our website. With capacity at the in-person event still limited due to health and safety precautions, the hybrid approach enabled more people with an interest in the awards to join. More than twice as many people watched online as attended the in-person event.

“What a fantastic evening that was... The live stream was seamless and I followed activities on social media and all went well.” Online attendee

Achievement and performance (continued)

Achievements and successes in 2021/22 (continued)

Organisational innovation (continued)

Implementing cloud-based IT solutions

The pandemic has underlined the importance of technology in enabling organisations like APM to continue operating, and even to unlock new ways of working. Between April 2021 and March 2022, our IT department made significant strides in moving essential software tools from existing servers to new ones. For example, Focalpoint, one of the main tools used for our day-to-day financial processes, was formerly hosted at our head office but was migrated to servers that belong to the software provider itself. This has improved accessibility and reliability.

In April 2021 our Customer Relationship Management (CRM) system was migrated from its existing host to Microsoft's cloud-based platform Azure. This was followed in February 2022 by a successful migration to MS Azure for the service that distributes text-message renewal notifications to our members and standard holders. These migrations ensured ongoing support for the Microsoft products that help our CRM to operate, while also removing certain risk elements associated with hosting at our head office (such as the risk of fire, power cuts, etc) that could prevent them from functioning properly.

Awards and recognition

In October, we celebrated at the Association Excellence Awards where our Think Differently virtual conference 2020 was named overall winner in the 'Best Association Virtual Event (over 700 delegates)' category. Our Service Innovation team was also shortlisted in the 'Best Association Team' category.

Elsewhere, The APM Podcast and *Project*, our quarterly journal, were both shortlisted at the prestigious Memcom Excellence Awards in September.

In March, we successfully retained our 1-Star accreditation with leading employee engagement specialist Best Companies, representing 'very good' levels of employee engagement. This achievement reflected the incredible efforts of our staff over the preceding 12 months to remain connected, to support each other, our members, and to embrace the changes we experienced as an organisation.

While we're always pleased to see our hard work recognised, we also take great pride in celebrating the achievements of the profession we represent. At the annual APM Project Management Awards in November, we presented a Special Recognition award to NHS Charities Together, the national independent charity caring for the NHS.

Plans for the future

2022 will be a landmark year for us, as we celebrate our 50th anniversary. As we look back at all the organisation has achieved in the past five decades, we will also look to the future and how we'll guide our profession as it works to deliver positive change.

One of the ways we will do this will be through our new strategy, *Delivering a Better Future*, which will launch in the summer of 2022. This strategy reflects our role and responsibilities as the chartered body for the project profession. Since the introduction of our previous strategy in 2017, we've achieved 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. The new strategy will provide a roadmap for APM, showing how we will continue to innovate, adapt and build on current strengths. As an evolutionary strategy, it will build on the successes of our previous strategy.

We will continue to set the standard for the project profession. Following the successful introduction of our Major Project Leadership Specialist Certificate, we're seeking to extend the format to support the wide range of disciplines in the profession.

We're pleased to be introducing new tools and processes internally, which will enable us to work more efficiently. This will provide an even more seamless and positive experience to colleagues, members and customers. In 2022/23 we will be replacing our CRM system, which will help us better understand our stakeholders and deliver to their needs.

We will also increase our commitments to sustainability. There are two strands to this: the first is working towards our own commitment to make ourselves a net-zero organisation; the second is enabling project practitioners to understand sustainability, so that they can incorporate it into their projects that meet the needs of the current generation without compromising future generations.

Project professionals have always had to be adaptive, but a lot has changed in recent years. Economic changes, Brexit, the COVID-19 pandemic and geo-political uncertainty have thrown the need to be adaptable into sharp focus. Above all, we will continue to innovate, adapt and embrace change so that we can provide clear, consistent leadership and continue to help the project profession deliver better.

Principal risks and uncertainties

The board has considered several strategic risks during the year, including those below, together with possible impacts and mitigating strategies.

Risk category	Risk	Mitigating strategy/assurance/controls
Governance	Diversity in board, committee or volunteer roles is not delivered leading to a lack of diversity of thought and fresh ideas.	Promotion of vacancies invites applications from diverse backgrounds and sectors and the ability to appoint three trustees provides an opportunity to target broadening diversity. There is a limit on the maximum term of office for trustees and committee appointments which sends the message that re-fresh and new ideas is helpful to balance continuity. The APM board has agreed a diversity action plan to help drive better understanding and representation across the project profession.
Operational	Business continuity - an event limits APM's ability to operate. This may arise from fire, flood, adverse weather, IT failure or denial of service attack, media crisis, epidemic/pandemic, etc.	Business continuity and disaster recovery plans are in place, reviewed and tested. Tools and approaches for remote working are embedded. IT controls are in place, as is standard insurance cover.
Operational	IT security/GDPR - a malicious IT attack or malware infection leads to data loss. Failure of internal controls, including significant GDPR breach results in loss of personal data, leading to financial penalties and reputational damage.	Annual IT security penetration testing is undertaken. Anti-malware is deployed, and web and email filtering are applied. There are mandatory operating system updates applied across end user devices and backups are in place for all systems. A data protection consultant has reviewed data protection approaches and policies. A data protection officer is in place. Data protection training is mandatory for staff and there has been a raised level of communication with staff to further heighten awareness whilst they work from home. An internal audit took place in 2022 and found significant assurance in this area.
Operational	Third-party failure - a key software system or partner fails leading to financial or reputation issues.	ICT systems planning and supplier management is in place. Disaster recovery and business continuity plans are in place.

Principal risks and uncertainties (continued)

Risk category	Risk	Mitigating strategy/assurance/controls
External	Economic conditions - actual or threatened recession leads to reduced investment across government and economy as a whole. Reduced investment in projects and/or budgets for training and memberships.	APM works with partners to make the case for project management being especially vital in such circumstances e.g. <i>Golden Thread</i> research. The Chartered standard provides confidence in delivery and use of resource. The Association continues to improve evidence of value for each stakeholder group.
Financial	There is a failure to manage reserves appropriately and maintain funds at an appropriate level. Either reserves become excessive (failure to deliver value to members) or inadequate funds limits ability to deliver the APM strategy.	A risk-based reserves policy is in place. Diversification is maintained through cash and long-term investment. There is regular reporting to the board to inform evidence-based decision-making. Business planning includes long term cash flow forecasting and reserves projections.
Compliance	There is a failure of systems or processes to adhere to acceptable standards and/or regulatory requirements. For example, corporate governance, financial regulations, health and safety, bribery act, IR35.	The policy register is regularly reviewed and there are policy controls in place. APM has qualified and experienced staff in place to address areas of compliance. The organisation is subject to external and internal audit. Annual board evaluation exercises are undertaken. There are robust regulations and board governance - delegations are clear and in operation. H&S practices have been updated to reflect increased home working arrangements.

Financial review

Overview

The financial year saw growth for individual membership of 6% with qualification and contractual income around 20% higher than last year. There was return to a hybrid Awards ceremony later in the year but the majority of the events programme continued to be delivered virtually due to on-going restrictions and concerns over social gatherings.

Income grew by 10% to £11.2m (£10.1m prior year). The surplus for the year was £189k (deficit £114k) including an investment gain of £311k (gain £657k). Net assets at 31 March 2022 were £6.5m (£6.3m).

Income

Subscription income from individual members and corporate partners increased by 5% to £4.6m. Individual membership increased from 35,067 to 37,203 with Student member numbers growing by 18% to over 13,000 and international membership accounting for 7% of the total.

Examination and other contractual income increased from £4.9m to £5.9m, an increase of 21%. Just under 17,000 exams were delivered, higher than pre-pandemic although income is still around a million below.

A largely virtual events programme continued into a second year due to pandemic restrictions and a lack of appetite from delegates to return in person to events. The APM Project Management Awards in November was our first ever hybrid event held in-person and online simultaneously but with capacity at the venue still restricted due to health and safety precautions ticket income was curtailed.

APM invests funds not required for working capital in an investment portfolio managed by a professional investment manager. Funds are actively managed and allocated across a range of asset types designed to yield the required rate of return for an acceptable level of risk. Returns are measured over a five to seven-year term rather than on a year-on-year basis; volatility is expected within certain limits. Gains in 2021/22 were £311k, around half of that enjoyed in the previous year. The income from investments in the year and bank interest on deposits was £28k compared to £35k in the previous year.

Expenditure

The Charities Accounting Statement of Recommended Practice (SORP) requires expenditure to be analysed into the same categories as the income described above. The expenditure is detailed in note 4 on page 44. Following a review of the allocation of expenditure across charitable activities the prior year has been re-stated to more accurately represent the costs incurred.

Total costs grew during the year from £10.9m to £11.3m; an increase of £397k (4%).

The average in-house headcount over the year decreased from 115 to 112. We have maintained the 1-Star rating from Best Companies this year and additionally achieved a position on the Best Companies Mid-Sized Companies League table as well as the Best Not-For-Profit Body listings.

Note: Percentage variances are calculated from the full financial results rather than the rounded figures contained in this review.

Reserves policy

APM updated its reserve policy in February 2021. We use a risk-based approach to reserves whereby reserve levels are adjusted as perceptions of risk and other factors change; this is aligned with our strategic risk register.

The focus is on the short-term potential drawdown of reserves which would allow time to undertake additional mitigation activities and allow APM to adjust to changed financial circumstances. Reserves are monitored monthly.

Key risks with the potential to impact reserves as identified from the Corporate Risk Register include:

- a decline in income levels (viewed as the single most important risk to APM business continuity), with an inability to raise income having many root causes, for example:
 - competitive threats
 - economic recession
 - a reputation event affecting APM's credibility
 - third-party failure;
- inability to operate due to such events as a pandemic, adverse weather or IT failure;
- a significant GDPR breach resulting in loss of personal data, leading to financial penalties and reputational damage;
- market volatility causing a reduction in the value of the investment portfolio;
- external events such as a high-profile project failure which discredits the profession.

APM operates stringent internal financial controls but financial loss due to fraud remains an operational risk. It is considered unlikely that any single instance of fraud would be material.

Level of reserves

APM manages reserves at a total level using a risk-based approach and our policy is to maintain these within a range of £3.3m to £6.9m. Management of reserves covers designated funds, specific risk-based reserves and a buffer. Risk-based reserves and the buffer together are designed to provide adequate cover for any risks that may materialise and represent the free reserves of the organisation. Flexibility of operations is supported by the free reserves and the ability to determine future investment in defined funds.

Reserve levels may fall outside the defined range if there is a strategy in place requiring the use of additional reserves and a plan to return the reserves back to the approved range.

Adequacy of reserves at 31 March 2022

APM had net assets of £6.5m at 31 March 2022 (2021: £6.3m) which is comfortably within the range defined in the reserves policy.

Reserves breakdown	2022/23	2021/22
Risk-based	£1.4m	£1.3m
Buffer (surplus)	<u>£3.6m</u>	<u>£3.2m</u>
Free	£5.0m	£4.5m
Designated funds	<u>£1.5m</u>	<u>£1.8m</u>
Total	£6.5m	£6.3m

Financial review (continued)

Coronavirus pandemic

The coronavirus pandemic continued through 2021/22 but had a lesser impact than in the previous year. Income has recovered significantly, although not yet to the level achieved in 2019/20. We are, however, expecting this to be reached in 2022/23.

Business planning and accurate cashflow and financial forecasting continue to assist in maintaining an appropriate level of reserves.

Throughout the pandemic, the actions taken by APM has ensured that it has sufficient reserves to enable it to continue to operate and be ready to exploit future opportunities.

Statement of trustees' responsibilities

The trustees are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Charity law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and the group and of the incoming resources and application of resources of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011. They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as the trustees are aware:

- there is no relevant audit information of which the charity's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditor

Buzzacott LLP has expressed its willingness to remain in office as auditor of the charity.

The trustees' annual report is approved by the trustees of the Association.

Signed on behalf of the trustees



Debbie Lewis, Board Chair

Opinion

We have audited the financial statements of Association for Project Management ('the charitable company') and its subsidiary (together, 'the group') for the year ended 31 March 2022 which comprise the Consolidated Statement of Financial Activities and its subsidiary (the 'group'), the Consolidated and Association Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charity's affairs as at 31 March 2022 and of the group's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group and parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements; or
- the charitable parent company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we required for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 28, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

The trustees have elected for the financial statements to be audited in accordance with the Charities Act 2011 rather than the Companies Act 2006. Accordingly we have been appointed as auditors under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of

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

irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations; and
- we obtained an understanding of the legal and regulatory frameworks that are applicable to the charity and determined that the most significant frameworks which are directly relevant to specific assertions in the financial statements are those that relate to the reporting framework (Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011) and those that relate to data protection (General Data Protection Regulation).

We assessed the susceptibility of the charity's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions; and
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charity and charity's trustees as a body, for our audit work, for this report, or for the opinion we have formed.



Hugh Swainson (Senior Statutory auditor)
For and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street
London
EC2V 6DL

Date: 26th July 2022

Buzzacott LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

Consolidated statement of financial activities
For the year ended 31 March 2022

	Notes	Total funds 2022 £	Total funds 2021 £
Income:			
Income from charitable activities:			
Subscriptions		4,593,039	4,379,010
Examination and other contractual income		5,902,413	4,863,304
Publications		465,622	505,437
Income from other trading activities:			
Events		198,163	55,770
Investment income	10	27,523	35,153
Government grant		-	301,977
Total income	2	<u>11,186,760</u>	<u>10,140,651</u>
Expenditure:			
Expenditure on charitable activities	4	10,793,201	10,587,907
Expenditure on raising funds:			
Events		497,487	303,836
Investment management costs		18,342	20,369
Total expenditure		<u>11,309,030</u>	<u>10,912,111</u>
Net expenditure before gains on investments		(122,270)	(771,460)
Net gains on investment	12	311,227	657,323
Net income/(expenditure) and net movement in funds for the year	7	<u>188,957</u>	<u>(114,137)</u>
Reconciliation of funds			
Total funds brought forward		6,323,071	6,437,208
Total funds carried forward		<u>6,512,028</u>	<u>6,323,071</u>

APM has no restricted funds. All of the above results are derived from continuing activities. The group has no recognised gains or losses other than those dealt with in the statement of financial activities.

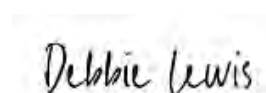
The notes on pages 37 to 55 form part of these financial statements.

Consolidated balance sheet
As at 31 March 2022

	Notes	2022	2021
		£	£
Fixed assets			
Intangible fixed assets	11	881,552	1,112,807
Tangible fixed assets	11	649,270	720,640
Investments	12	4,782,136	4,444,086
		<u>6,312,958</u>	<u>6,277,533</u>
Current assets			
Investments	13	480,424	1,998,774
Stocks	14	20,799	24,382
Debtors	15	1,266,555	1,098,982
Cash at bank and in hand		2,693,994	1,248,936
		<u>4,461,772</u>	<u>4,371,074</u>
Liabilities			
Creditors: amounts falling due within one year	16	(3,599,489)	(3,862,324)
Net current assets		<u>862,283</u>	<u>508,750</u>
Total assets less current liabilities		<u>7,175,241</u>	<u>6,786,283</u>
Provisions for liabilities	17	(663,213)	(463,213)
Net assets		<u>6,512,028</u>	<u>6,323,070</u>
The funds of the charity:			
Unrestricted income fund-designated	18	1,530,822	1,833,447
Unrestricted income fund-general	19	4,981,206	4,489,623
		<u>6,512,028</u>	<u>6,323,070</u>

The notes on pages 37 to 55 form part of these financial statements.

Approved by the board of trustees on 25th July 2022 and signed on its behalf by:



Debbie Lewis, Board Chair

Incorporated by Royal Charter RC000890

Association balance sheet
As at 31 March 2022

	Notes	2022	2021
		£	£
Fixed assets			
Intangible fixed assets	11	881,552	1,112,807
Tangible fixed assets	11	649,270	720,640
Investments	12	4,782,136	4,444,087
		<u>6,312,958</u>	<u>6,277,534</u>
Current assets			
Investments	13	480,424	1,979,195
Stocks	14	20,799	24,382
Debtors	15	1,443,566	1,204,365
Cash at bank and in hand		2,626,508	1,197,086
		<u>4,571,297</u>	<u>4,405,028</u>
Liabilities			
Creditors: amounts falling due within one year	16	(3,684,091)	(3,850,195)
Net current assets		<u>887,206</u>	<u>554,833</u>
Total assets less current liabilities		<u>7,200,164</u>	<u>6,832,366</u>
Provisions for liabilities	17	(663,213)	(463,213)
Net assets		<u>6,536,951</u>	<u>6,369,154</u>
The funds of the charity:			
Unrestricted fund-designated	18	1,530,822	1,833,447
Unrestricted fund-general	19	5,006,129	4,535,707
		<u>6,536,951</u>	<u>6,369,154</u>

The notes on pages 37 to 55 form part of these financial statements.

Approved by the board of trustees on 25th July 2022 and signed on its behalf by:



Debbie Lewis, Board Chair
Incorporated by Royal Charter RC000890

Consolidated cash flow statement
For the year ended 31 March 2022

	Notes	2022 £	2021 £
Net cash provided by operating activities	A	461,684	910,368
Cash flows from investing activities:			
Return on investment and servicing of finance			
Investment income		27,523	35,153
Purchase of fixed assets		(535,675)	(756,374)
Acquisition of long-term investments		(868,249)	(1,601,113)
Proceeds from sale of investments and decrease in cash held within investments		841,425	1,567,682
Net cash used in investing activities		(534,976)	(754,652)
Change in cash and cash equivalents		(73,292)	155,716
Cash and cash equivalents at the beginning of the reporting period		3,247,710	3,091,994
Cash and cash equivalents at the end of the reporting period		3,174,418	3,247,710
Analysis of cash and cash equivalents:			
Cash in hand		2,693,994	1,248,936
Notice deposits		480,424	1,998,774
		3,174,418	3,247,710
Note A			
Reconciliation of net incoming resources to net cash flow from operating activities			
Net incoming/(outgoing) resources for the year		188,957	(114,137)
Investment income		(27,523)	(35,153)
Loss/(gains) on investment activities		(311,227)	(657,323)
Profit/(loss on disposal)/reclassification		68,666	95,076
Depreciation and amortisation		769,636	778,946
Decrease/(increase) in stock		3,583	(2,184)
(Increase)/decrease in debtors		(167,573)	873,484
(Decrease) in creditors		(62,835)	(28,341)
Net cash provided by operating activities		461,684	910,368

No separate reconciliation of net debt has been prepared as there is no difference between the net cash (debt) of the charity and the above cash and cash equivalents.

Notes to the financial statements

Association for Project Management is a registered charity (number 1171112) and incorporated by Royal Charter (RC000890). The registered office is Ibis House, Regent Park, Summerleys Road, Princes Risborough, Buckinghamshire HP27 9LE.

Ibis Trading Limited is a wholly owned subsidiary of the Association for Project Management and is a limited company registered in England and Wales (number 06536096). The registered office is Ibis House, Regent Park, Summerleys Road, Princes Risborough, Buckinghamshire HP27 9LE.

1 Accounting policies

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), and the Charities Act 2011.

Association for Project Management meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

These accounts are prepared in sterling which is the functional currency of the charity and rounded to the nearest pound.

Preparation of the accounts on a going concern basis

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Association and group to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular the trustees have considered the impact of the coronavirus pandemic.

COVID-19 has directly affected APM both financially and in its ability to deliver some of its charitable activities which have been reliant on face-to-face delivery. Trustees and the executive team have focused on ensuring the continued health and wellbeing of the Association's staff and stakeholders whilst enhancing its digital offer to both deliver against its charitable objects and protect its financial position. Operational changes have ensured that this approach has been successful and present an ongoing viable model. Reserves remain strong and whilst uncertainty prevails, the organisation has shown that it is able to adapt swiftly and effectively.

On this basis the trustees consider that the Association and the group have adequate resources to continue in operational existence for the foreseeable future and for this reason they continue to adopt the going concern basis in preparing the annual financial statements.

Notes to the financial statements

1 Accounting policies (continued)

Group financial statements

These financial statements consolidate the results of the charity and its wholly owned subsidiary Ibis Trading Limited on a line-by-line basis.

Information in respect to the charitable parent company is as follows:

	2022	2021
	£	£
Gross income	11,470,452	10,806,967
Surplus/(Deficit) for the year	167,797	(89,225)

No separate statement of financial activities has been presented for the Federation alone as permitted by Section 408 of the Companies Act 2006.

Unrestricted funds

Unrestricted funds are donations and other income resources receivable or generated for the objects of the charity without further specified purpose and are available as general funds. All funds are unrestricted during the year and at the year end.

Designated funds

Designated funds are unrestricted funds earmarked by the board of trustees for particular purposes.

Restricted funds

Restricted funds are to be used for specific purposes as specified by the donor. Expenditure which meets these criteria is charged to the fund. The charity currently has no restricted funds.

Income (including subscriptions, examination fees, contributions, grants, donations, contractual services, Furlough grants and investment income)

Recognition of membership income: members' subscriptions are spread equally over 12 months following receipt, on the assumption that this is a fair reflection of the period over which value is provided to the member.

Subscription income represents amounts receivable during the year. Subscriptions are receivable from members annually.

Fees receivable for services are accounted for in the period in which the service is provided.

Income from delegate fees and sponsorship for events is recognised in the period in which the event occurs.

Investment income is recognised in the accounts when it is receivable.

Accounting policies (continued)

Income represents amounts receivable net of VAT and discounts.

Government grants relate to grants received under the furlough scheme and are recognised when receivable.

Voluntary income represents donations which are recognised in the accounts in the period they are received.

All income is recognised as receivable when there is legal entitlement to the income, probability of receipt and amounts can be measured reliably.

Expenditure (including allocation of expenditure)

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Resources expended include attributable VAT in the instances that it cannot be recovered.

Costs of raising funds are those costs incurred for holding a variety of events on project, programme and portfolio management and related fields.

The resources expended on charitable activities comprise direct costs associated with subscriptions, examinations and publications, together with a share of the support costs.

Support costs are the costs of central and administrative functions and governance costs, which are allocated to activity cost categories as detailed in the cost allocation note below.

Governance costs relate to the governance arrangements of the Association including the costs relating to strategic management, constitutional and statutory requirements.

Cost allocation

Overhead and support costs have been allocated on the following basis to charitable activities and cost of raising funds:

Description	Method of apportionment
Depreciation	Apportioned in relation to income
Finance	Apportioned in relation to income
Information technology	Apportioned in relation to income
Other support staff	Apportioned in relation to income/expenditure
Office costs	Apportioned in relation to income
Governance costs	Apportioned in relation to income

Accounting policies (continued)

Intangible fixed assets

Intangible fixed assets are stated at cost less amortisation. Amortisation is provided at rates calculated to write off the cost of each asset over its expected useful life as follows:

Computer software costs	33.33% straight line
Customer relationship management system	20% straight line
Publications	33.33% straight line
Qualifications and other intangible assets	33.33% straight line

Expenditure below £1,000 is written off in the year of purchase.

Intangible fixed assets include software licences, website and e-learning development costs and the costs of producing new APM qualifications and the APM Body of Knowledge 7th edition which have been capitalised on the grounds that they underpin APM's examination syllabuses, and that they have an economic life beyond 12 months. E-learning and certain website development costs are capitalised on the basis that they aid and assist members taking qualifications and as such are enduring assets which will assist in the creation of future revenue. Two thirds of the work undertaken by APM's digital partner is classified as capital expenditure, with the remainder expensed.

Tangible fixed assets

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Leasehold improvements and dilapidations	Over the life of the lease, straight line
Furniture and equipment	25% straight line
Computer equipment	33.33% straight line

Expenditure below £1,000 is written off in the year of purchase.

Stocks

Stocks are stated at the lower of cost and net realisable value, after making allowance for obsolete and slow-moving items.

Foreign currency

Foreign currency transactions are recorded at the exchange rate at the time of the transaction. Foreign currency balances are translated into sterling at the exchange rate at the balance sheet date. Resulting gains or losses are included in the Statement of Financial Activities (SOFA).

Operating leases

The cost of operating leases is charged to the SOFA over the period to which they relate.

Accounting policies (continued)

Finance leases

Leases which entail APM taking substantially all the risks and rewards of ownership of an asset are treated as a finance lease. The asset is recorded in the balance sheet as a tangible fixed asset and is depreciated over its estimated useful life or the term of the lease, whichever is shorter. Future instalments under such leases, net of finance charges, are included within creditors. Rentals payable are apportioned between the finance element, which is charged to the profit and loss account, and the capital element which reduces the outstanding obligation for future instalments.

Pension costs

APM operates a funded defined contribution pension scheme. Contributions to the scheme are charged to the SOFA in the period to which they relate. The scheme is open to all eligible APM staff.

Cash and cash equivalents

Includes cash and short-term liquid investments with a maturity date of three months or less from the date of acquisition or the opening of the deposit/investment account.

Financial instruments

APM has elected to apply the provisions of Section 11 'Basic Financial Instruments' of FRS 102 to all of its financial instruments. Basic financial instruments are recognised initially at transaction value and subsequently at their settlement value. Financial instruments are recognised in the balance sheet when the Association becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

With the exceptions of prepayments, deferred income and amounts due to or from HMRC, all other debtor and creditor balances are considered to be basic financial instruments under FRS 102. See notes 15, 16 and 17 for the debtor and creditor notes.

Fixed asset investments

Investments are stated at market value at the balance sheet date. The SOFA includes the net gains and losses on revaluation and disposals throughout the year.

Judgments and key sources of estimation uncertainty

In the application of the Association's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

Accounting policies (continued)

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The most significant estimates and assumptions which affect the carrying amount of assets and liabilities in the accounts relate to:

- Useful economic lives: the annual depreciation charge for property, plant and equipment and the annual amortisation charge for intangible assets is sensitive to change in the estimated useful economic lives and residual value of assets. These are reassessed annually and amended where necessary to reflect current circumstances.
- Allocation of membership income on a time apportioned basis which results in an estimation of deferred income carried forward at each balance sheet date.
- Dilapidations provision for leased premises due at the end of the leases.
- Provision for VAT as the result of the proposed change in method of apportionment.
- Estimation of the appropriate proportion of IT expenditure to capitalise as intangible fixed assets.
- Estimation of future income and expenditure flows for the purpose of assessing going concern.

Notes to the financial statements

2 Income

All income from charitable activities was derived from the provision of services, with the exception of income from publications of £465,622 (2021: £505,437).

Interest income received was £700 (2021: £1,720). Dividend income from investments was £26,823 (2021: £33,431). Government grants received were £0 (2021: £301,977) and last year related to furlough grants claimed.

3 Governance costs

	2022	2021
	£	£
Staff costs	181,643	188,448
Audit and legal fees	22,735	34,718
Cost of trustee meetings, travel and support	29,013	14,117
	233,391	237,283

Staff costs contain a proportion of executive time in addition to the company secretarial function.

The costs of £233k (2021: £237k) above are representative of total governance costs of which £4,147 (2021: £1,350) were apportioned to raising funds. The remainder were apportioned to charitable activities (note 6).

Notes to the financial statements

4 Breakdown of cost of charitable activities

	Activities undertaken directly	Support costs	Total
	£	£	£
2022			
Membership subscriptions	2,229,386	2,382,259	4,611,645
Examination and other fees	1,938,955	3,061,389	5,000,344
Publications	547,575	241,502	789,077
Research & development projects	392,135	-	392,135
	<u>5,108,051</u>	<u>5,685,150</u>	<u>10,793,201</u>
		(Note 6)	
2021			
Membership subscriptions	2,036,058	2,535,644	4,571,702
Examination and other fees	1,934,733	2,816,072	4,750,805
Publications	707,836	292,671	1,000,507
Research & development projects	264,893	-	264,893
	<u>4,943,520</u>	<u>5,644,387</u>	<u>10,587,907</u>
		(Note 6)	

5 Total support cost breakdown by activity

	Staff costs	Other costs	Total
	£	£	£
2022			
Cost of raising funds	47,882	54,899	102,781
Charitable activities	2,648,496	3,036,654	5,685,150
	<u>2,696,378</u>	<u>3,091,553</u>	<u>5,787,931</u>
2021			
Cost of raising funds	15,484	16,810	32,294
Charitable activities	2,706,232	2,938,155	5,644,387
	<u>2,721,716</u>	<u>2,954,965</u>	<u>5,676,681</u>

Notes to the financial statements

6 Support cost apportionment

Charitable activities

	Membership subscriptions	Examination and other fees	Publications	Total
2022	£	£	£	£
Depreciation	308,825	396,864	31,307	736,996
Finance	249,576	320,724	25,301	595,601
Information technology	406,512	522,400	41,210	970,122
Support staff costs	1,109,804	1,426,185	112,507	2,648,496
Office costs	211,480	271,769	21,439	504,688
Governance costs	96,062	123,447	9,738	229,247
Total	2,382,259	3,061,389	241,502	5,685,150
	(Note 4)	(Note 4)	(Note 4)	(Note 4)
2021				
Depreciation	347,937	386,417	40,160	774,514
Finance	265,046	294,358	30,592	589,996
Information technology	323,522	359,302	37,342	720,166
Support staff costs	1,215,728	1,350,180	140,322	2,706,230
Office costs	277,422	308,104	32,021	617,547
Governance costs	105,989	117,711	12,234	235,934
Total	2,535,644	2,816,072	292,671	5,644,387
	(Note 4)	(Note 4)	(Note 4)	(Note 4)

Comparative figures have been restated to more accurately represent the costs incurred.

7 Net income/(expenditure) for the year

This is stated after charging:

	2022 £	2021 £
Depreciation and amortisation of fixed assets	769,634	778,946
Operating lease payments - premises	187,580	187,057
Auditor's remuneration - current year	20,000	19,900
Auditor's remuneration - prior year under provision	2,624	3,500
Auditor's remuneration for non-audit services	1,250	2,620

Notes to the financial statements

8 Staff costs and numbers

	2022	2021
	£	£
Wages and salaries	4,559,230	4,817,083
Social security costs	388,455	415,285
Pension costs	335,650	367,881
Private medical insurance	41,040	45,778
Group life assurance	14,466	19,300
	5,338,841	5,665,327

There were no redundancy and termination payments in the year (2021: £89,153).

The number of employees whose emoluments fell into the following bands were:

	2022	2021
£60,001 - £70,000	5	2
£70,001 - £80,000	6	5
£80,001 - £90,000	4	5
£110,000 - £120,000	1	1
£120,001 - £130,000	-	1

The above staff have retirement benefits accruing under defined contribution schemes at a cost of £102,941 (2021: £102,004) to APM.

Key management personnel are deemed to be the Chief Executive, the Deputy Chief Executive (replacing the position of Chief Financial Officer in year), as well as the trustees who are not remunerated.

Pay and benefits including pension and employer national insurance contributions to key management personnel who have held the positions in the year amounted to £260,134 (2021: £267,996).

Average employee numbers:	2022	2021
Business development and marketing	48	52
Customer services	28	26
Office and administration	36	37
	112	115

Notes to the financial statements

9 Taxation

The activities of the charity and its trading subsidiary are exempt from corporation taxation under section 505 of the Income and Corporation Taxes Act 1988 to the extent that they are applied to the organisation's charitable objects. The trading subsidiary does not pay UK corporation tax as its taxable profits are paid to its charitable holding company as gift aid.

10 Investment income

	2022	2021
	£	£
Bank interest	700	1,722
Income from investments	26,823	33,431
	27,523	35,153

Notes to the financial statements

11 Fixed assets

Intangible fixed assets - group and Association

	Computer software	Customer relationship management system	Publications	Qualifications	Total
	£	£	£	£	£
Cost					
At 1 April 2021	1,698,579	378,830	598,719	824,076	3,500,204
Additions	433,255	4,600	23,693	29,564	491,112
Reclassification	(88,000)	-	-	-	(88,000)
At 31 March 2022	2,043,834	383,430	622,412	853,640	3,903,316
Amortisation					
At 1 April 2021	1,000,700	345,849	524,791	516,057	2,387,397
Charge for the year	379,866	32,854	57,187	183,794	653,701
Reclassification	(19,334)	-	-	-	(19,334)
At 31 March 2022	1,361,232	378,703	581,978	699,851	3,021,764
Net book value					
At 31 March 2022	682,602	4,727	40,434	153,789	881,552
At 31 March 2021	697,879	32,982	73,927	308,019	1,112,806

Tangible fixed assets - group and Association

	Leasehold improvements & dilapidations	Furniture & computer equipment	Total
	£	£	£
Cost			
At 1 April 2021	863,552	606,379	1,469,931
Additions	-	44,564	44,564
At 31 March 2022	863,552	650,943	1,514,495
Depreciation			
At 1 April 2021	193,643	555,647	749,290
Charge for the year	89,278	26,657	115,935
At 31 March 2022	282,921	582,304	865,225
Net book value			
At 31 March 2022	580,631	68,639	649,270
At 31 March 2021	669,909	50,732	720,641

Notes to the financial statements

12 Fixed asset investments

Movement in fixed asset investments

	2022 £	2021 £
<u>Investment portfolio</u>		
Market value brought forward	4,435,213	3,718,287
Acquisitions at cost	868,249	1,601,113
Less disposal proceeds	(914,671)	(1,541,510)
Realised gains/(loss) on disposal	32,243	131,255
Unrealised gains/(losses) on investments	278,984	526,068
	4,700,018	4,435,213
<i>Historical costs</i>	<i>4,051,173</i>	<i>4,130,955</i>
Geographical analysis		
United Kingdom investments	1,249,265	1,468,943
Overseas investments	3,450,753	2,966,270
	4,700,018	4,435,213
Total investments		
Listed investments	4,700,018	4,435,213
Cash held by investment fund manager	82,118	8,873
	4,782,136	4,444,086
Asset allocation	2022	2021
Equity	58%	57%
Bonds	9%	9%
Other	27%	30%
Fund cash (includes cash held within investments)	6%	4%

Cash is held for investment pending suitable market conditions.

At 14 June 2022, the portfolio value was £4,542,416 a loss of £157,602 since year-end due to the volatility in the global stock markets.

Notes to the financial statements

Fixed asset investments (continued)

The following investments comprise significant holdings in the portfolio:

Investments	Holding (units)	Value £	%
Findlay Park	2,580	352,920	7.4
Fundsmith Equity	57,415	351,551	7.4
Guardcap Global Equity	23,597	349,431	7.3
Liontrust Special Situations	69,691	338,020	7.1
MW Tops	1,668	304,333	6.4
TB Evenlode	122,277	297,830	6.2
Trojan Funds	77,578	249,786	5.2
CG Absolute Return	1,666	236,516	4.9

Investment in subsidiary

	Group 2022 £	Group 2021 £	Company 2022 £	Company 2021 £
Ibis Trading Limited	-	-	1	1
	-	-	1	1

The Association owns all of the issued share capital of Ibis Trading Limited, a company registered in England and Wales. The subsidiary is used for sponsorship and made a profit of £21k (2021: loss of £23k) on income of £95k (2021: £54k). Ibis Trading was incorporated on 17 March 2008 and commenced trading on 27 July 2009. All activities have been consolidated line by line in the SOFA. The total net liabilities were £24,922 (2021: £46,082).

13 Current asset investments

	Group 2022 £	Group 2021 £	Company 2022 £	Company 2021 £
Notice deposits less than three months	378,414	378,070	378,414	378,070
Notice deposits more than three months	102,010	1,620,704	102,010	1,601,125
	480,424	1,998,774	480,424	1,979,195

Notes to the financial statements

14 Stocks

	Group 2022 £	Group 2021 £	Company 2022 £	Company 2021 £
Publication materials and sundry sale items	20,799	24,382	20,799	24,382

15 Debtors: amounts falling due within one year

	Group 2022 £	Group 2021 £	Company 2022 £	Company 2021 £
Trade debtors	696,727	671,570	696,727	642,949
Prepayments and accrued income	554,634	408,973	554,634	370,652
Other Debtors	15,194	18,439	15,194	18,439
Amounts owed by group undertakings	-	-	177,011	172,325
	<u>1,266,555</u>	<u>1,098,982</u>	<u>1,443,566</u>	<u>1,204,365</u>

16 Creditors: amounts falling due within one year

	Group 2022 £	Group 2021 £	Company 2022 £	Company 2021 £
Trade creditors	566,414	631,384	570,296	629,153
Accruals and deferred income	2,715,690	2,863,941	2,793,302	2,840,673
Other creditors	2,029	116	3,252	-
Other taxes and social security	315,356	366,883	317,241	380,370
	<u>3,599,489</u>	<u>3,862,324</u>	<u>3,684,091</u>	<u>3,850,195</u>

Deferred income

	Group 2022 £	Group 2021 £	Company 2022 £	Company 2021 £
Brought forward as at 1 April 2021	1,983,856	1,935,527	1,983,971	1,935,643
Income deferred in year	2,099,135	2,468,163	2,097,396	2,468,165
Brought forward funds released in year	<u>(1,983,191)</u>	<u>(2,419,834)</u>	<u>(1,983,191)</u>	<u>(2,419,837)</u>
Carried forward as at 31 March 2022	<u>2,099,800</u>	<u>1,983,856</u>	<u>2,098,176</u>	<u>1,983,971</u>

Notes to the financial statements

17 Provisions for liabilities

	Group 2022 £	Group 2021 £	Company 2022 £	Company 2021 £
Dilapidation provision for leased premises	463,213	463,213	463,213	463,213
VAT provision	200,000	-	200,000	-
	<u>663,213</u>	<u>463,213</u>	<u>663,213</u>	<u>463,213</u>

A provision of £200k has been made following a recent VAT internal audit which identified a potential adjustment required in light of a change in the method of apportionment for partial VAT exemption purposes. This is expected to result in an amount due to HMRC in the 2022/23 financial year.

18 Designated funds

2022	At 1 April 2021 £	Incoming £	Outgoing £	Transfers £	At 31 March 2022 £
Group and Company					
Fixed asset fund	1,833,447	-	-	(302,625)	1,530,822
	<u>1,833,447</u>	<u>-</u>	<u>-</u>	<u>(302,625)</u>	<u>1,530,822</u>
2021	At 1 April 2020 £	Incoming £	Outgoing £	Transfers £	At 31 March 2021 £
Group and Company					
Fixed asset fund	1,951,096	-	-	(117,649)	1,833,447
	<u>1,951,096</u>	<u>-</u>	<u>-</u>	<u>(117,649)</u>	<u>1,833,447</u>

The fixed asset fund of £1,530,821 represents tangible and intangible fixed assets.

Notes to the financial statements

19 Unrestricted general funds

2022	At 1 April 2021	Incoming	Outgoing	Gain on investments	Transfer from designated funds	At 31 March 2022
	£	£	£	£	£	£
Group						
Retained fund	4,489,623	11,186,760	(11,309,030)	311,227	302,625	4,981,206
Company						
Retained fund	4,535,707	11,091,933	(11,235,363)	311,227	302,625	5,006,129
2021	At 1 April 2020	Incoming	Ongoing	(Loss) on investments	Transfer from designated funds	At 31 March 2021
	£	£	£	£	£	£
Group						
Retained fund	4,486,112	9,483,329	(10,254,789)	657,323	117,649	4,489,623
Company						
Retained fund	4,508,951	10,806,967	(11,555,183)	657,323	117,649	4,535,707

Notes to the financial statements

20 Net assets by fund

2022	Designated	General	Total
	£	£	£
Intangible fixed assets	881,552	-	881,552
Tangible fixed assets	649,270	-	649,270
Investments	-	4,782,136	4,782,136
Current assets	-	4,461,772	4,461,772
Current liabilities	-	(3,599,489)	(3,599,489)
Creditors due in over one year	-	(663,213)	(663,213)
	<u>1,530,822</u>	<u>4,981,206</u>	<u>6,512,028</u>
2021	Designated	General	Total
	£	£	£
Intangible fixed assets	1,112,807	-	1,112,807
Tangible fixed assets	720,640	-	720,640
Investments	-	4,444,086	4,444,086
Current assets	-	4,371,074	4,371,074
Current liabilities	-	(3,862,324)	(3,862,324)
Creditors due in over one year	-	(463,213)	(463,213)
	<u>1,833,447</u>	<u>4,489,623</u>	<u>6,323,070</u>

21 Trustee remuneration and expenses

The trustees neither received nor waived any emoluments during the year (2021: £0). The reimbursement to 5 (2021: 0) trustees of expenses for travel and subsistence incurred on behalf of the Association totalled £1,140 (2021: £0) during the year. The Association receives subscriptions from the trustees and provides examination services to some trustees on the same basis as any other member.

Notes to the financial statements

22 Financial commitments

The total amounts payable over the lease term are shown below, analysed according to when the payments are due.

Operating leases:	Land and buildings	
	2022	2021
	£	£
Due:		
Within one year	171,371	171,371
Between two and five years	685,484	685,484
After five years	255,031	426,402
	<u>1,111,886</u>	<u>1,283,257</u>

Operating leases:	Office equipment	
	2022	2021
	£	£
Due:		
Within one year	4,539	4,763
Between two and five years	5,744	6,435
	<u>10,283</u>	<u>11,198</u>

23 Related party transactions

Other than as disclosed in note 21, during the year the charity had no related party transactions with trustees (2021: £0).

Intercompany transactions between the charity and its wholly owned subsidiary, Ibis Trading Limited were £0 (2021: £3,837) and £67,292 (2021: £63,328) for shared resources. Amounts owed by Ibis Trading Limited to the charity at the balance sheet date were £177,010 (2021: £172,325).

The services referred to above were conducted at arm's length.

24 Post balance sheet events

As at 14 June 2022, the investment portfolio had fallen in value by £157,602 due to continuing volatility in the market due to the current economic climate.

Association for Project Management

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Accounts



CHARTERED BODY FOR
PROJECT PROFESSION

Association for Project Management

Annual report and accounts **2020-21**



**THE CHARTERED BODY FOR THE
PROJECT PROFESSION**

Association for Project Management

Financial statements

For the year ended 31 March 2021

**Incorporated by Royal Charter RC000890
Charity registration number 1171112**

Association for Project Management

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Association for Project Management

Legal and administrative information

The organisation is a body incorporated by Royal Charter (RC000890) and registered as a charity (1171112). Its charitable object is ‘to advance the science, theory and practice of project and programme management for the public benefit.’

APM board of trustees

Y Adeshile	(from 23 March 2021)
J Broome	
P Chapman	(to 18 May 2020)
S Forsyth	
S Gilbert	
A Godbold	(to 16 November 2020)
D Lewis	
M Mazilu	
J McGlynn	(to 21 September 2020)
C Mills	(from 16 November 2020)
A Morley	
M Wallace	
K Whelan	(from 16 November 2020)
I Williams	

Company secretary

M Robinson

Key management personnel

D Dore	(CE)
M Hepworth	(CFO)

Principal address

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

Association for Project Management

Legal and administrative information

External auditor	Moore Kingston Smith LLP Devonshire House 60 Goswell Road London EC1M 7AD
Internal auditor	Crowe UK LLP St Brides House 10 Salisbury Square London EC4Y 8EH
Principal bankers	Barclays Bank PLC 1 Churchill Place London E14 5HP
Principal solicitors	Blake Morgan LLP New Kings Court Tollgate Chandler's Ford Eastleigh SO53 3LG
Investment fund managers	Tilney 6 Chesterfield Gardens Mayfair London W1J 5BQ

Association for Project Management

Trustees' annual report
For the year ended 31 March 2021

Introduction

Chair's report

Looking back at my predecessor John McGlynn's introduction in last year's Annual Report, I'm reminded of quite how much we've all had to adapt since then. On that occasion, the focus was on increased public awareness of project management due to high-profile projects such as Brexit, HS2 and Crossrail. This year, we've continued to see project skills and approaches highlighted in national and international media, but this time it has been a celebration of vital projects succeeding for the public benefit. Examples that immediately come to mind from the UK include the Nightingale Hospitals, the Government's furlough scheme, and the vaccination programme.

The coronavirus pandemic has been catastrophic for so many, but it has also been a demonstration of the project profession's adaptability, resilience and creativity.

Like the profession we serve, APM has also achieved successes among the challenges. We saw membership levels go up across the year, which is a true testament to our staff's creative, resilient and adaptable approach to a huge business challenge. The Board, Debbie Dore and I wish to record our thanks to all of the staff at APM for their commitment, energy and drive.

There has been so much hard work from all APM teams, and we've really seen proof of this in the levels of engagement with our online and virtual elections and AGM, which have seen record turnouts. Events and countless pieces of content would not have been possible without our volunteer community who have done brilliant work in helping to make these and other areas of our work a success as we pivoted to a digital-first approach.

The Board too has been extremely supportive as we've had to make significant adjustments rapidly. I'd like to thank all the trustees for their support over the past year.

Last, but not least I'd like to thank Debbie Dore, our chief executive, who is moving on after three years in charge. During Debbie's time as chief executive we've achieved so much and progressed, I believe, beyond expectations. We owe Debbie a great deal and wish her the very best.

Debbie Lewis

APM chair

Association for Project Management

Trustees' annual report
For the year ended 31 March 2021

Introduction (continued)

Chief executive's report

The repercussions of the coronavirus pandemic will be felt for years, but we should be proud that we have faced the challenge head on and seen the organisation successfully adapt, offering a seamless service to members and delivering significant development and improvements throughout the year. Thanks to the support of our staff, volunteers and members, we have many successes to share.

Inevitably, revenues were impacted – particularly around qualifications and events – leading to the need to save costs and reduce staff numbers. However, our prudence in establishing healthy financial reserves in previous years meant that we embarked on this challenge from a position of strength.

We brought forward the launch of our planned online qualifications system, successfully delivering over 12,000 online qualifications and over £4.3m of revenue, enabling our candidates and training providers to continue with their plans. In addition, we launched the APM Project Professional Qualification 2nd edition and aligned our qualifications to the Body of Knowledge 7th edition.

We invested in resources to connect with and support new and existing members. These include the launch of our online community APM Hub, as well as delivering a regular flow of new learning modules for our digital education platform APM Learning, the use of which increased significantly. Our events programme – transformed through the introduction of virtual events – attracted nearly 3,000 delegates, promoted inclusivity and diversity, and provided project professionals with a sense of community; something that has never been more important. As a result, we have seen a further increase in membership numbers.

I am hugely proud of all that has been achieved and the strong position APM is in for the future. It has been a huge honour to lead APM at this transformational moment in our history and I think part of our ability to succeed in the face of adversity has been the excellent level of synergy and support offered by the chair and Board members for which I am truly grateful. As I prepare to leave APM, I know that the organisation's next chief executive will go on to do great things, building on all that we have achieved over the last three years together.

Debbie Dore

Chief executive

Association for Project Management

Trustees' annual report
For the year ended 31 March 2021

Structure, governance and management

Background

The board of trustees of the Association for Project Management (APM) is pleased to present the annual report and audited accounts for the year ended 31 March 2021. These comply with the Financial Reporting Standard applicable in the UK and Republic of Ireland - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011. APM is incorporated by Royal Charter (RC000890) and is a registered charity (1171112). Its object is: 'to advance the science, theory and practice of project and programme management for the public benefit.' APM's principal office is: Ibis House, Regent Park, Summerleys Road, Princes Risborough, Bucks, HP27 9LE.

Governance framework

The Royal Charter and By-laws are available on the 'About Us' section of the APM website. The Charter serves as APM's constitution and sets high-level governance arrangements such as the composition of the board of trustees. The board is currently seeking a further update to the Royal Charter to authorise it to hold general meetings online or in 'hybrid' form. This follows the success of an online AGM held in 2020 to comply with covid-19 restrictions. The 2021 AGM and the Privy Council will be asked to approve the Charter updates.

The Charter authorises the board of trustees to manage the business of the Association. As part of this duty, the board agrees the APM regulations. The regulations are available online and set out detailed governance arrangements. They include a scheme of delegation confirming the matters that the board withholds to itself for approval, and the matters which it delegates to the chief executive to manage. To summarise the framework: the board sets APM's strategy and monitors its implementation, assuring itself that performance is on track. The board ensures that APM acts within its charitable objects and applicable law. As trustees, the board members are collectively required to manage the assets of the charity.

Individual APM members form an important part of APM's governance framework. Those in the full and fellow grades (MAPM/FAPM) are voting members. This status enables them to attend and vote at general meetings as well as to participate in the annual elections for trustees. The board currently operates with up to nine elected trustees and up to three appointed trustees. The latter are generally appointed by the board to fill gaps in skills and experience. The elected trustees are voting members who are nominated and elected by voting members.

The board has established sub-groups to oversee specific areas of its work. Duties and memberships are outlined on the APM website. The groups comprise: the audit and assurance committee; the remuneration committee; the professional standards and knowledge committee; and the nominations panel. Memberships and terms of reference for the groups are reviewed regularly. Some trustees also act as 'champions' for topics such as academia, membership, diversity and volunteering.

Detailed governance matters

The regulations require an annual board evaluation exercise to be undertaken; this is externally facilitated every third year. An external session was due to be held in 2020 but was deferred by the board due to its focus being on the coronavirus pandemic. An internal workshop was held instead which discussed feedback on a trustee questionnaire and SWOT analysis. Processes and behaviours were felt to be good, the need to maintain diversity of thinking in the board room was recognised and the option to fill an appointed trustee vacancy confirmed. Trustees also discussed the approach to virtual meetings and the need to maintain a focus on strategic discussions. An externally facilitated evaluation is scheduled for late 2021 / early 2022.

Association for Project Management

Trustees' annual report
For the year ended 31 March 2021

Structure, governance and management (continued)

Detailed governance matters (continued)

APM's trustees are not remunerated but do receive expenses. APM purchases indemnity insurance which seeks to protect trustees against personal liability if legal claims are made against them.

Trustees' biographies can be found on the APM website.

The 2020 board elections saw another record turnout of 26.6% per cent. According to APM's election scrutineers, this is within the top 10-15% for similar membership bodies. The elections were held completely online for the first time to help APM reduce its environmental footprint and the use of paper.

New trustees receive both internal induction and external governance training. All new trustees receive briefings from members of the leadership team and the company secretary. Additional training and briefings are available for individual trustees on request. Regular briefings are given to the whole board on various aspects of APM's activities and board-wide training is organised as required.

APM operates a code of conduct for board members and has a policy in relation to conflicts of interest. The board is updated on governance related matters as required and receives guidance on process from the company secretary. Related party transactions between APM and its board members are detailed in note 23 to the accounts.

The charity's wholly owned subsidiary, Ibis Trading Limited (06536096), is established as a trading arm. Ibis may undertake commercial activities which are not classed as charitable primary purpose trading, or those that might expose the charity to unnecessary risk. Any profits are gift aided to APM. The presentation of the subsidiary in the accounts is explained in note 1 to the accounts. During the year the board reviewed the scope of activities of Ibis and the relationship with APM. It concluded the trading subsidiary arrangement remains useful and that Ibis' activities should focus on sponsorship income. A revised master trading agreement between APM and Ibis was approved by the boards of both APM and Ibis.

All individual APM members are bound by a code of professional conduct. Details of the code and its associated procedural rules and indicative sanctions guidance are available on the 'About Us' section of the APM website.

Risk management

APM has a policy for the management of risk which is reviewed and approved by the board on the recommendation of the audit and assurance committee. Risk management is embedded within operational management and APM's project, programme and portfolio management. APM risk management follows guidance set out by the Charity Commission (charities and risk management CC26).

The chief financial officer acts as risk champion and maintains the strategic risk register. APM has developed a process for risk management which cascades risk management to operational and programme management across APM. Each functional area manages its own risks, which are reviewed at the appropriate level and escalated as necessary.

Risk registers exemplify APM's risk management processes and set out the topic, risk assessment, risk owners, impacts, mitigations, actions, net risk and risk acceptability.

Association for Project Management

Trustees' annual report
For the year ended 31 March 2021

Structure, governance and management (continued)

Risk management (continued)

The risk registers are maintained as live documents within a cloud-based software solution and are available to management at all times.

Following a review of responsibilities in September, the board determined to review risk in detail on an annual basis and to review the corporate risk register on an exception basis at each Board meeting. The audit & assurance committee review corporate risks and consider an area of specific risk at each meeting, as well as monitoring the nature and application of the risk management process. Risks are also considered at regular leadership team meetings.

Key risks and the plans and strategies to manage those risks are detailed on pages 20 and 21.

Pay policy for senior staff

All board members give their time freely and received no remuneration in the year. Details of their expenses and related party transactions are disclosed in notes 21 and 23 to the financial statements. Day-to-day management of APM is delegated to a remunerated chief executive and leadership team. The leadership team include the chief executive and chief financial officer, who are considered the key management personnel within the organisation.

Remuneration of the executive team is reviewed annually in accordance with the APM performance related pay policy, along with all APM staff. The remuneration of the chief executive is approved by the remuneration committee.

Investment policy

The policy aims to protect APM's financial assets in real terms by appointing an external investment manager to manage the Association's investments on a discretionary basis. The manager operates under an investment management agreement with APM which in turn is directed by a policy determining the structure and appropriateness of the investments.

The APM board has oversight of the implementation of the Association's investment policy by the APM executive. The board has appointed an investment board champion who acts as a conduit between the executive and board.

The investment objectives of the Association are to maintain the purchasing power of the current assets and all future contributions over a normal market/economic cycle (considered to be 7-10 years) to achieve returns within reasonable and prudent levels of risk. An appropriate asset allocation is maintained based on a total return policy that is compatible with a flexible spending approach, while still having the potential to produce positive real returns.

To date, £3.5m has been transferred to the portfolio for investment; of this £0.2m remained in cash at the year-end pending investment under suitable market conditions.

The remaining cash funds not required on a day-to-day basis are placed on deposit.

Association for Project Management

Trustees' annual report
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Structure, governance and management (continued)

Investment policy (continued)

Ethical investment guidelines

Investments are carried out in line with APM's aims and objectives. An exclusionary policy has not been adopted but individual investments may be excluded if perceived to conflict with the Association's objects.

Investments with organisations having any involvement in supporting oppressive regimes or the production of certain banned munitions are prohibited. Companies with significant involvement (>10 per cent of turnover) in gambling and pornography are also excluded. The total exposure of the portfolio to any form of conventional weapons manufacturing will not exceed one per cent of total investment assets.

Association for Project Management

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Objectives and activities

The world is changing. The project profession, at the forefront of delivering change, has never been more important.

As the professional membership organisation for the project profession – and the only chartered organisation for the project profession in the world – we can build the profile and respect of the profession and set the highest standards.

Our vision

Our vision is ambitious, challenging and radical: “A world in which all projects succeed with project management as a life skill for all.”

We recognise that to deliver this vision, we need to inspire everyone to understand the contribution they can make to project success.

Our mission

Our mission is: “Inspiring communities to deliver meaningful change for societal benefit by advancing the art, science, theory and practice of project management.”

In addition, we're committed to advancing our collective knowledge and, in doing so, contribute directly to achieving our vision.

Our mission is underpinned by five key objectives, which provide a clear direction of travel and guide our journey to success:

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 21 st century.	Collaborate and engage Accelerate the universal adoption of project management by people delivering change through collaboration and partnerships.	

The strategy is delivered through a rolling business plan that is reviewed annually by our Board. This plan details how our various teams and departments will contribute to delivering the knowledge and standards the profession needs to succeed. The plan includes Key Performance Indicators (KPIs) that are reviewed and set at the start of each business year. These KPIs enable us to measure how successfully we're meeting our objectives.

Association for Project Management

Trustees' annual report
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Objectives and activities (continued)

In a changing and challenging world, the project profession has never been more important. We help the profession to deliver in the face of change – and to deliver change itself – in order to create social and economic benefits for the public.

We do this by supporting the project professional to deliver better in a complex and shifting world:

- **Setting leading standards** – Our respected Chartered Project Professional standard has become a recognised professional benchmark among project practitioners. Our *Body of Knowledge* (now in its seventh edition) and *Competence Framework* ensure we continually lead the way in creating clear, consistent standards and setting the highest of bars.
- **Promoting and facilitating education** – We lead debate, champion innovation and challenge the status quo where we think it will make a difference. We provide the project profession with qualifications, CPD learning materials and a rich programme of events to facilitate discussion and drive improvement.
- **Raising awareness** – As the only chartered organisation in the world for the project profession, we give the profession the respect it deserves. We promote the power of the professions for good, showcasing and celebrating the economic and social value it creates through our conferences and events (including the annual APM Project Management Awards), sector-spanning PR and marketing activity, and making information publicly available on our website.
- **Growing the talent pipeline** - The future success of projects depends on a healthy pipeline of practitioners. We work closely with educational institutions at all levels to promote project management as a career of first choice and create pathways into the profession.
- **Supporting research** – In addition to commissioning our own research and thought leadership, we operate a dedicated fund to assist academic research into many aspects of project-related work. We also run an annual event, the APM Festival of Education and Research, which celebrates excellence in academia within the project profession.

In addition, we collaborate with government bodies, professional organisations and specialist third parties that work in the public interest. We also play an active role in highlighting the role of projects in supporting the journey to net zero greenhouse gas emissions and advocating for reducing the carbon footprint of projects.

This statement takes account of Charity Commission guidance on public benefit

Association for Project Management

Trustees' annual report
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Objectives and activities (continued)

Volunteers form an essential part of our community and play a crucial role in helping our engagement within and beyond the project profession. This includes the effective delivery of wide-ranging activities including events, publications and blogs. APM volunteers fulfil a broad range of important roles within our branch network and Specific Interest Groups (SIGs), and also in more flexible ways such as education outreach, awards judging and conference speakers.

We operate a Volunteers Steering Group to determine how volunteers can help deliver our vision by engaging with members of the profession. Our annual Volunteer Achievement Awards provide an opportunity to formally recognise and reward the contribution volunteers make towards our success and that of the wider profession.

In February 2020 we achieved the Investing in Volunteers (IiV) Quality Standard for the third time, in recognition of the excellent work carried out with volunteers. IiV is the UK quality standard for excellence in volunteer management.

Links to volunteer opportunities can be found on our website at apm.org.uk/about-us/volunteers

Association for Project Management

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Achievement and performance

Achievements and successes in 2020-21

APM's business year 2020-21 was a year like no other in our history. The year began in April 2020, just days after the UK government announced a nationwide lockdown as part of its response to the then-emerging coronavirus pandemic.

The logistics of adapting to the new operating environment – and supporting our members and partners during this transition – presented us with significant and unprecedented challenges. We responded swiftly and decisively, enabling us to adapt incredibly well to a fluid situation. The technology/digital investment made in previous years proved highly effective; both in the value we have been able offer to members and our ability to operate virtually. Throughout the year, staff and systems stood up well to vastly increased usage. With clear guidance from our Board and leadership team, the new norms that will stand us in good stead for the future were quickly established.

The year also saw a significant step forward in the development of our brand, with the introduction of our new brand story and values. These new elements were introduced following a comprehensive internal and external research programme.

Our new values – progressive, thoughtful, warm and excellent – have quickly become a driving force for our behaviours and how we communicate. In a period that has seen the world become increasingly complex, our values reflect our ambition and guide our actions in helping the project profession deliver better.

The following section lists some of our many successes and achievements from the period 1 April 2020 to 31 March 2021. These are arranged around our five key strategic themes.

Chartered standard

We continued to take steps to make the Chartered Project Professional (ChPP) standard the accepted benchmark standard for the profession.

We received 962 applications for ChPP status during the financial year; an increase from 736 in the previous year. This increase is particularly significant given that the interview process for ChPP applications was transitioned to a completely virtual environment. We also worked with assessors to help them adapt quickly to conducting assessments online.

As well as facilitating interviews in a lockdown environment, the move to online had the additional benefit of streamlining the process compared with face-to-face interviews. It has given applicants greater flexibility, which has been very well received. Going forward, we will continue to work in this way.

Among the comments we received from applicants were:

- “A simple, straightforward process with excellent support available, no one could ask for more, thank you.”
- “Quick and efficient process.”
- “It is an excellent initiative.”
- “Given the current situation, the APM have done a great job in ensuring ChPP applications can continue. Thank you.”

Association for Project Management

Trustees' annual report
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Achievement and performance (continued)

Achievements and successes in 2020-21 (continued)

Mentoring scheme

To help increase the number of female Chartered Project Professionals, we launched a chartered mentoring scheme for women, in which female ChPPs would be paired with a prospective ChPP to mentor them through the application process. The first successful mentee, Nikki Marks, achieved chartered status in March, commenting: "I would certainly recommend the mentoring process. To me, it has been extremely valuable, not just at bolstering my confidence in applying for chartership, but also in finding a female role model to ask questions of and learn from."

Membership growth

Overall membership increased by six per cent to over 35,000 individual members; a record high.

In a year when many project professionals faced uncertainty in their work, the fact that we have been able to grow our membership community is a testament to the value we provide to the profession and our adaptability in making sure our membership proposition reflects people's evolving needs.

One of the biggest drivers of this growth was Student membership, which increased by 17 per cent across the year to over 11,000 Student members. There were also increases in the number of Full members (six per cent to 15,732) and Fellows (19 per cent to 684).

International membership also increased during the year. We welcomed hundreds of new members from around the world, with international members now forming eight per cent of our entire membership.

Knowledge and research

The Golden Thread

Following on from our landmark 2019 publication, [*The Golden Thread*](#), we launched [*The Golden Thread: Project Management in Three Key Sectors*](#) in July. This report focused on three growth areas for project management in which the contribution of project management had been historically overlooked:

- Healthcare and pharmaceuticals
- Charities
- Small and Medium-sized Enterprises (SMEs).

The research discovered a number of common themes across these sectors, including scope for further professionalisation of project management.

Projecting the Future

Our pioneering 'big conversation' with the profession about the future of project management, *Projecting the Future*, concluded with the publication of *The Adaptive Project Professional: one year on*. This report summarised the findings and feedback from the previous year's challenge papers and provided action steps for stakeholders across the profession.

Association for Project Management

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Achievement and performance (continued)

Achievements and successes in 2020-21 (continued)

APM Salary and Market Trends Survey

Our *Project Management Salary and Market Trends Survey 2021* continues to paint a clear picture of the employment landscape. The survey took place in November 2020 against a backdrop that few could have predicted 12 months before.

The resulting report, published in March 2021, provided a comprehensive overview of salaries, working life and the future trends. It was positive to note that the 2,626 responses received demonstrated the average salary for the profession has remained unchanged for the past year, bearing testament to a strong and resilient profession, despite the unprecedented challenges and impact of the global pandemic.

Research

We received a record number of applications for the APM Research Fund 2020, from a wide range of stakeholders including Chartered Project Professionals, academics, students, SIG members and branch members. Four proposals were awarded funding:

- *The Value of Assurance Management Practices* being led by a practitioner research team of Sarah Coleman of Business Evolution and Dr Andrew Schuster of PwC.
- *Organizational justice in projects: Characteristics, applications and impact*, led by Dr Christine Unterhitzenberger, University of Leeds.
- A study led by Dr Mohamed Abadi, University of Manchester, aimed at developing a holistic, integrated framework to facilitate selection of more 'circular' construction projects through embedding lifecycle 'circularity' assessments in project selection.
- A study led by Dr Natalya Sergeeva, University College London (UCL), exploring the challenge of sustainability in the UK construction.

Whilst the development of Research Fund studies slowed during the year due to many universities focusing on online teaching, there were nevertheless a number of notable reports published that have added to the canon of project management knowledge.

These included:

- *Eliminating Modern Slavery from projects* led by the Universities of Warwick, Leeds and UCL to raise awareness of this important topic within projects and to understand how project practices need to change to eliminate modern slavery.
- A Project X study on *Project Research Centres: Lessons for Scholarship, Policy and Practice* which explored global project management research capabilities featuring input from many of the world's leading University's including Oxford, Stamford and many others.

Our Research Summary Series provided practitioner-friendly summaries drawn from articles published in the *International Journal of Project Management*. This series played a key role in helping to disseminate cutting-edge research for practitioners. During the year we published summaries of research papers on assessing public projects' value for money; success conditions for international development capacity building projects; and value-oriented stakeholder influence on infrastructure projects.

Association for Project Management

Trustees' annual report
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Achievement and performance (continued)

Achievements and successes in 2020-21 (continued)

Organisational innovation

Applying a digital-first approach

Digital membership cards

As part of our ongoing commitment to reduce our carbon footprint, we introduced digital membership cards that could be delivered to members instantaneously and shared electronically. This innovation also resulted in a significant cost saving.

Nearly 5,000 digital membership cards had been issued by the end of the business year.

Commenting on LinkedIn, one APM member wrote: "Great innovation from the [Association for Project Management](#) as they change their plastic membership cards to electronic cards you can carry in your virtual wallet. Saves on plastic use and carbon associated with postage. More of this kind of thing please!"

The APM Podcast

The APM Podcast was launched in June with an initial series of interviews focusing on project professionals' response to the coronavirus crisis. The podcast's success led to a second series being produced, focused on project innovators.

By the end of the business year, the podcasts had been downloaded or streamed more than 11,000 times.

APM Hub

The APM Hub – an online community for individual APM members – launched in April, offering users the opportunity to connect with project professionals across the globe, collaborate with fellow members and expand their professional network. The APM Hub nurtures and facilitates discussion on any topic users choose, providing a secure space for like-minded professionals to share and learn from each other.

By the end of the business year, 2,250 members had activated their accounts on APM Hub.

APM Learning

APM Learning – our interactive digital learning platform for fee-paying members – saw strong growth during the year, with nearly 6,000 active accounts by March 2021. This means over a quarter of all eligible members have accessed the platform. Work to build the offering was ongoing throughout the year with new modules launched on portfolio management, procurement, change management and many more.

Webinar programme: Our Volunteers team worked closely with our SIG and branch members to quickly establish a programme of twice-weekly webinars, held during lunchtimes and evenings for the convenience of delegates. This new programme – which enriched our already robust schedule of online events – commenced in April, just weeks after the start of the first period of lockdown in the UK. By the end of its first month, these webinars were attracting an average of 200 delegates, with a rating of 4.5 out of 5. In total, over 20,000 delegates were reached over the year.

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Achievement and performance (continued)

Achievements and successes in 2020-21 (continued)

Events

Our events are highlights of the project community calendar, so it was essential to continue these despite the restrictions associated with the pandemic. With face-to-face events cancelled for much of the year, our teams lost no time implementing virtual solutions that enabled us to continue delivering value for the profession.

Nearly 3,000 delegates attended our revised virtual events programme during 2020.

Power of Projects Takeover: The Power of Projects Takeover event, held in June, merged selected content from the three cancelled Power of Projects conferences into a two-week long virtual experience with a diverse range of speakers, including keynote speaker Hannah Fry.

Think Differently: We held Think Differently in September. This five-day virtual event set out to redefine how project professionals perceive and practice diversity, in order to promote greater innovation, adaptability and success within projects.

Festival of Education and Research: The inaugural APM Festival of Education and Research took place in October to celebrate excellence and achievement in project management academia, education, and research. Attendees gained valuable insight and advice from workshops covering a variety of topics and were able to network with employers and publishers. The event culminated in an awards ceremony which recognised and rewarded excellence in education and research in the project profession across eight award categories from Student of the Year to Research Paper of the Year.

APM Project Management Awards: Our first virtual awards ceremony was held in November, hosted by BBC TV presenter Michelle Ackerley and mixing live broadcast with pre-recorded segments. Over 1,000 people registered for the event which was live-streamed on the APM website, Facebook and Twitter. As a result of the Awards, our website received a record number of daily visits – nearly 7,000 visits in one day.

Learning and qualifications

In April we successfully launched our new online qualifications platform, enabling people to take our exams from the comfort and safety of their own homes at a time when many were subject to lockdown restrictions.

Between April 2020 and March 2021, we ran over 12,000 online qualifications through the new platform.

We also revised and updated our Project Fundamentals, Project Management and Project Professional Qualifications. A second edition of the APM Project Professional Qualification was launched with a new assessment method. Our Project Fundamentals and Project Management Qualifications meanwhile were updated to align to the APM Body of Knowledge 7th edition.

Association for Project Management

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Achievement and performance (continued)

Achievements and successes in 2020-21 (continued)

Awards and recognition

Best Companies

We were delighted to achieve a 1* rating this year from Best Companies, the leading organisation for rating workplace and employee engagement. This built positively on the previous year's Best Companies' results, where we were rated as 'One to Watch'. We also received a place on the Best Companies regional list and the top 10 Not for Profit companies to work for.

Commenting on the achievement, chief executive Debbie Dore said: "In a year that has posed such challenges, it has never been more important to invest in our people, support our teams and promote a positive working culture. The significant progress made is a testament to the fantastic efforts of our staff who are helping us on this ongoing journey. I have no doubt their hard work and dedication will help us continue to improve in future."

Investors in volunteering

We achieved the Investing in Volunteers Quality Standard for the third time, in recognition of the excellent work carried out with volunteers. Investing in Volunteers (IiV) is the UK quality standard for excellence in volunteer management.

IiV aims to improve the quality of the volunteering experience for all volunteers and for organisations to acknowledge the enormous contribution made by volunteers. IiV is managed by the UK Volunteering Forum and delivered by NCVO, Volunteer Scotland, Volunteer Now in Northern Ireland and Wales Council for Voluntary Action.

We achieved the standard following an assessment against a range of good practice standards. The results showed that we excelled in all aspects of working with our volunteers.

Association for Project Management

Trustees' annual report
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Achievement and performance (continued)

Achievements and successes in 2020-21 (continued)

Collaborations

Despite the restrictions that arose as a result of coronavirus, we continued to engage with external organisations to identify and deliver opportunities to support the project profession. Throughout the year, we worked with organisations including the Construction Industry Council, the Confederation of British Industry, the Project X Board, the International Longevity Centre, the National Infrastructure Commission, the secretariat of the All-Party Parliamentary Group on Data, and many more.

In April 2020, our chair and CEO led a data summit on the use of artificial intelligence, data and analytics in project-based work. The summit looked at a pilot study on a construction data trust led by Sir Robert McAlpine with partners from academia. To aid awareness and understanding in this increasingly important area we convened a Project Data Advisory Group to bring together partner organisations including professional bodies, government departments, funding providers and thought leaders in the field to explore how we can support the project profession on its data journey. We also published a new pathfinder report, *Project Data Analytics: the state of the art and science*, to provide a concise overview of project data analytics and conducted three APM Research Fund studies covering data and AI-related topics.

We continued to collaborate with the education sector to encourage young people into the profession and establish project management as a career of first choice. Across the year we delivered more than 80 virtual events aimed at people in education and early-career professionals.

Our president Sue Kershaw spoke at an international virtual conference in February 2021 by the Institute for Government on achieving net zero climate emissions. The event focused on the route to net zero ahead of COP26, the United Nations climate change summit. Speakers including MPs, academics, economists and members of the scientific community took part to share their insight during live sessions.

We partnered with the mental health charity Mind to launch a mental health toolkit for project managers in December. The toolkit contained helpful resources on wellbeing in the profession from APM and other trusted sources. It also featured an introductory video message from an APM Fellow. The toolkit was well received and had been viewed nearly 4,000 times by the end of the business year.

Association for Project Management

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Plans for the future

In our changing world, project professionals are at the forefront of delivering change and the environment for delivery is becoming ever more complex. As the chartered membership organisation representing the project profession, we'll continue to build the profile and respect the profession warrants and set the most exacting standards.

The past 12 months have served as a powerful reminder of the scale, speed and often unexpected nature of change – but also, crucially, about the importance of adaptability in delivering successful outcomes. Our five-year strategy – 'Inspiring Positive Change', launched in 2017 – is now nearing its end and is currently being reviewed. Our refreshed strategy, launching in 2022, will enable us to provide the highest standards and framework to build a community of credible, capable and trusted project professionals delivering effective change in all sectors to all stakeholders. We have already come a long way in our journey to deliver our strategic objectives and there have been many successes in recent years that have demonstrated the effectiveness of our current strategy. The new strategy will build on these to continue helping us to support our members and the wider project community.

Innovations introduced during the past year that have enabled us to embrace a digital-first approach will be refined in light of the easing of coronavirus restrictions, but also to take account of people's evolving needs and preferences. Hybrid approaches that deliver virtual and physical events, along with providing a choice of online or classroom-based learning, will provide flexibility to project professionals everywhere, while enabling us to fulfil our goals and charitable objects.

In 2022, we'll celebrate our 50th anniversary. Plans are in development for how we will mark this special occasion with the profession we represent. This upcoming milestone is a chance to reflect on everything our organisation has achieved up to now, but it's also an opportunity to look ahead and set goals for the future.

We'll continue increasing our value proposition to members, including developing our Continuing Professional Development (CPD) offering and updating our Competence Framework.

We will reinforce and raise our profile as the voice of the profession by sharing new research and thought leadership – particularly on the themes of project data and analytics, agile and conditions for project success – and by commenting on major government project activity.

And, of course we will continue to lead debate, champion innovation and challenge the status quo where doing so will make a difference.

We know that better project delivery is about achieving the desired outcome, so in our complex world we'll help the project profession deliver better.

Association for Project Management

Trustees' annual report
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Principal risks and uncertainties

The board has considered several strategic risks during the year, including those below, together with possible impacts and mitigating strategies.

Risk category	Risk	Mitigating strategy/assurance/controls
Governance	A lack of diversity in board, committee or volunteer roles is not delivered leading to a lack of diversity of thought and fresh ideas.	Promotion of vacancies invites applications from diverse backgrounds and sectors and the ability to appoint three trustees provides an opportunity to target broadening diversity. There is a limit on the maximum term of office for trustees and committee appointments which sends the message that re-fresh and new ideas is helpful to balance continuity. The APM board has agreed a diversity action plan to help drive better understanding and representation across the project profession.
Operational	Business continuity - an event limits APM's ability to operate. This may arise from fire, flood, adverse weather, IT failure or denial of service attack, media crisis, epidemic/pandemic, etc.	Business continuity and disaster recovery plans are in place and tested. Tools and approaches for remote working are embedded. IT controls are in place, as is standard insurance cover.
Operational	IT security/GDPR - a malicious IT attack or malware infection leads to data loss. Failure of internal controls, including significant GDPR breach results in loss of personal data, leading to financial penalties and reputational damage.	Annual IT security penetration testing is undertaken. Anti-malware is deployed, and web and email filtering are applied. 'Cyber Essentials' standards are followed, and accreditation has been achieved. Cyber security insurance cover is in place. There are mandatory operating system updates applied across end user devices and backups are in place for all systems. A data protection consultant has reviewed data protection approaches and policies and a data protection officer has been appointed. Data protection training is mandatory for staff and there has been a raised level of communication with staff to further heighten awareness whilst they work from home.

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Principal risks and uncertainties (continued)

Risk category	Risk	Mitigating strategy/assurance/controls
External	Economic conditions - actual or threatened recession leads to reduced investment across government and economy as a whole. Reduced investment in projects and/or budgets for training and memberships.	APM works with partners to make the case for project management being especially vital in such circumstances e.g. <i>Golden Thread</i> research. The Chartered standard provides confidence in delivery and use of resource. The Association continues to improve evidence of value for each stakeholder group.
Financial	There is a failure to manage reserves appropriately and maintain funds at an appropriate level. Either reserves become excessive (failure to deliver value to members) or inadequate funds limits ability to deliver the APM strategy.	A risk-based reserves policy is in place; this has been updated during the year. Diversification is maintained through cash and long-term investment. There is regular reporting to the board to inform evidence-based decision-making.
Compliance	There is a failure of systems or processes to adhere to acceptable standards and/or regulatory requirements. For example, corporate governance, financial regulations, health and safety, bribery act, IR35.	The policy register is regularly reviewed and there are policy controls in place. APM has qualified and experienced staff in place to address areas of compliance. The organisation is subject to external and internal audit. Annual board evaluation exercises are undertaken. There are robust regulations and board governance - delegations are clear and in operation.

All risks were reviewed and updated during the first coronavirus lockdown, including:

- a review of priorities that resulted in fast-tracking digital products (qualifications, events, etc);
- business critical activities were identified and were the focus for the first quarter of the financial year; non time-essential expenditure was deferred;
- enhanced reporting, scenario planning and cashflow forecasting mechanisms were implemented;
- the operational and security risks of home working were assessed and H&S practices have been updated.

Association for Project Management

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Financial review

Overview

Whilst 2020-21 was a challenging year, APM was able to grow its membership community to a record high, roll out online examinations ahead of schedule and provide a great online programme of events for its members. These digital developments will continue to benefit its members in the future.

Income fell twenty percent to £10.1m (£12.7m prior year). The deficit for the year was £114k (deficit £128k) including an investment gain of £657k (loss £307k). Net assets at 31 March 2021 were £6.3m (£6.4m).

Income

Subscriptions income from individual members grew by four per cent during the year to £4.4m. Individual membership increased from 33,027 to 35,067 with student member numbers growing by seventeen per cent to over 11,000. International membership also increased during the year, now accounting for eight per cent of the total.

Examination and other contractual income was impacted by the restrictions in place during the year. APM staff responded quickly in launching our online examination platform, and despite a drop at the start of the year, numbers recovered month on month such that the organisation was able to deliver 12,000 online exams. Income fell from £7.1m to £4.9m, but exam numbers are now approaching pre-pandemic levels.

Events income was significantly affected by the lack of opportunity to deliver a face to face offering, resulting in a ninety-two percent fall in revenue. A successful virtual events programme was developed enabling APM to continue deliver quality content to our audience. Nearly 3,000 delegates attended the revised virtual events programme during 2020 and over 1,000 people registered for the APM Project Management Awards which was live-streamed on the APM website, Facebook and Twitter.

Total income for the year fell by £2.5m (twenty per cent) to £10.1m.

APM invests funds not required for working capital in an investment portfolio managed by a professional investment manager. Funds are actively managed and allocated across a range of asset types designed to yield the required rate of return for an acceptable level of risk. Returns are measured over a five to seven-year term rather than on a year-on-year basis; volatility is expected within certain limits. Gains in 2020-21 reversed the fall in 2019-20. The income from investments in the year and bank interest on deposits was £35k compared to £66k in the previous year.

Expenditure

Expenditure on charitable activities fell during the year from £11.6m to £10.6m; a reduction of £1.0m (eight per cent). This was achieved through effective cost management and an adjustment to ensure the organisation maintained a level of staffing appropriate to the changes in its operating environment. Staff were kept fully informed and engagement has remained high, to the extent that APM was awarded a 1* rating this year from Best Companies. The average in-house headcount over the year decreased from 118 to 115.

The Charities Accounting Statement of Recommended Practice (SORP) requires expenditure to be analysed into the same categories as the income described above. The expenditure is detailed in note 4 on page 40.

Note: percentage variances are calculated from the full financial results rather than the rounded figures contained in this review.

Association for Project Management

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Financial review (continued)

Reserves policy

APM updated its reserve policy in February 2021. We continue to use a risk-based approach to reserves whereby reserve levels are adjusted as perceptions of risk and other factors change but have now linked this approach much more closely to our risk register.

The focus is on the short-term potential drawdown of reserves which would allow time to undertake additional mitigation activities and allow APM to adjust to changed financial circumstances. Reserves are monitored monthly.

Key risks with the potential to impact reserves as identified from the Corporate Risk Register include:

- a decline in income levels (viewed as the single most important risk to APM business continuity), with an inability to raise income having many root causes, for example:
 - competitive threats
 - economic recession
 - a reputation event affecting APM's credibility
 - third-party failure (Qualifications Providers)
- inability to operate due to such events as a pandemic, adverse weather or IT failure
- a significant GDPR Breach resulting in loss of personal data, leading to financial penalties and reputational damage
- market volatility causing a reduction in the value of the investment portfolio
- external events such as a high-profile project failure which discredits the profession

APM operates stringent internal financial controls but financial loss due to fraud remains an operational risk. It is considered unlikely that any single instance of fraud would be material.

Level of Reserves

The policy is to maintain total reserves within a range of between £3.3m to £6.9m which includes designated funds, risk-based reserves and a buffer that together provide adequate cover for any risks that may materialise whilst allowing for flexibility in operations. Reserve levels may fall outside this range if there is a strategy in place requiring the use of additional reserves and a plan to return the reserves back to the approved range.

Adequacy of reserves at 31 March 2021

APM had net assets of £6.3m at 31 March 2021 (2020: £6.4m). Free reserves amounted to £4.5m (2020: £4.5m) being total funds less the designated funds. After accounting for designated funds of £1.8m and risk-based reserves £1.3m, APM held a surplus of reserves of £3.2m.

Total reserves of £6.3m is within the range defined in the Reserves Policy.

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Coronavirus pandemic

APM traded throughout the financial year despite the pandemic. The principal impact has been a reduction in income from qualifications by £2.2m compared to the previous year. This would have been significantly higher had APM not been able to rapidly launch online qualifications to replace face to face examinations.

The APM Hub, launched in April, is our new online community platform designed exclusively for individual members of APM. The APM Hub forms part of our growing range of digital benefits and this enhanced offer has contributed to an increased paying membership. Revenue from paying members has risen by £124k compared to the previous year.

In response to the drop in income, all costs were reviewed, and significant reductions or deferrals made. Unfortunately, we did have to make some staff redundancies in the year as the nature of some of our operations has permanently changed. Overall, this resulted in a net saving in total overheads compared to the prior year of £1.1m.

APM's investment portfolio has grown from a three year low of £3.8m in March 2020 to a five year high of £4.4m in March 2021.

Business planning and accurate cashflow and financial forecasting continue to assist in maintaining an appropriate level of reserves.

As confidence returns, the actions taken by APM has ensured that it has sufficient reserves to enable it to continue to operate and be ready to exploit future opportunities.

Association for Project Management

Trustees' annual report
For the year ended 31 March 2021

Statement of trustees' responsibilities

The trustees are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Charity law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and the group and of the incoming resources and application of resources of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011. They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for maintenance and integrity of the corporate and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as the trustees are aware:

- there is no relevant audit information of which the charity's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditor

The current auditor is Moore Kingston Smith LLP but the post of external auditor has been put out to tender with the appointment to be confirmed at the end of July 2021.

The trustees' annual report is approved by the trustees of the Association.

Signed on behalf of the trustees

Debbie Lewis

Debbie Lewis, Chair

August 20, 2021 | 17:35 BST

Association for Project Management

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

Opinion

We have audited the financial statements of Association for Project Management ('the company') for the year ended 31 March 2021 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Association Balance Sheets, the Consolidated Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charity's affairs as at 31 March 2021 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Association for Project Management

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements; or
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we required for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 25, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

The trustees have elected for the financial statements to be audited in accordance with the Charities Act 2011 rather than the Companies Act 2006. Accordingly we have been appointed as auditors under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Association for Project Management

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and obtaining additional corroborative evidence as required.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

Association for Project Management

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

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group's or the parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charity and charity's trustees as a body, for our audit work, for this report, or for the opinion we have formed.

Moore Kingston Smith LLP

Andrew Stickland (Senior Statutory auditor)

For and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Devonshire House
60 Goswell Road
London
EC1M 7AD

Date: 25 August 2021

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

Association for Project Management

Consolidated statement of financial activities For the year ended 31 March 2021

	Notes	Total funds 2021 £	Total funds 2020 £
Income:			
Income from charitable activities:			
Subscriptions		4,379,010	4,205,044
Examination and other contractual income		4,863,304	7,148,432
Publications		505,437	553,614
Income from other trading activities:			
Events		55,770	715,796
Investment income	10	35,153	65,620
Government grant	2	301,977	-
Total income		<u>10,140,651</u>	<u>12,688,506</u>
Expenditure:			
Expenditure on charitable activities	4	10,600,480	11,561,354
Expenditure on raising funds:			
Events		291,262	927,719
Investment management costs		20,369	20,389
Total expenditure		<u>10,912,111</u>	<u>12,509,462</u>
Net gains/(losses) on investment	12	657,323	(306,719)
Net expenditure and net movement in funds for the year	7	<u>(114,137)</u>	<u>(127,675)</u>
Reconciliation of funds			
Total funds brought forward		6,437,208	6,564,883
Total funds carried forward		<u>6,323,071</u>	<u>6,437,208</u>

APM has no restricted funds. All of the above results are derived from continuing activities. The group has no recognised gains or losses other than those dealt with in the statement of financial activities.

The notes on pages 34 to 51 form part of these financial statements.

Association for Project Management

Consolidated balance sheet For the year ended 31 March 2021

	Notes	2021 £	£	2020 £	£
Fixed assets					
Intangible fixed assets	11		1,112,807		1,026,316
Tangible fixed assets	11		720,640		924,780
Investments	12		4,444,086		3,753,332
			<u>6,277,533</u>		<u>5,704,428</u>
Current assets					
Investments	13	1,998,774		2,192,227	
Stocks	14	24,382		22,198	
Debtors	15	1,098,982		1,972,466	
Cash at bank and in hand		1,248,936		899,767	
		<u>4,371,074</u>		<u>5,086,658</u>	
Liabilities					
Creditors: amounts falling due within one year	16	(3,862,324)		(3,890,665)	
		<u></u>		<u></u>	
Net current assets			<u>508,750</u>		<u>1,195,993</u>
Total assets less current liabilities			<u>6,786,283</u>		<u>6,900,421</u>
Provisions for liabilities	17		(463,213)		(463,213)
			<u>6,323,070</u>		<u>6,437,208</u>
The funds of the charity:					
Unrestricted income fund-designated	18		1,833,447		1,951,096
Unrestricted income fund-general	19		4,489,623		4,486,112
			<u>6,323,070</u>		<u>6,437,208</u>

The notes on pages 34 to 51 form part of these financial statements.

Approved by the board of trustees on 19th July 2021 and signed on its behalf by:

Debbie Lewis
Debbie Lewis, Chair

August 20, 2021 | 17:35 BST

Incorporated by Royal Charter RC000890

Association for Project Management

Association balance sheet As at 31 March 2021

	Notes	2021	2020
		£	£
Fixed assets			
Intangible fixed assets	11	1,112,807	1,026,316
Tangible fixed assets	11	720,640	924,780
Investments	12	4,444,087	3,753,333
		<u>6,277,534</u>	<u>5,704,429</u>
Current assets			
Investments	13	1,979,195	2,185,921
Stocks	14	24,382	22,198
Debtors	15	1,204,365	1,943,676
Cash at bank and in hand		1,197,086	885,501
		<u>4,405,028</u>	<u>5,037,296</u>
Liabilities			
Creditors: amounts falling due within one year	16	(3,850,195)	(3,818,465)
		<u></u>	<u></u>
Net current assets		<u>554,833</u>	<u>1,218,831</u>
Total assets less current liabilities		<u>6,832,366</u>	<u>6,923,260</u>
Provisions for liabilities	17	(463,213)	(463,213)
		<u></u>	<u></u>
Net assets		<u>6,369,154</u>	<u>6,460,047</u>
The funds of the charity:			
Unrestricted fund-designated	18	1,833,447	1,951,096
Unrestricted fund-general	19	4,535,707	4,508,951
		<u>6,369,154</u>	<u>6,460,047</u>

The notes on pages 34 to 51 form part of these financial statements.

Approved by the board of trustees on 19th July 2021 and signed on its behalf by:

Debbie Lewis
Debbie Lewis, Chair

August 20, 2021 | 17:35 BST

Incorporated by Royal Charter RC000890

Association for Project Management

Consolidated cash flow statement For the year ended 31 March 2021

		2021	2020
	Notes	£	£
Net cash provided by operating activities	A	910,368	427,089
Cash flows from investing activities:			
Return on investment and servicing of finance			
Investment income		35,153	65,620
Purchase of fixed assets		(756,374)	(584,160)
Acquisition of long-term investments		(1,601,113)	(959,560)
Proceeds from sale of investments and decrease in cash held within investments		1,567,682	907,756
Net cash used in investing activities		(754,652)	(570,344)
Change in cash and cash equivalents		155,716	(143,255)
Cash and cash equivalents at the beginning of the reporting period		3,091,994	3,235,249
Cash and cash equivalents at the end of the reporting period		3,247,710	3,091,994
Analysis of cash and cash equivalents:			
Cash in hand		1,248,936	899,767
Notice deposits (less than three months)		1,998,774	2,192,227
		3,247,710	3,091,994
Note A			
Reconciliation of net incoming resources to net cash flow from operating activities			
Net (outgoing)/incoming resources for the year		(114,137)	(127,675)
Investment income		(35,153)	(65,620)
Loss/(gains) on investment activities		(657,323)	306,719
Profit/(loss on disposal)		95,076	132,775
Depreciation and amortisation		778,946	540,372
(Increase)/decrease in stock		(2,184)	(9,882)
Decrease/(increase) in trade and other receivables		458,906	145,084
(Increase)/decrease in prepayments		414,578	(400,385)
(Decrease)/increase in trade and other payables		34,186	(44,794)
(Decrease)/increase in accruals and deferred income		(62,527)	43,139
(Decrease) in provisions		-	(92,644)
Net cash provided by operating activities		910,368	427,089

Association for Project Management is a registered charity (number 1171112) and incorporated by Royal Charter (RC000890). The registered office is Ibis House, Regent Park, Summerleys Road, Princes Risborough, Buckinghamshire HP27 9LE.

Ibis Trading Limited is a wholly owned subsidiary of the Association for Project Management and is a limited company registered in England and Wales (number 06536096). The registered office is Ibis House, Regent Park, Summerleys Road, Princes Risborough, Buckinghamshire HP27 9LE.

1 Accounting policies

Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), and the Charities Act 2011.

Association for Project Management meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

These accounts are prepared in sterling which is the functional currency of the charity and rounded to the nearest pound.

Preparation of the accounts on a going concern basis

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Association and group to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular the trustees have considered the impact of the coronavirus pandemic.

Covid-19 has directly affected APM both financially and in its ability to deliver some of its charitable activities which have been reliant on face to face delivery. Trustees and the executive team have focused on ensuring the continued health and wellbeing of the association's staff and stakeholders whilst enhancing its digital offer to both deliver against its charitable objects and protect its financial position. Operational changes have ensured that this approach has been successful and present an ongoing viable model. Reserves remain strong and whilst uncertainty prevails, the organisation has shown that it is able to adapt swiftly and effectively.

On this basis the trustees consider that the Association and the group have adequate resources to continue in operational existence for the foreseeable future and for this reason they continue to adopt the going concern basis in preparing the annual financial statements.

1 Accounting policies (continued)

Group financial statements

These financial statements consolidate the results of the charity and its wholly-owned subsidiary Ibis Trading Limited on a line-by-line basis.

Information in respect to the charitable holding company is as follows:

	2021	2020
	£	£
Gross income	10,086,316	12,342,600
(Deficit)/surplus for the year	(90,894)	(82,722)

Unrestricted funds

Unrestricted funds are donations and other income resources receivable or generated for the objects of the charity without further specified purpose and are available as general funds. All funds are unrestricted during the year and at the year end.

Designated funds

Designated funds are unrestricted funds earmarked by the board of trustees for particular purposes.

Restricted funds

Restricted funds are to be used for specific purposes as specified by the donor. Expenditure which meets these criteria is charged to the fund. The charity currently has no restricted funds.

Income (including subscriptions, examination fees, contributions, grants, donations, contractual services, Furlough grants and investment income)

Recognition of membership income: members' subscriptions are allocated on a time apportioned basis across the financial period covered from subscription payment through to renewal, on the assumption that this is a fair reflection of the period over which value is provided to the member.

Subscription income represents amounts receivable during the year. Subscriptions are receivable from members annually.

Fees receivable for services are accounted for in the period in which the service is provided.

Income from delegate fees and sponsorship for events is recognised in the period in which the event occurs.

Investment income is recognised in the accounts when it is receivable.

Income represents amounts receivable net of VAT and discounts.

Accounting policies (continued)

Government grants relate to grants received under the furlough scheme and are recognised when receivable.

Voluntary income represents donations which are recognised in the accounts in the period they are received.

All income is recognised as receivable when there is legal entitlement to the income, probability of receipt and amounts can be measured reliably.

Expenditure (including allocation of expenditure)

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Resources expended include attributable VAT in the instances that it cannot be recovered.

Costs of raising funds are those costs incurred for holding a variety of events on project, programme and portfolio management and related fields.

The resources expended on charitable activities comprise direct costs associated with subscriptions, examinations and publications, together with a share of the support costs.

Support costs are the costs of central and administrative functions and governance costs, which are allocated to activity cost categories as detailed in the cost allocation note below.

Governance costs relate to the governance arrangements of the Association including the costs relating to strategic management, constitutional and statutory requirements.

Cost allocation

Overhead and support costs have been allocated on the following basis to charitable activities and cost of raising funds:

Description	Method of apportionment
Depreciation	Apportioned in relation to income
Finance	Apportioned in relation to income
Information technology	Apportioned in relation to income
Other support staff	Apportioned in relation to income/expenditure
Office costs	Apportioned in relation to income
Governance costs	Apportioned in relation to income

Intangible fixed assets

Intangible fixed assets are stated at cost less amortisation. Amortisation is provided at rates calculated to write off the cost of each asset over its expected useful life as follows:

Computer software costs	33.33 per cent straight line
Customer relationship management system	20 per cent straight line
Publications	33.33 per cent straight line
Qualifications and other intangible assets	33.33 per cent straight line

Expenditure below £1,000 is written off in the year of purchase.

Accounting policies (continued)

Intangible fixed assets (continued)

Intangible fixed assets include software licences, website and e-learning development costs and the costs of producing new APM qualifications and the *APM Body of Knowledge 7th edition* which have been capitalised on the grounds that they underpin APM's examination syllabuses, and that they have an economic life beyond 12 months. E-learning and certain website development costs are capitalised on the basis that they aid and assist members taking qualifications and as such are enduring assets which will assist in the creation of future revenue.

Tangible fixed assets

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Leasehold improvements and dilapidations line	Over the life of the lease, straight line
Furniture and equipment	25 per cent straight line
Computer equipment	33.33 per cent straight line

Expenditure below £1,000 is written off in the year of purchase.

Stocks

Stocks are stated at the lower of cost and net realisable value, after making allowance for obsolete and slow-moving items.

Foreign currency

Foreign currency transactions are recorded at the exchange rate at the time of the transaction. Foreign currency balances are translated into sterling at the exchange rate at the balance sheet date. Resulting gains or losses are included in the Statement of Financial Activities (SOFA).

Operating leases

The cost of operating leases is charged to the SOFA over the period to which they relate.

Finance leases

Leases which entail APM taking substantially all the risks and rewards of ownership of an asset are treated as a finance lease. The asset is recorded in the balance sheet as a tangible fixed asset and is depreciated over its estimated useful life or the term of the lease, whichever is shorter. Future instalments under such leases, net of finance charges, are included within creditors. Rentals payable are apportioned between the finance element, which is charged to the profit and loss account, and the capital element which reduces the outstanding obligation for future instalments.

Pension costs

APM operates a funded defined contribution pension scheme. Contributions to the scheme are charged to the SOFA in the period to which they relate. The scheme is open to all eligible APM staff.

Cash and cash equivalents

Includes cash and short-term liquid investments with a maturity date of three months or less from the date of acquisition or the opening of the deposit/investment account.

Accounting policies (continued)

Financial instruments

APM has elected to apply the provisions of Section 11 'Basic Financial Instruments' of FRS 102 to all of its financial instruments. Basic financial instruments are recognised initially at transaction value and subsequently at their settlement value. Financial instruments are recognised in the balance sheet when the Association becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

With the exceptions of prepayments, deferred income and amounts due to or from HMRC, all other debtor and creditor balances are considered to be basic financial instruments under FRS 102. See notes 15, 16 and 17 for the debtor and creditor notes.

Fixed asset investments

Investments are stated at market value at the balance sheet date. The SOFA includes the net gains and losses on revaluation and disposals throughout the year.

Judgments and key sources of estimation uncertainty

In the application of the Association's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The most significant estimates and assumptions which affect the carrying amount of assets and liabilities in the accounts relate to:

- Useful economic lives: the annual depreciation charge for property, plant and equipment and the annual amortisation charge for intangible assets is sensitive to change in the estimated useful economic lives and residual value of assets. These are reassessed annually and amended where necessary to reflect current circumstances.
- Allocation of membership income on a time apportioned basis: which results in an estimation of deferred income carried forward at each balance sheet date.
- Dilapidations provision for leased premises due at the end of the leases.

2 Income

All income was derived from the provision of services, with the exception of income from publications of £505,437 (2020: £553,614).

Interest income received was £1,720 (2020: £13,815). Dividend income from investments was £33,431 (2020: £51,805). Government grants received were £301,977 (2020: £0) and related to furlough grants claimed.

3 Governance costs

	2021	2020
	£	£
Staff costs	188,448	202,267
Audit and legal fees	34,718	35,411
Cost of trustee meetings, travel and support	14,117	34,720
	<u>237,283</u>	<u>272,398</u>

Staff costs contain a proportion of executive time in addition to the company secretarial function.

The costs of £237k (2020: £272k) above are representative of total governance costs of which £1,350 (2020: £15,446) were apportioned to raising funds. The remainder were apportioned to charitable activities (note 6).

4 Breakdown of cost of charitable activities

	Activities Undertaken Directly	Support Costs	Total
2021	£	£	£
Membership subscriptions	3,030,118	1,831,516	4,861,634
Examination and other fees	2,520,649	2,034,071	4,554,720
Publications	707,836	211,398	919,234
Research & development projects	264,892	-	264,892
	<u>6,523,495</u>	<u>4,076,985</u>	<u>10,600,480</u>
		(Note 6)	
2020			
Membership subscriptions	3,355,325	1,719,273	5,074,598
Examination and other fees	2,150,997	2,922,706	5,073,703
Publications	636,534	226,352	862,886
Research & development projects	550,167	-	550,167
	<u>6,693,023</u>	<u>4,868,331</u>	<u>11,561,354</u>
		(Note 6)	

5 Total support cost breakdown by activity

	Staff Costs	Other Costs	Total
2021	£	£	£
Cost of raising funds	6,516	16,810	23,326
Charitable activities	1,138,830	2,938,155	4,076,985
	<u>1,145,346</u>	<u>2,954,965</u>	<u>4,100,311</u>
2020			
Cost of raising funds	129,622	163,038	292,660
Charitable activities	2,156,231	2,712,099	4,868,330
	<u>2,285,853</u>	<u>2,875,137</u>	<u>5,160,990</u>

6 Support cost apportionment

Charitable activities

	Membership subscriptions	Examination and other fees	Publications	Total
2021	£	£	£	£
Depreciation	347,937	386,417	40,160	774,514
Finance	265,046	294,358	30,592	589,996
Information technology	323,522	359,301	37,342	720,165
Support staff costs	511,600	568,180	59,050	1,138,830
Office costs	277,422	308,104	32,021	617,547
Governance costs	105,989	117,711	12,233	235,933
Total	1,831,516	2,034,071	211,398	4,076,985
	(Note 4)	(Note 4)	(Note 4)	(Note 4)
2020				
Depreciation	180,013	306,017	23,700	509,730
Finance	170,442	289,746	22,440	482,628
Information technology	260,219	442,364	34,259	736,842
Support staff costs	761,483	1,294,495	100,253	2,156,231
Office costs	256,372	435,823	33,753	725,948
Governance costs	90,744	154,261	11,947	256,952
Total	1,719,273	2,922,706	226,352	4,868,331
	(Note 4)	(Note 4)	(Note 4)	(Note 4)

7 Net incoming resources for the year

This is stated after charging:

	2021 £	2020 £
Depreciation and amortisation of fixed assets	778,946	540,372
Operating lease payments - premises	187,057	217,660
Auditor's remuneration - current year	19,900	19,600
- prior year under provision	3,500	1,080
- Auditor's remuneration for non-audit services	2,620	2,750

8 Staff costs and numbers

	2021	2020
	£	£
Wages and salaries	4,817,083	4,473,307
Social security costs	415,285	401,157
Pension costs	367,881	331,932
Private medical insurance	45,778	43,965
Group life assurance	19,300	16,752
	<u>5,665,327</u>	<u>5,267,113</u>

Included in the above are redundancy and termination payments in the year amounting to £89,153 (2020: £23,783).

The number of employees whose emoluments fell into the following bands were:

	2021	2020
£60,001 - £70,000	2	6
£70,001 - £80,000	5	4
£80,001 - £90,000	5	3
£90,001 - £100,000	1	-
£120,001 - £130,000	1	1

The above staff have retirement benefits accruing under defined contribution schemes at a cost of £102,004 (2020: £88,121) to APM.

Key management personnel are deemed to be the chief executive and the chief financial officer, as well as the trustees who are not remunerated.

Pay and benefits including pension and employer national insurance contributions to the two key management personnel who have held the positions in the year amounted to £267,996 (2020: £250,479).

Average employee numbers:	2021	2020
Business development and marketing	52	53
Customer services	26	28
Office and administration	37	37
	<u>115</u>	<u>118</u>

9 **Taxation**

The activities of the charity and its trading subsidiary are exempt from corporation taxation under section 505 of the Income and Corporation Taxes Act 1988 to the extent that they are applied to the organisation’s charitable objects. The trading subsidiary does not pay UK corporation tax as its taxable profits are paid to its charitable holding company as gift aid.

10 **Investment income**

	2021	2020
	£	£
Bank interest	1,722	13,815
Income from investments	33,431	51,805
	35,153	65,620

11 Fixed assets

Intangible fixed assets - group and Association

	Computer software	Customer relationship management system	Publications	Qualifications	Total
	£	£	£	£	£
Cost					
At 1 April 2020	1,190,934	378,831	561,656	640,318	2,771,739
Additions	507,645	-	37,062	183,758	728,465
At 31 March 2021	1,698,579	378,831	598,718	824,076	3,500,204
Amortisation					
At 1 April 2020	645,268	296,683	473,068	330,404	1,745,423
Charge for the year	355,432	49,166	51,723	185,653	641,974
At 31 March 2021	1,000,700	345,849	524,791	516,057	2,387,397
Net book value					
At 31 March 2021	697,879	32,982	73,927	308,019	1,112,807
At 31 March 2020	545,666	82,148	88,588	309,914	1,026,316

Tangible fixed assets - group and Association

	Leasehold improvements & dilapidations	Furniture & computer equipment	Total
	£	£	£
Cost			
At 1 April 2020	1,193,513	587,542	1,781,055
Additions	9,072	18,837	27,909
Disposals	(339,033)	-	(339,033)
At 31 March 2021	863,552	606,379	1,469,931
Depreciation			
At 1 April 2020	321,176	535,099	856,275
Charge for the year	116,424	20,548	136,972
Disposals	(243,957)	-	(243,957)
At 31 March 2021	193,643	555,647	749,290
Net book value			
At 31 March 2021	669,909	50,732	720,641
At 31 March 2020	872,337	52,443	924,780

12 Fixed asset investments

Movement in fixed asset investments

	2021 £	2020 £
<u>Investment portfolio</u>		
Market value brought forward	3,718,287	3,962,979
Acquisitions at cost	1,601,113	959,560
Less disposal proceeds	(1,541,510)	(897,533)
Net gains/(losses) on investments	657,323	(306,719)
	4,435,213	3,718,287
<i>Historical costs</i>	<i>1,601,113</i>	<i>959,561</i>
Geographical analysis		
United Kingdom investments	1,468,943	1,615,968
Overseas investments	2,966,270	2,102,319
	4,435,213	3,718,287
Total investments		
Listed investments	4,435,213	3,718,287
Cash held by investment fund manager	8,873	35,045
	4,444,086	3,753,332
Asset allocation	2021	2020
Equity	57%	51%
Bonds	9%	13%
Other	30%	29%
Fund cash (includes cash held within investments)	4%	7%

Cash is held for investment pending suitable market conditions.

Fixed asset investments (continued)

The following investments comprise the most significant holdings in the portfolio:

Investments	Holding (units)	Value £
Liontrust special situations	69,691	325,077
Fundsmith Equity	57,415	321,535
Findlay Park	2,580	310,063
Guardcap Global Equity	23,597	308,028
TB Evenlode	122,277	279,611
MW Tops	1,668	276,426
Trojan funds	77,578	221,447
Lyxor Core US	1,934	214,577

Investment in subsidiary

	Group 2021 £	Group 2020 £	Company 2021 £	Company 2020 £
Ibis Trading Limited	-	-	1	1
	-	-	1	1

The Association owns all of the issued share capital of Ibis Trading Limited, a company registered in England and Wales. The subsidiary is used for sponsorship and made a loss of £23k (2020: loss of £23k) on income of £54k (2020: £482k) Ibis Trading was incorporated on 17 March 2008 and commenced trading on 27 July 2009. All activities have been consolidated line by line in the SOFA. The total net liabilities were £46,082 (2020: £22,838).

13 Current asset investments

	Group 2021 £	Group 2020 £	Company 2021 £	Company 2020 £
Cash held on deposit	1,998,774	2,192,227	1,979,195	2,185,921

14 Stocks

	Group 2021 £	Group 2020 £	Company 2021 £	Company 2020 £
Publication materials and sundry sale items	24,382	22,198	24,382	22,198

15 Debtors: amounts falling due within one year

	Group 2021 £	Group 2020 £	Company 2021 £	Company 2020 £
Trade debtors	671,570	1,130,476	642,949	1,065,699
Prepayments and sundry debtors	427,412	841,990	389,091	728,415
Amounts owed by group undertakings	-	-	172,325	149,562
	<u>1,098,982</u>	<u>1,972,466</u>	<u>1,204,365</u>	<u>1,943,676</u>

16 Creditors: amounts falling due within one year

	Group 2021 £	Group 2020 £	Company 2021 £	Company 2020 £
Trade creditors	631,384	597,198	629,153	595,745
Other creditors and accruals	879,970	1,096,994	856,701	1,033,004
Subscriptions received in advance	1,984,087	1,935,759	1,983,971	1,935,643
Other taxes and social security	366,883	260,714	380,370	254,073
	<u>3,862,324</u>	<u>3,890,665</u>	<u>3,850,195</u>	<u>3,818,465</u>

17 Provisions for liabilities

	Group 2021 £	Group 2020 £	Company 2021 £	Company 2020 £
Dilapidation provision for leased premises				
Bought forward	463,213	555,857	463,213	555,857
Re-measurement of estimate	-	(92,644)	-	(92,644)
	<u>463,213</u>	<u>463,213</u>	<u>463,213</u>	<u>463,213</u>

18 Designated funds

2021	At 1 April 2020 £	Incoming £	Outgoing £	Transfers £	At 31 March 2021 £
Group and Company					
Fixed asset fund	1,951,096	-	-	(117,649)	1,833,447
	<u>1,951,096</u>	<u>-</u>	<u>-</u>	<u>(117,649)</u>	<u>1,833,447</u>
	1,951,096	-	-	(117,649)	1,833,447
	£	£	£	£	£
2020	At 1 April 2019 £	Incoming £	Outgoing £	Transfers £	At 31 March 2020 £
Group and Company					
Fixed asset fund	2,040,083	-	-	(88,987)	1,951,096
	<u>2,040,083</u>	<u>-</u>	<u>-</u>	<u>(88,987)</u>	<u>1,951,096</u>
	2,040,083	-	-	(88,987)	1,951,096
	£	£	£	£	£

The fixed asset fund of £1,833,447 represents tangible and intangible fixed assets.

19 Unrestricted general funds

2021	At 1 April 2020	Incoming	Outgoing	Gain on investments	Transfer from designated funds	At 31 March 2021
	£	£	£	£	£	£
Group						
Retained fund	4,486,112	9,483,329	(10,254,789)	657,323	117,649	4,489,623
Company						
Retained fund	4,508,951	10,806,967	(11,555,183)	657,323	117,649	4,535,707

2020	At 1 April 2019	Incoming	Ongoing	(Loss) on investments	Transfer from designated funds	At 31 March 2020
	£	£	£	£	£	£
Group						
Retained fund	4,524,800	12,995,227	(12,816,183)	(306,719)	88,987	4,486,112
Company						
Retained fund	4,502,688	12,035,881	(11,881,886)	(306,719)	88,987	4,508,951

20 Net assets by fund

2021	Designated	General	Total
	£	£	£
Intangible fixed assets	1,112,807	-	1,112,807
Tangible fixed assets	720,640	-	720,640
Investments	-	4,444,086	4,444,086
Current assets	-	4,371,074	4,371,074
Current liabilities	-	(3,862,324)	(3,862,324)
Creditors due in over one year	-	(463,213)	(463,213)
	<u>1,833,447</u>	<u>4,489,623</u>	<u>6,323,070</u>

2020	Designated	General	Total
	£	£	£
Intangible fixed assets	1,026,316	-	1,026,316
Tangible fixed assets	924,780	-	924,780
Investments	-	3,753,332	3,753,332
Current assets	-	5,086,658	5,086,658
Current liabilities	-	(3,890,665)	(3,890,665)
Creditors due in over one year	-	(463,213)	(463,213)
	<u>1,951,096</u>	<u>4,486,112</u>	<u>6,437,208</u>

21 Trustee remuneration and expenses

The trustees neither received nor waived any emoluments during the year (2020: £0). The reimbursement to 0 (2020: 12) trustees of expenses for travel and subsistence incurred on behalf of the Association totalled £0 (2020: £7,985) during the year. The Association receives subscriptions from the trustees and provides examination services to some trustees on the same basis as any other member.

22 Financial commitments

The total amounts payable over the lease term are shown below, analysed according to when the payments are due.

Operating leases:	Land and buildings	
	2021	2020
	£	£
Due:		
Within one year	171,371	171,371
Between two and five years	685,484	685,484
After five years	426,402	597,773
	<u>1,283,257</u>	<u>1,454,628</u>

23 Related party transactions

During the year the charity had no related party transactions with trustees (2020: £0).

Intercompany transactions between the charity and its wholly owned subsidiary, Ibis Trading Limited were £3,837 for the master trading agreement (2020: £15,557) and £59,491 (2020: £98,661) for shared resources. Amounts owed by Ibis Trading Limited to the charity at the balance sheet date were £172,325 (2020: £149,562).

The services referred to above were conducted at arm's length.