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# 2021

APMP UK promotes the professional growth of its members by advancing the arts, sciences and technologies of winning business. APMP UK is the authority for professionals dedicated to the process of winning business through proposals, bids, tenders and presentations.

## ANNUAL MEMBER REPORT

**#ProudToBeAPMP**

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*Founded in 2001, APMP UK is the UK chapter of the Association of Proposal Management Professionals (APMP). Through association and education, the chapter provides members with access to tools, methods, processes, innovations, talent and specialised expertise that can directly improve the ability to acquire new business and to sustain growth and competitiveness. At the time of publication, APMP UK has over 2,600 members, accounting for approximately one quarter of APMP's global membership.*

*APMP is a worldwide member association headquartered in Washington, DC. The association was started in California, USA in 1989. At the time of publication, APMP has over 11,400 members globally across 28 chapters.*

#### **Our mission**

APMP promotes the professional growth of its members by advancing the arts, sciences and technologies of winning business.

#### **Our vision**

APMP is the worldwide authority for professionals dedicated to the process of winning business through proposals, bids, tenders and presentations.

#### **Our Values**

To accomplish our mission, we understand the following to be the values that guide our decisions and behaviour with each other and with those we serve:

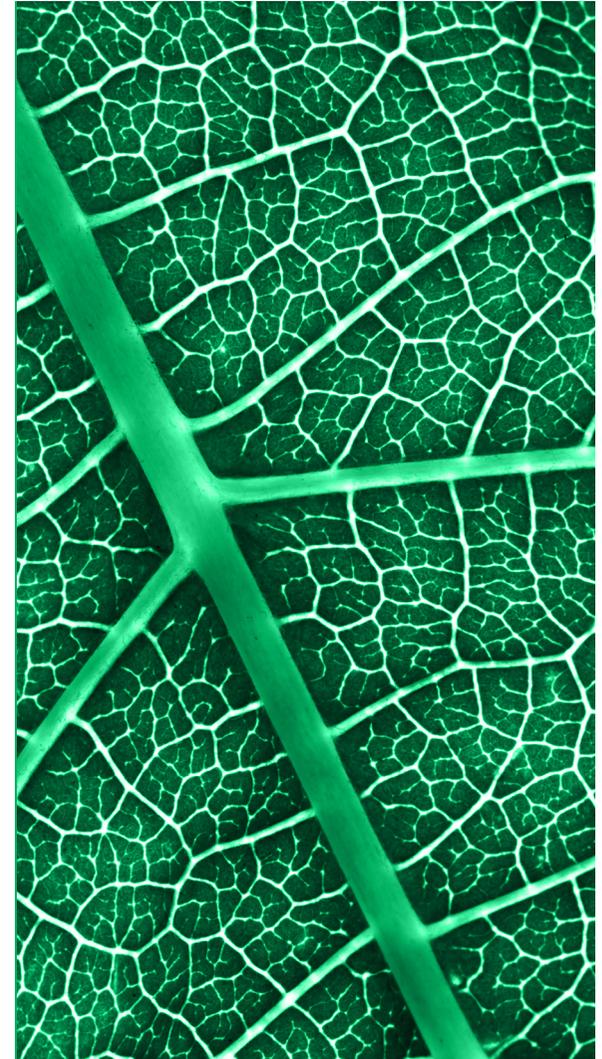
**Excellence.** We strive to do our best and to be accountable to our members, our industry, and each other. We commit to providing the highest-quality member service, with excellence and consistency everywhere we operate.

**Integrity.** We are honest and ethical in all our business activities. We will be transparent and share information with our members. We will treat everyone with integrity, keeping our promises and learning from our mistakes. We will have the courage to hold fast to our professional convictions.

**Respect.** We respect all members and welcome them into our association regardless of their gender, ethnicity, disability, religious beliefs, or sexual orientation. We care that each member has a desire to grow personally and professionally and that they are dedicated to the art and science of winning business. We value each voice, and we are stronger through the diversity of thoughts and the variety of ideas. We will listen to, respect, and consider all ideas.

**Teamwork.** We communicate, cooperate, and collaborate freely across organisational and geographic boundaries and work as one team to fulfil our mission.

**Trust.** We trust our colleagues, our members, and ourselves. We will strive to communicate with honesty and candour.



## CEO Foreword

### Dear Members,

*Your chapter board and volunteer team worked tirelessly throughout 2021 to deliver a valuable programme of membership benefits in what was another turbulent year for our community, our families, and our association.*

Of particular note, and after a break of 568 days, we reignited our flagship in-person events programming with BIDx Live – three one-day events in Birmingham, Glasgow and Reading – where members from across the UK gathered for inspirational keynotes, insightful community speakers, and long overdue networking.

And in our 20th year, we celebrated the life and times of APMP UK and continued to set new records for our chapter. We grew chapter membership by 14% to over 2600 members, while new Foundation certifications were up by 40% on last year, 75 members achieved Practitioner and two members achieved Professional.

Now, after two challenging years, it is time for us all to look forward. To learn from yesterday, live for today, and hope for tomorrow. With this in mind, your chapter board is as determined as ever to offer all our members another year of innovative benefits, a strong sense of community, and value for money.

It has been an honour to lead our association's largest and most successful chapter. And I look forward to serving you in 2022 as our association chair, delivering on my mission to deliver a sustainable, premium membership experience worldwide.



A handwritten signature in black ink that reads "Steven" in a cursive, flowing script. A long, horizontal flourish extends from the bottom of the signature.

**Steven Coles, CPP APMP**  
— Chief Executive Officer

[steven.coles@apmpuk.co.uk](mailto:steven.coles@apmpuk.co.uk)  
**#ProudToBeAPMP**

# Benefits At A Glance



In person events



Professional Certification



Monthly webinars



Industry Body of Knowledge



Career Mentoring programme



Online member networking and personal profile



Industry research and reports



Global network of 10,400+ professionals



Annual Conferences in the UK, US, EU and Asia



Apprenticeship programme



International Annual Awards programme



UK Annual Awards programme



Diversity & Inclusion focus group



Social Value focus group



Exclusive UK online member community



Career Centre



Affinity groups



Winning the Business



Member Help Centre



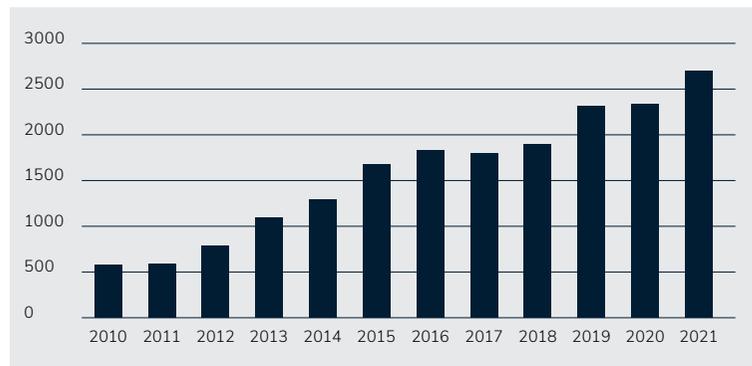
Quarterly chapter magazine

# Membership

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## Our 2021 membership growth is the strongest since 2018 with 14% growth on 2020, finishing the year with over 2600 members.

Our chapter continues to represent approximately one quarter of our association’s worldwide membership. While our membership is predominantly UK-based, our chapter continues to attract members from 38 countries around the world, from Armenia to the United Arab Emirates. We use these metrics to inform our membership retention and recruitment programmes, events planning, and other chapter operations.



▲ Annual membership growth from 2010 - 2021

### Corporate membership

Our corporate membership programme remains a key strength for our association and chapter, with high levels of retention and in some cases, significant growth. There are two routes to APMP [corporate membership](#):

- Group membership for teams of 5 to 14 members.
- Corporate membership for larger teams of 15+ members.

Significant additions to the stellar line up of UK corporate members during 2021 include: State Street, Manpower Group, and Randstad Soucwright. Our roster of existing corporate members continue to invest in APMP membership with steady incremental new member growth and in some cases doubling their new member count.

Meanwhile, the cohort of group members grew exponentially throughout the year with a host of new members including such global brands as Worldpay, CGI, Siemens, Unipart, Scottish Widows and Capita.

The strength of our offer to corporates considering APMP membership lies in the quality of the resources and benefits available from our association as a whole, and the fantastic local benefits delivered by APMP UK.

# APMP UK Members



## Professional Development

**Our certification programme is the world's first, best and only industry-recognised certification programme for professionals working in a bid and proposal environment.**

Our chapter's new Foundation certifications increased by 40% on new certifications last year, while 75 members achieved Practitioner certification and two members achieved Professional certification. The programme:

- demonstrates personal commitment to career and profession.
- improves business development capabilities and skillsets.
- creates a focus on best practice.
- fosters respect and credibility among peers, clients, and organisational leaders.
- reinforces bid and proposal management as an important role in an organisation.

To achieve certification, members have the option of self-study or can enrol with an Approved Training Organisation (ATO). APMP UK values the [network of ATOs](#), and the contribution they make to promoting best practice and championing professional development in bid and proposal management.

# Apprenticeship

“I am proud to announce today that I have officially completed my Bid Co-Ordinator Apprenticeship Programme with a Merit. I can't wait for what the future holds for myself [my company] and our team who have been so supportive since joining.”

“Today I received my certificate from the Association of Professional Sales to confirm that I have completed the Bid and Proposal Coordinator Level 3 apprenticeship. I am absolutely over the moon with this as it formalises all of my apprenticeship learnings and experiences across the last 2.5 years.”



Our [apprenticeship programme](#) continued to grow during 2021. Through our partnerships with RHG Consult, The JGA Group and The Institute of Sales Professionals (ISP), we are delivering a powerful on-ramp for our profession. Our [Bid and Proposal Coordinator Apprenticeship](#) is one of the most popular for RHG Consult. Both RHG and JGA are looking for ways to market further and continue the growth.

**We also now have enough experience with the assessment process via ISP and our own assessors to refine and improve the question pool for the assessment programme and have just launched a new set of assessment questions.**



This two year programme is approved by the Office of Qualifications and Examinations Regulation (Ofqual) and is a [NVQ Level 3 programme](#) (equivalent to two A Levels). Between RHG and JGA, we have over 100 apprentices in the programme with many ready for final assessment. For 2022, we are reviewing whether to expand to a capture apprenticeship or possibly develop a NVQ Level 4 apprenticeship.

# Mentoring

“My mentee seems so much more calm and positive now. It’s made me so happy to see my mentee’s progress. They’ve told me that the mentoring is helpful, useful and they really appreciate it. It’s opened their eyes and they’ve recognised their barriers.”

“I am thoroughly enjoying the mentoring programme. I feel so lucky to have been selected as a mentee, and I am seeing the true value of my APMP membership.”

In July 2021, we trained our third cohort of 7 mentors for the APMP UK Rapport [Career Mentoring programme](#). Working with one of the UK’s leading experts in the field, Jackie Jenks OBE, our latest batch of mentors received training sessions including; the role, skills and tools of a mentor, emotional intelligence and best practice insights. This takes our chapter’s pool of trained mentors to 21, and we look forward to training our fourth cohort during 2022.

**If you feel you have the right qualities to volunteer your time to help others in their career development, we provide training for selected individuals to become career mentors. Please complete the [application form](#) if you wish to be considered for the next cohort of mentor training.**

Our roster of mentees continues to grow, with 52 mentees in the programme and a healthy mentee waiting list. The programme focuses on the individual’s career situation and aspirations within the bid and proposal profession. The aim is to help individuals to be the best they can be in their current role and to provide a platform to help them achieve their aspirations.

**If you feel you could benefit from career mentoring, complete the [application form](#) and we will consider your application for matching with an appropriate mentor.**



**There are many roads to prosperity, but one must be taken. Inaction leads nowhere.**

- Robert Zoellick

# Events

**We delivered a programme of high-quality, interactive virtual events throughout 2021. APMP UK is widely regarded as the face-to-face chapter of APMP, and in the chapter's 20th anniversary year, we were pleased to restart our in-person events programme with the BIDx Roadshow.**

## Webinars

Throughout the year, our webinar series provided members with 11 community-led professional development opportunities. All our webinars incorporate live chat for attendees to interact with the presenter and get their questions answered. An overwhelming 80% of attendees said that their overall experience was excellent or good, while 72% of attendees said they could use the session takeaways immediately.

The series proved so popular that we tripled our attendee capacity! Webinars are recorded and available to members in the [APMP UK member community](#). In December, we introduced our [sponsored event](#) programme where any organisation or consultant can apply to sponsor a chapter event with APMP UK to showcase their products and services to members.



### What people have been saying

“Great discussion and good to hear industry peers come up against same challenges.”

“The session provided lots of useful tips and reminders of good practice.”

“I am an experienced Bid Manager and Proposal Writer but the experience of the panel and hints tips shared made it worthwhile.”

“Informative, dynamic discussion which I very much enjoyed. Great to see real passion from fellow proposal professionals!”

“Thank you for the presentation! I am in the USA and it was 6:30am yet totally worth it.”

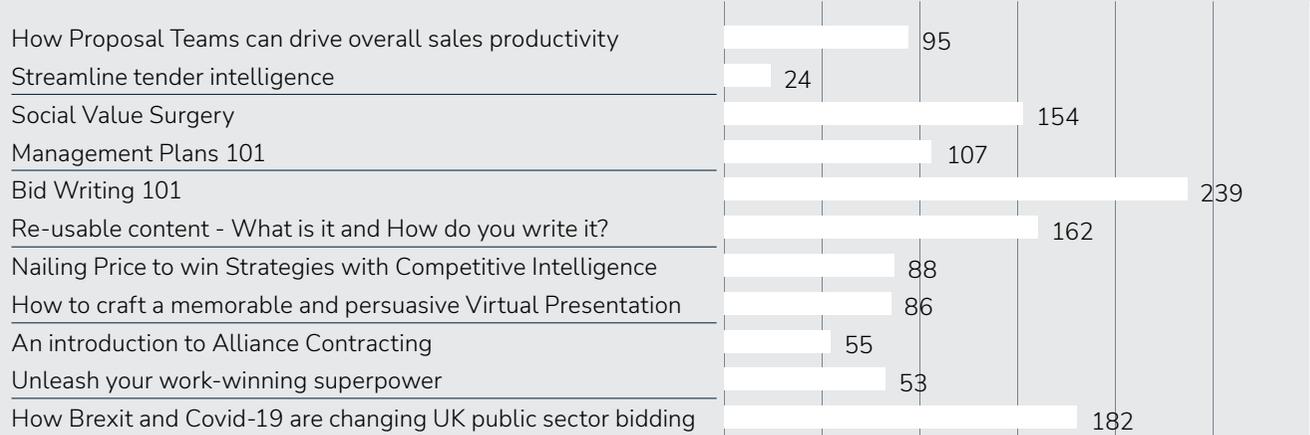
“I took a lot away from the presentation and after 24 years of writing proposals I still picked up some new stuff.”

“Great presenter, very informative, helped to drive home existing competencies.”

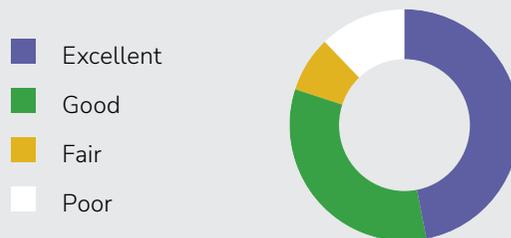
“In the years that I have been an APMP member, this is probably the best presentation I’ve ever seen and I take in a lot of classes. Nicely done. Enjoyed it tremendously.”

“It was an easy paced presentation. The presenter knew her stuff which always helps and had passion about her subject.”

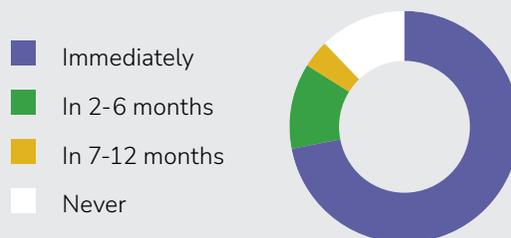
### 2021 APMP UK Webinar Series



### Overall Experience



### I can use the session takeaways



### What % of information was new to you?



### Likelihood in recommending to a colleague



# BIDx Roadshow

After a break of 568 days, we reignited our flagship in-person events programming in September and October with BIDx Live – three one-day events in [Birmingham](#), [Glasgow](#) and [Reading](#) – where members from across the UK gathered for inspirational keynotes, insightful community speakers, and plenty of networking over delicious breakfast and lunch options.

To help minimise member travel and expense burden we were intentional around the design of these events by combining regional, well-connected and member friendly locations with rush hour friendly opening and closing times.



## BIDx Live: Birmingham

Our keynote speaker, Naomi Sesay, is well regarded as an inspiring and thought-provoking speaker who will challenge audiences to create a truly diverse workforce. Naomi shared her insights and expertise to connect, resonate and lead a diverse team, and helped attendees examine their emotional and cultural intelligence to reach this goal.

*"Absolutely brilliant. A tough topic handled really well. Powerful, emotional and thought-provoking."*

**Attendee keynote rating: (4.5/5.0 stars)**



## BIDx Live: Glasgow

Our keynote speaker, Bavarian-born Petra Wetzel, opened Glasgow's WEST Brewery in 2008, producing German-style beers in strict accordance with the traditional German Purity Law. Wetzel has quickly risen through the ranks of the industry with WEST receiving awards for the beer it produces and its bar and restaurant for the service it delivers.

*"Loved her energy, authenticity and spirit. She was so open, honest and willing to share the good, the bad and the ugly side of her life and running her business. Very inspiring!"*

**Attendee keynote rating: (4.9/5.0 stars)**



## BIDx Live: Reading

Former Royal Marine Alan Chambers, MBE spent 16 years facing challenges in the world's most hostile and thrilling environments, including jungles, deserts and frozen tundra. Alan deftly communicated the skills he acquired to help attendees understand how to lead through the toughest of business challenges.

*"Loved the whole session. Many transferable skills highlighted and was great to relate to the speaker's experiences. Delightful delivery and content all around."*

**Attendee keynote rating: (4.8/5.0 stars)**

### Key insights from 2021

A solid **70%** of attendees said they found the content extremely helpful or very helpful, while an overwhelming **77%** of attendees agreed that the event represented excellent and very good value for money. On another positive note, **57%** of attendees said that their overall BIDx Live experience was much better than expected or better than expected. Regarding the quality of our venues, **88%** of attendees rated the facilities excellent and very good.



### What people have been saying

“The speakers were very knowledgeable, the atmosphere was friendly, the content was very relevant and it was lovely to meet fellow bidding professionals.”

“The event was pitched just right, small, after such a long absence from in-person meetings.”

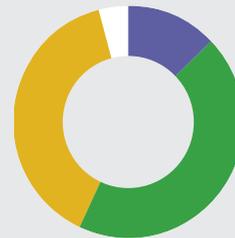
“I thought everyone was very friendly and welcoming. I enjoyed all of the speakers and found them engaging.”

“Good insight and knowledge sharing. Nice to interact with fellow professionals and share best practice tips and methods. Left the event feeling motivated.”

“The event proved for me that the value I get from APMP membership is the face-to-face sessions and I hope we can go back to having local events soon.”

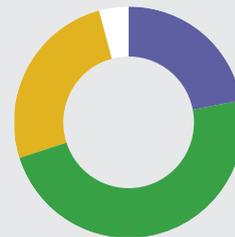
### How well did BIDx Live meet your expectations?

- Much Better
- Better
- As Expected
- Worse



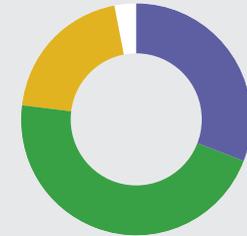
### How helpful did you find the content?

- Extremely
- Very
- Somewhat
- Not Very



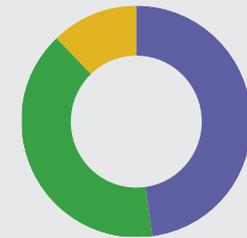
### How do you rate the event as value for money?

- Excellent
- Very Good
- Fair
- Poor

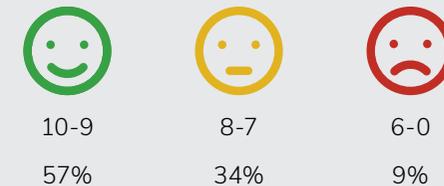


### How do you rate the quality of the facilities?

- Excellent
- Very Good
- Fair
- Poor



### Likelihood in recommending to a colleague



## APMP UK Annual Awards

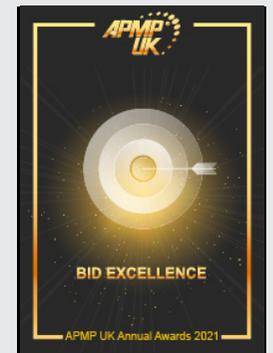
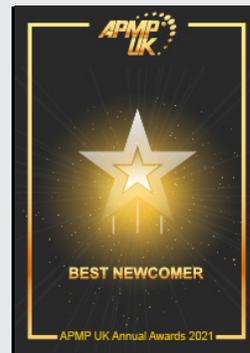
**In December, we hosted the [13th APMP UK Annual Awards](#) ceremony to celebrate and promote the finest achievements within the bid and proposal management profession. Our 2021 annual awards programme included updated criteria and new “Supplier of the Year” category. While we couldn’t be together in person, members up and down the country enjoyed our live, [broadcast-quality, virtual awards ceremony](#).**

**Our Best Newcomer and Bid Excellence awards this year attracted over 30 nominations between them, reflecting the journey of professional development and personal growth of our members.**

**Note:** The 2021 annual awards programme included updated and new categories that celebrate and promote the finest achievements within the bid and proposal management profession. We encouraged entrants from all UK chapter members in good standing regardless of role, experience, and position. Winners were announced during a special, online APMP UK broadcast presentation on Wednesday 15th December, 2021.

# Award Winners

Click the video link (on the right) to watch the Awards Ceremony. Using the thumbnails below, watch each winner announced at our Annual Awards Ceremony.



## Marketing & Communications



**In March, we celebrated the life and times of APMP UK, our association's largest and most successful chapter. To commemorate this milestone, we published our [20 Top Tips For Bid Success](#) video series throughout March where 20 familiar faces from the chapter each shared their advice for better bidding.**

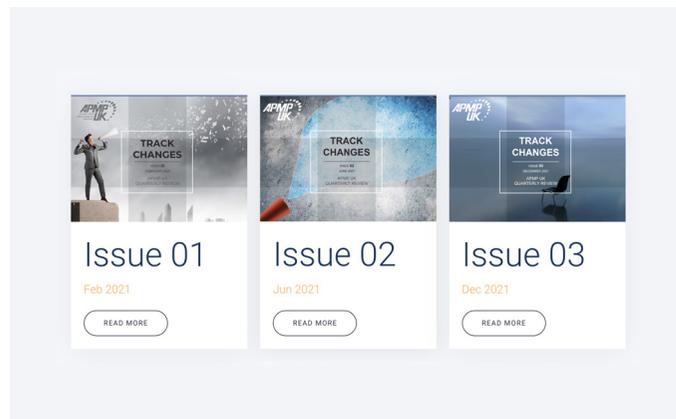
To conclude our celebrations we published APMP UK: [20 Years In 20 Minutes](#), a retrospective of the events and activities from the tenure of APMP UK CEOs and Chairs... past and present!



# Track Changes

In February, we launched the chapter's quarterly review magazine. Called [Track Changes](#), the magazine has attracted hundreds of views throughout the year and is available to members and non-members. Our editorial approach is purposely people first; because our people are our association.

Our objective is that through each edition of Track Changes, we all share in the opportunity to learn more with, and about, each other. Doing this further strengthens the qualities that make our chapter, our association, and our industry, a unique and extraordinary place to build a career.



[www.apmpuk.co.uk/about/track-changes](http://www.apmpuk.co.uk/about/track-changes)



# APMP Member Engagement Online

## Email

Email remains our primary method of member communication. Our member email transmission increased in 2021 by 31% to 71 emails sent to members across a range of topics including event announcements, chapter news, association updates, chapter board vacancies and appointments. We achieved an email open rate of 22.5% (the average for non-profits is 26.6%) with a click-to-open rate of 6.7% (the average for non-profits is 10.2%). These metrics inform our member communications strategy.

Email is the fastest and most direct way for us to ensure you're always in the know about the latest news, benefits and offers from the chapter. Here are some common reasons you may not be receiving our email communications:

### Is your email address up-to-date?

We use the email address you have on your member profile at apmp.org. If that is wrong, old or empty, you won't receive our emails. Visit your [membership profile](#) to check, update or add your email address.

### Have you opted out of receiving email?

Then we've respected your decision. If you want to opt back in, we'd love to have you back! Use the "submit a ticket" button at the bottom of the [APMP UK Help Centre website](#). For Product Name, choose Marketing. For Priority, choose Just FYI.

### Check your junk!

While we've done everything we can to ensure our emails don't end up in your (or your company's) junk folder or spam filter, it can happen. Ensure that the following email addresses are on your safe senders list:

marketing@apmpuk.co.uk  
conference@apmpuk.co.uk  
bidx@apmpuk.co.uk  
community@apmpuk.co.uk  
support@apmpuk.co.uk

## Social Media

One advantage of social media in chapter communications is the instant and widespread impact, helping us to connect with prospective and current members.

### LinkedIn

Unsurprisingly, [LinkedIn](#) remains our strongest social media presence. Our followers increased in 2021 by 34% to 2,891 with the Information Technology, Construction, and Management Consulting sectors representing over 30% of our followers. We enjoyed 201,881 impressions and an excellent engagement rate of 6.7% (it is acknowledged that anything above 2% is considered "good"). These metrics inform our social media strategy.

As our primary social media channel, LinkedIn is a key brand awareness, event promotion, and industry engagement platform for the chapter. Our engagement rate is testament to the work of our volunteer Marketing team in creating and sharing content that is interesting, resonates with our members, and is worth engaging with. We will increase our LinkedIn activity to take advantage of features such as LinkedIn Live, polling, etc.

### Twitter

Our [Twitter](#) followers increased in 2021 by 2% to 1,143. We attracted 48,136 impressions and a great engagement rate of 1.38% (it is acknowledged that anything above 1% is considered "great"). Maintaining our Twitter presence is a low calorie effort. We will continue our Twitter presence with no plans to invest any more effort or focus than we apply today.

### YouTube

Having launched our [YouTube channel](#) last year, we invested effort in 2021 to increase our video content. We published 32 videos during the course of 2021 attracting 7,511 impressions, 820 views and a total watch time of 73 hours. And in our 20th anniversary year, our most popular video was APMP UK: [20 years in 20 minutes](#) accounting for 18% of all video views.

### Other social channels

The chapter has a presence on Facebook and Instagram. There are no plans to increase focus on these channels.

## Online Community



Missed any of our 2021 webinars?  
Want to join the chapter book club?  
Interested in personal growth?

### Then the APMP UK Member community is for you!

During 2021, the online community welcomed 74 new chapter members to the platform, with almost 150 chapter members visiting the platform at least once during the year.

Now in its second year, this online community offers chapter members in good standing a member-only space to discuss bid and proposal related matters – through groups, events, polls and discussions – in a shared environment, with access to exclusive member-only resources.

### [Watch video: APMP UK Member Community - Introduction](#)

# Member benefit programmes

## Social Value



In April, we established the [APMP UK Social Value focus group](#). Recognising the importance of social value in the world of bids and proposals, 14 members volunteered to help fellow chapter members get to grips with the subject. These social value enthusiasts commit their time, expertise and insights to help our members in the following areas:

- Understand social value and how best to approach it in bids.
- Boost social value tender scores.
- Advise employers and clients to embrace social value.
- Guide customers to ask sensible social value questions.
- Build social value into dialogue during capture.

Their work has been exemplary, providing members with a "Social Value 101" which attracted 143 attendees, a new social value surgery series, publishing a regular blog post on the [APMP UK website](#), hosting a discussion forum in the [APMP UK Member Community](#), and creating a Social Landscape [interactive tool](#).

## Health & Wellbeing



The launch of our [Health and Wellbeing Hub](#) in March offers members with a central resource supporting workplace wellness, mental health, and more. The chapter cares about all members. And as we are often reminded, working on bids and proposals can be characterised as frenetic, fast-paced and dynamic.

Our wellbeing team will be conducting benchmark surveys to give us more of an understanding about the challenges that our members face and what we can do to improve things for the industry as a whole.

## Diversity & Inclusion

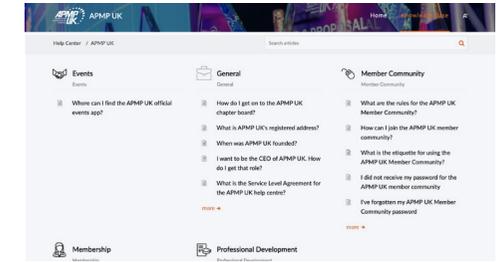


Our chapter values and seeks diversity and inclusiveness within the bid and proposal industry. The purpose of our Diversity and Inclusion focus group is to find ways to encourage inclusion, equality and fairness for all in the bid and capture world. The group's 2021 goal was to provide a structured, recurring, neutral space for members of the APMP UK community to:

- Regularly explore and engage in challenging conversations about a variety of topics that have been identified as areas of concern within our community.
- Become exposed to alternative viewpoints and experiences and learn from one another.
- Begin shifting our social norms together, to create lasting and effective change within our industry culture and climate.

During 2021, the group launched the [D&I resources](#) section of our wellbeing hub and contributed content to the chapter's Track Changes quarterly magazine.

## Help Centre



We're all happier when we can find answers to our questions, quickly! So in February we launched the [APMP UK Help Centre](#) to provide our members with an ever-expanding repository of chapter and association-related frequently asked questions. Our FAQs attracted 1827 views throughout the year, with the following articles proving to be the most popular, each attracting over 100 views each:

- How can I join the APMP UK member community?
- How much is APMP individual membership?
- How do I renew my APMP membership?
- How much does APMP certification cost?

In addition to the FAQs, the help centre provides members with the ability to submit support requests to the right APMP UK team member. The team processed 193 support requests including 71 for the member community, 50 for membership, and 24 for certification. The general availability of FAQs combined with the support request mechanism enables your chapter board to focus on value-add activities without compromising the quality of service to members. Our ability to track help centre usage provides valuable insights that contribute to our planning.

# Leadership of our chapter

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**Your 2021 chapter board:** [Click to connect](#)



**Steven Coles, CPP.APMP**

CHIEF EXECUTIVE OFFICER



**Mairi Morrison, CPP CAP.APMP**

DEPUTY CEO



**Eve Upton, CF CAP.APMP**

CHIEF OPERATING OFFICER



**John Usher, CPP CAP.APMP**

CHIEF PROFESSIONAL PROGRESSION OFFICER



**Mel Smith, CPP CAP.APMP**

CHIEF MARKETING OFFICER



**Katherine Simons, CF APMP**

CHIEF PEOPLE OFFICER



**Mel Kerrison, CP.APMP**

CHIEF EVENTS OFFICER



**Ellaine Gillam, CF.APMP**

CHIEF CAREER & MENTORING OFFICER

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# Our three year strategy

**Approved in January 2020, the key pillars of our three year strategy underpinned everything we delivered in 2021.**

**In December 2021, your chapter board reviewed and revalidated this strategy to ensure continued alignment with the mission and vision for our chapter.**

## The APMP UK three year strategy

- Enhancing APMP UK’s professionalism and image to strengthen our position as an influencer and authority in the field of bid and proposal management.
- Increasing our support to members in validating your professional standing and developing your skills with your bid and proposal management careers.
- Broadening the conversation – depth, breadth, quality and diversity – with you to foster meaningful communication and engagement.

2021 Initiatives	Professionalism & brand image	Professional standing & skills development	Meaningful communication & engagement
BIDx Roadshow	✓	✓	✓
11 Webinars	✓	✓	✓
Career Clinic		✓	
Member Online Community		✓	✓
Social Value Focus Group	✓		✓
Certification	✓	✓	
Bid & Proposal Co-ordinator Apprenticeship	✓	✓	
Rapport Mentoring	✓	✓	
Mental Health Help and Support			✓
20 Years Of APMP UK	✓		
APMP UK Annual Awards	✓	✓	✓
Diversity and Inclusion Focus Group			✓
Workplace Wellbeing and Support			✓
Track Changes	✓		✓
Member Help Desk		✓	

## Chapter board meetings

Your chapter board met monthly in 2021 through a series of eight general meetings (January, March, April, June, July, September, October, December) and four quarterly meetings (February, May, August, November). All 12 meetings were conducted remotely.

Prior to the Covid-19 pandemic, quarterly meetings were held in person.



# Risk Management

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**Risks are managed as part of the day-to-day running of the chapter, starting at the portfolio level and up to chapter-wide threats. This key risks for 2021 are outlined below.**

## Coronavirus pandemic

We monitored the developments relating to the Covid-19 pandemic very closely. The safety and wellbeing of our members and guests was our primary concern. We followed the [UK Government's advice](#). This impacted our in-person events programme of monthly networking events and our annual conference.

As a result, we increased the emphasis on our webinar programme. And in lieu of our annual conference, we delivered a series of smaller, regional events in [Covid 19 secure environments](#) to provide members with in-person events that minimised travel requirements without compromising on quality.

## Resourcing

Ensuring we have a healthy pool of volunteers to drive (1) the design, development and delivery of our member benefits, (2) our physical and virtual events, and (3) our leadership succession plan for the chapter board is a critical success factor. APMP UK is run on a 100% voluntary basis by members, for members.





## Our four question test

Every investment of time, money, and effort in any chapter programme or initiative is subject to our four question test. Your chapter board applies this test by asking:

### Will the investment...

- **contribute to the development of our members?**
- **increase membership in our association?**
- **deliver a measurable return on investment (ROI) to our association?**
- **be sustainable for the duration of the programme or initiative?**



## Volunteerism

We started 2021 with the largest cohort of volunteers in the history of our chapter. There are no paid staff in our chapter. It is the dedication of our [volunteers](#) – your chapter board, lead volunteers and portfolio volunteers – that brings this invaluable industry asset to life. They donate their time, experience and expertise to support and drive the profession. Volunteering to support your chapter is a rewarding channel for personal growth and professional development.

[Visit our website to volunteer.](#)



## Governance

We maintain good governance and sustainability of the chapter to ensure it is managed for the benefit of our members. The chapter is governed by our Articles of Association and Bylaws. Volunteers who serve on the chapter board are also bound by our Conflict of Interest agreement, Confidentiality agreements, and other policies. All volunteers are bound by our Volunteer Charter. All speakers at chapter events are bound by our Speaker Code of Conduct.



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