



TRACK CHANGES

ISSUE 01

FEBRUARY 2021

APMP UK
QUARTERLY REVIEW

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APMP UK CEO FOREWORD

It is my pleasure, as CEO, to welcome you to our first edition of Track Changes. And, it is my honour as CEO to join you this year to celebrate an exciting milestone for APMP UK – our 20th anniversary! More on that to come.

I am privileged to work with such a fantastic board and team of volunteers. Like you, they're all incredibly passionate about our profession. They donate their time and expertise for the benefit of all our members, and the growth of our association. So, as you delve into this and future editions of Track Changes, you'll feel this. Quite deliberately.

Our editorial approach is purposely people first. Because our people are the association. My hope is that, through every edition of Track Changes, we will all share in the opportunity to learn more

with and about each other. Doing this will further strengthen the qualities that make our chapter, our association, and our industry, a unique and extraordinary place to build a career.

Here's to the next 20 years!



Steven Coles, CPP.APMP
Chief Executive Officer, APMP UK
steven.coles@apmpuk.co.uk

#ProudToBeAPMP



WE CAN'T DO WHAT WE DO WITHOUT YOU!

APMP UK is a 100% volunteer-led and run organisation. The chapter depends on the effort and skills of experts within the bid and proposal management community to ensure we deliver value to our members.

We invite volunteers to play critical parts in the delivery of activities for the membership and for the advancement of the profession.

We invite thought-leaders and experts to speak and write for us; we encourage members to drive special interest groups for our community; we rely on champions in educational and work environments to bring the best people into the profession; we rely on organisers for events live and online; we rely on passionate people to drive research, knowledge and development; from those at the start of their careers and those who have a wealth of knowledge to be captured and disseminated. Volunteering opportunities are tailored to personal needs, development goals and commitments.

There are numerous and varied opportunities to make a productive contribution, even if the volunteer can spare only a few hours each year.

If you would like to volunteer to support the chapter in developing the UK landscape, click below to leave your details.

#ProudToBeAPMP



2021 APMP UK VOLUNTEER COORDINATORS



Alex Miller CF.APMP

"Obsessed with getting the client messaging right"



Claire Cook CF.APMP

"Devilish about the detail - goes with the territory!"



Chris Baldwin-Jones CF.APMP

"Playing my part in helping APMP UK to continue to thrive, benefiting from a broad and diverse membership, and helping us all win more"



Colin Borland CF.APMP

"Excited to help promote the APMP and to raise its profile in Northern Ireland"



Hinna Khan

"A perceptive bid professional, I love turning great ideas into winning proposals"



Isabel Moritz CPP.APMP Fellow

"Raising APMP UK's profile and spreading the word about the job satisfaction that a career as a bid professional has to offer!"



Jacqui Date CP.APMP

"A completer finisher who strives for perfection"



John Usher CPP.APMP

"Continuously learning and growing in aspects of life!"



Kay Ravenscroft CF.APMP

"Makes things happen, even when they appear impossible"



Kailee Godding CP.APMP

"Passionate about bringing more creativity to bids and proposals"



Kris Mantle

"Amsterdam-based Bid Writer/Bid Manager doing his best not to be distracted by dogs"



Lucy Davis CP.APMP

"A freelance bid consultant who wants to bring the fun in bidding and always looks for the chance to celebrate a win, or, just celebrate!!"

2021 APMP UK VOLUNTEER COORDINATORS



Marta McDonald CF.APMP

"Passionate and driven with a result orientated approach"



Marti Marsh CF.APMP

"Sleep deprived busy bid professional working tirelessly on end to end bid management"



Mike Appleton-Derrick CP.APMP

"Passionate about delivering innovative propositions and proposals focusing on industry leading Customer Service provision"



Melanie Aird CF.APMP

"A bid professional, with a diverse cultural background, proud to focus on educating and promoting Diversity within and beyond our community"



Neil Philipson CPP.APMP Fellow

"Passionate about promoting our profession"



Ollie Jones CF.APMP

"With seven years experience in multiple Bid Management roles, I'm relentlessly passionate about training and developing newcomers to the profession"



Oliver Luhrs CF.APMP

"Driven to help my clients and colleagues achieve their business development objectives"



Pippa Birch CPP.APMP

"Committed to helping bidding people better themselves"



Sarah Chapman CP.APMP

"Passionate about all things diversity, focussed on creating awareness and breaking down barriers for diverse people"



Thilinie Horne CP.APMP

"Passionate about building the bidding community and loves having bidding besties to chat through the good, the bad and the ugly!"



Andrew Loughlin CF.APMP

"Collaboration enthusiast and a big believer in laughter along the way, bids can be fun!"

NEWS & NOTABLE

Following the successful webinar: How Brexit and COVID-19 are changing UK public sector bidding, Jon Darby CPP.APMP answers some of your questions below.

If you missed the webinar, you can watch the recording on the APMP UK Member Community [here](#).



Q. Can we expect to see fewer requests for hard copy responses? It seems that the government is looking to make the bidding process more digitalised.

The regulations already encourage the use of electronic submissions except in very specific circumstances. Additionally, tender documents are available electronically through the various portals for bidders to download, and the tender process is managed electronically including clarifications, correspondence, submission uploads and evaluation.

I once submitted a vast hard copy proposal to the MOD designed and printed at great expense only to be told that it would be placed in storage because they would use the PDF files provided on a CD-ROM (look 'em up kids) to evaluate the responses.

So, whilst there will always be pockets of resistance and out-dated practices, there are encouraging signs that the government is moving to digital by default.

Q. With the simplification process, from what you have read, do you get a sense that the pre-qualification process also simplifies elements just as financial, insurances etc. for SMEs, particularly low value desk-based projects?

Yes, recognising that enough information is needed to make an informed assessment, whilst creating a level playing field

that doesn't favour SMEs (small medium enterprises) over large companies.

In its 'Guidance on provisions that support market access for small businesses' the Crown Commercial Services states: 'The Public Contracts Regulations (PCR) 2015 have a number of new or updated provisions which may encourage and improve access to public contracts by small businesses. These either remove unnecessary barriers to participation, or reduce procurement-process costs, time, or bureaucracy. Many of these provisions will also improve the procurement process for larger bidders, and for contracting authorities'.

One of these provisions removed the pre-qualification stage for below threshold procurements.

Q. What is your view on the removal of VEAT?

VEAT (Voluntary Ex-Ante Transparency) notices can be used by contracting authorities for a range of purposes, one of which can be to notify the market that a contract has been amended.

Given that the GP proposals are for the use of mandatory contract amendment notices versus voluntary notices, then I hope it will give better transparency and certainty.

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Q. This procedure will hopefully make bidding easier but will it also not be to the disadvantage of foreign companies/suppliers?

Not necessarily. The principles of public procurement will be enshrined in law: value for money, the public good, transparency, integrity, efficiency, fair treatment of suppliers and non-discrimination, where the bidder with the most advantageous tender will be awarded the contract. Obviously, to boost your probability of winning, you'll need to have a strong story for each of the government's strategic priorities backed by qualitative and quantitative evidence. It's possible that this may favour suppliers with a UK base as they'll be better placed to contribute to the government's priorities.

Q. What are your views on the removal of the light touch regime?

If the aim is to simplify the procurement rules, then it seems to make sense as long as the LTR principles aren't lost.

The Green Paper states: *'The flexibilities proposed in the new flexible competitive procedure would allow the majority of the actions currently allowed under the LTR and therefore there seems to be little merit in retaining the LTR as a separate method for awarding contracts. Consequently, the Government proposes removing the Light Touch Regime and to apply the same rules to these services that will apply to other contracts for services.'*

Q. If a procurement process or decision is fraudulent, why should damages be limited?

Don't shoot the messenger!

The government's view is: *'we do not believe that it is an appropriate use of public funds to pay compensation to suppliers for the loss of a 'chance' of being awarded a contract because of unintentional errors made during the procurement process'.*

The GP states: *'currently the extent of damages awarded to a supplier for a breach of the regulations broadly amounts to a sum made up of an element of lost profit, together with bid costs and legal costs. The government is proposing to cap the damages that can be awarded for breaches of the procurement rules to legal fees and 1.5x bid costs (with some exemptions including malfeasance and illegal direct awards). This would recompense the supplier for monies spent on a flawed competition and in pursuing the claim. It would stand as a deterrent against poor procurement practice but not at so high a level as to create inefficiencies and stifle innovation.'*

Q. You mentioned the increased importance of early engagement. Has the paper mentioned specifics in terms of what this might look like in practical terms, e.g. increased use of alliance contracting?

I was talking from the point of view that authorities will be increasingly encouraged to have meaningful early market engagement in a way they currently seem reluctant to do.

Good capture practices and disciplines will therefore become increasingly important to shape the requirements and position yourself advantageously with the customer. Relying on the proposal alone won't get you very far.

Q. Brexit affected the entire EU. Do you think these changes would also happen in the majority of countries in Continental Europe. We'd love to hear your insight on this as we have bid teams in France and Germany as well other than UK.

My understanding is that the EU will continue to use its existing procurement directives (that were transposed into UK law as the Public Contract Regulations). That's not to say that they won't watch and learn from any changes that the UK decides to make and implement their own changes in the future.

Q. This sounds great in theory, but do you think it will become reality this time? Changing government is hard.

Great question! Transforming public procurement has been something of a never-ending story for many years with promises coming and going. However, the double impact of Brexit and COVID-19 has been something of a game changer - combining opportunity to change with an imperative to act. Therefore, I think we might actually see quite a few of these proposals being implemented in a way that might not have happened previously.

Q. Do we have an ETA for when these rules will go into effect?

It will take time! Just preparing the green paper proposals took 12 months, so implementation will take much longer. However, the motivation and imperative for change has never been greater with the opportunity from Brexit and the urgency required to respond to the COVID-19 pandemic crisis, so my best guess is that I think we'll see some 'quick wins' starting to be implemented in 2022 with the bulk of the proposals being taken forward from 2023.

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Q. Very interesting session! What advice would you have for companies outside the UK who are looking to break into this “new” market - considering the British first strategy

Thank you! I think I've answered this in a previous question, but please get in touch if you'd like to explore it further.

Q. If evaluation criteria becomes more innovative do you think that will make it harder for organisations to challenge decisions?

As long as it's clear, transparent and fair to all bidders then I don't think so.

Q. We operate in Scotland. To what extent do you think any changes suggested by Westminster will be replicated in the other countries of the UK?

The regional assemblies may decide to implement their own reforms, or variations of those proposed by Westminster in much the same way that they do with other legislation and laws. If the proposals achieve their aim of simplifying and expediting public procurement, then there will be benefits for the regional assemblies adopting similar practices.

Q. Are there any alert functions to prompt users to update data on these portals? Or do you recommend we set our own reminders?

It's always good practice to own and maintain your company information on the various portals – it's not the government's responsibility to make sure your data is up to date. If they apply filtering to find suitable organisations under the limited tendering procedure used for urgency, then you may miss out if your information is out of date.

Q. How do we see these changes spreading to Local Government? We have tended to see past changes only being adopted sporadically and therefore we still have many different constraints, views and takes on what should be a standard approach?

The regulations and procedures apply across the whole public sector including local government. Where we see differences is in the interpretation and application from authority to authority. In theory, the new competitive flexible procedure should make it easier for local government to tailor the procedures to their particular market, which might see them being more readily adopted than before.

Q. You've mentioned increased emphasis on social value. How specific is the paper on what that will look like in practical terms, e.g. increased use of the Social Value portal?

Remember that the green paper is a consultation document and nothing has been set in stone yet. However, it's clear about the importance of social value and what this means in practical terms. For example:

- Including award criteria for evaluating final bids and scoring their quality, to encourage ways of working and operational delivery that achieve social value objectives.
- Allowing buyers to include criteria that go beyond the subject matter of the contract and encourage suppliers to operate in a way that contributes to economic, social and environmental outcomes on the basis of the 'most advantageous tender'.

Q. Is there likely to be a rationalisation of the number of portals available and portals spaces merged into larger and bigger umbrella portals?

That would be the logical thing to do, but sadly the evidence to date suggests otherwise. For example, while the Cabinet Office launched its new Find a Tender service (FTS), the Ministry of Defence was launching its new Defence Sourcing Portal. In parallel, the requirement for authorities to use Contracts Finder and the regional procurement websites: Public Contracts Scotland, Sell2Wales and eTendersNI still applies. Each portal requires app development, maintenance, and hosting, which all cost public money, not to mention a layer of confusion for suppliers. I really hope all of these are eventually merged into a single portal.

Then there are the portals that authorities use to manage their tender processes such as: Adam HTT Limited, Atamis Limited, BiP Solutions, Elcom Limited, European Dynamics, EU Supply, In-Tend Ltd, Jaggaer, Proactis Tenders Ltd, Proactis, Sourcedogg, Wax Digital - all of which are commercial organisations that sell their services to the public sector.

If you have any further questions for Jon, you can contact him on jon.darby@bidcraft.co.uk

APMP UK: LEADING THE WORLD

APMP UK 20 YEARS ON



Youthful-looking APMP UK board members being presented with the “gavel” by then APMP CEO David Winton – APMP Conference (BPC) 2001



The audience at the very first APMP UK conference in 2002

“Bold claim #1” The UK leads the world when it comes to bids and proposals.

“Bold claim #2” APMP UK can take much of the credit for that.

See, when Chris Whyatt and I took the initiative to set up APMP’s first international chapter twenty years ago, it would have been generous with the truth to describe the bidding community here as a ‘profession’. There were lots of great people working on bids and proposals across the country. But there was no focal point: no way to share ideas, or to develop and explore best practice.

The US, in those days, by way of comparison, I remember heading to my first APMP Conference (as Bid & Proposal Con was then known), in Albuquerque in May 2001. So many people! With processes! A vibrant community, buzzing with ideas. Although we’d been achieving truly fabulous results in the bid centre I managed for a leading IT company at the time, we’d largely made it up as we’d gone along. And here was all this infrastructure, this maturity of approach, that just didn’t really exist in any robust sense on our side of the pond.

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These days (don't show this to friends in the States) but we've left them far behind. I remember running a keynote workshop (strange concept!) with my dear friend and colleague BJ Lownie in Nashville five years ago. I shared some examples of 'what good looks like' in the UK. You could see a few hundred jaws simultaneously hit the ground. I've worked with sales and bid teams in over 35 countries. I get to read lots of proposals (and see benchmarking data) from countless countries in my day job – and when, for example, I serve as a judge for various APMP awards. And in comparison to contemporary proposal best practice here, the rest of the world really is lagging when it comes to writing style, design, overall process capability.

(I'm aware that I risk sounding jingoistic: that's not my aim here. I'm not flying the flag because it's there to be flown. I'm doing so because I'm proud to be part of a community that's driving best practice not just here in the UK, but globally.)

And APMP UK's role in this? Well, of course, we're a competitive bunch. Throw some bid and proposal people into a room together – and the UK is small enough for us to have actually gathered in rooms over the years, pre-pandemic - and people will share. And people will... I nearly said "steal", but that's not the spirit of APMP. It's more that, in being open about the

great things they've done, speakers at events are encouraging and enabling their colleagues to achieve better things and move the whole profession forward – while, at the same time, throwing down the gauntlet to their peers: "Go on, then. Let's see what great ideas you've come up with!" I honestly believe that APMP UK has been the engine that has incubated the step changes I've seen in capabilities here over the past two decades.

I'm incredibly proud that we have this amazing association that really gets that bid and proposal management forms a profession in its own right. We're not a cadre of sales support staff, in thrall to the great and the good in business development. We're not document production people who merely collate the wise words of our organisation's subject matter experts. We bring a distinctive set of professional skills and best practices to the work winning table – energising and inspiring others around us. And as a result, we're a key part of the jigsaw that needs to be in place to win and retain business. Done right, doing what we do is able to transform win rates and become a true engine of growth for our companies. APMP recognises and honours this; is proud to shine a spotlight on people and skills that were historically undervalued. It's been a long journey since 2001. So many people have given so much of their

time to help APMP UK to grow, thrive, flourish – and, thank goodness, we've become a far more diverse community as we've developed. Of course, we've not solved all the ills that afflict us. Too many bid and proposal teams still struggle – under-resourced and stressed as they try to cajole colleagues to co-operate. Too many lack impassioned sponsorship from the very highest levels in their organisations. But, goodness, we've come a long way. And I genuinely believe that we lead the world, as a direct result of the way that APMP UK has helped to incubate best practice and inspire bid and proposal professionals to strive for ever-higher standards. Here's to the next twenty years!

Jon Williams CPP.APMP Fellow

Managing Director, Strategic Proposals
and founding CEO of APMP UK
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WINNER'S WALL

We chat to David Gray of AM Bid about his journey to winning the APMP UK 2020 Outstanding Leadership Award.

Can you tell us a little about your journey to the award, how you got there, who helped you along the way, what you did to prepare?

Well, I guess the very beginning of the journey was when I started working in bidding c.14 years ago. Like many in our profession, bidding was not an intentional career path for me, but I identified something I had talent in and that I enjoyed, so I committed to it and dedicated myself to learning more and developing my craft. I worked in several bidding and work-winning roles in the housing and energy sectors, where I led bid functions and teams, before joining AM Bid.

When the 2020 award categories were first announced, I'd been part of the leadership team at AM Bid for 4 years and had just finished my first year in the role of Managing Director. I've always thought of these awards as being like the Oscars of the UK Bidding and Proposal profession (though without the glitzy in-person ceremony this year, sadly!), so we discussed them at an AM Bid team meeting, deciding which we could potentially enter a nomination for.

Andrew Morrison, the company's Founder & BD Director, proposed my nomination for the Outstanding Leadership award and the team supported this, so it went from there. Being nominated and supported by those in my team was important to me, as they are the people working under my leadership, so if they didn't feel I was award-worthy, it would be a non-starter for me.

After that, it was a case of looking back on my leadership achievements across the year to support my nomination, and - of course - preparing my 30-second nomination video... It's not a lot of time but it took a lot longer than that to record - my phone is still full of 31 and 32 second long outtakes!

What do you think helped set you apart in order to win?

I've worked hard to develop an empathetic leadership style; one of the last events I attended before the pandemic outbreak was the APMP's Empathy Business Workshop in London, with Belinda Parmar, which was an excellent insight in to applying empathy in everyday business and leadership. That was in February 2020 and it proved to be an extremely timely event, as what unfolded very soon thereafter certainly called for empathetic leadership in action.

Throughout the year, I tried to understand the different perspectives and personal circumstances of the people I work with, acknowledging that it was a year of extraordinary challenge for everyone, with the virus affecting all aspects of people's lives. As a leader, it was also important to remember that the lines between work and home-life have never been more blurred, and this has affected everyone in different ways, with different impacts on how they work - and how they work best.

I also make sure I engage with APMP both in the UK and internationally, speaking at events like BPC Europe and WBVE, and delivering a webinar for the UK chapter in the summer, which people seemed to enjoy. I've always felt that it's important to contribute and engage with fellow members - the more we all share learnings and insight with each other, the more we grow as a profession. I also develop my own best practices by listening to others' shared experiences - if we're not listening, we're not learning!

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What's next for 2021 and beyond?

I'm currently working on a new and exciting project for AM Bid and our clients. I can't say too much about it right now, but I'm looking forward to sharing more details in the Spring...

I'm also very proud to have been elected on to the APMP International Board of Directors for 2021-22 and am already involved in some fantastic new initiatives and workstreams there, working with a dynamic and highly experienced board team. This will be a big couple of years for APMP and there is a lot for the members to look forward to, so it's great to be involved in the execution of the current strategy and the long-range planning beyond that.

On a personal level, I'm looking forward to life moving closer to our pre-pandemic normal, as the vaccination program rolls out across the year. We have all missed out on so many experiences with family, friends and loved ones and I miss the opportunities that travel and in-person events afforded us, that we all probably took for granted before the virus. There will be a lot of catching up to do at the next in-person APMP UK event and I can't wait to be there!

Inevitably, life, work and business will not all revert back to exactly the way things were before Covid, but there will be positive changes and the 'reset' will provide new opportunities for people and organisations to do things differently - and more innovatively - which is exciting.

What does winning the award mean to you?

I was absolutely thrilled to win the Outstanding Leadership award! To be recognised by an international judging panel of my professional peers is the ultimate accolade, so I'm extremely proud to achieve that, especially in the field of leadership.

I'm also extremely proud of the whole AM Bid team, for being shortlisted finalists in three extremely strong categories, and for their ongoing high performance and commitment during what has been a challenging year. I couldn't be considered an outstanding leader

without an outstanding team behind me, and I'm genuinely privileged to lead such a fantastic team of dedicated and hard-working professionals.

I enjoyed celebrating with my wife after the awards ceremony too. She's always supported me in my career so she deserves recognition for that - it's not always easy, I'm sure!

It's a moment and an accolade for me to reflect on as well - as proud as I am of the award recognition, I certainly won't be sitting back and resting on my laurels having won it. I'm very ambitious, I'm still - and always will be - learning, and there is a lot I still want to achieve in my career, so it's a milestone to push on from, to the next stage in my own development as a leader and a bid professional.

What's the best thing about being an APMP member?

Knowing that you are part of a like-minded community of work-winning professionals across the globe. As a collective, we can find others who appreciate and value what we do in our profession - which can be very cathartic, as it's not always something we can find in other networks. I'm sure we've all been asked "What exactly is it you do?" more often than we'd like or care to remember! APMP offers us the support we need in challenging times, but also the opportunity to learn, develop, share experiences, inspire and influence others. Being part of that is invaluable.

David Gray CP.APMP
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COMMUNITY FOCUS

When the APMP UK Community launched I was blown away.

Ok. Confession time. I got a sneak peek (one of the perks of being a volunteer) so when I first saw it there were only a handful of users and not much going on. But I could see how much potential it had and as Membership Director I was excited by this fantastic new way for us all to connect.

Six months later and it's not been the exciting new networking opportunity that I hoped, but in the weird world we have been living in (and continue to live in) I think it deserves another chance. It has the potential to bring us all together, in a members-only space, to discuss bids and anything else that impacts us as bid professionals.

Did you know we have a wellbeing group? Members can share advice on all aspects of wellbeing from mental health to healthy eating, and meditation to workout ideas. Through the Covid pandemic, this has also included advice on surviving lockdown as well as where to go for financial support for those that have been furloughed or made redundant.

There's a Career Clinic group, with advice on recruitment agencies that specialise in bid and proposal roles and links to videos with advice on everything from CV writing and interview techniques, to what to consider if self-employment is something you're interested in.

For members who enjoy reading, whether fiction or non-fiction, our Book Club allows members to recommend books they have enjoyed and in exchange get suggestions for what to add to their reading list. Some recent recommendations include 'Surrounded by Idiots' and 'Persuasive Business Proposals'.

For those interested in professional development, certification and CEUs there is a certification group allowing members to ask for help from those that have already been through the process,

and share resources and tips for studying and all APMP UK events are listed on the community, with webinar recordings being posted for anyone who isn't able to attend them live and a discussion space for anyone who wants to continue the conversation after the event.

If you are a current APMP UK member, your Community login information will have been sent to the email address you have registered on apmp.org. If you need to change this, simply access your apmp.org account and update your details; new Community login information will be sent to you.

Jo Berridge CP.APMP | Chief People Officer APMP UK
jo.berridge@apmpuk.co.uk

If you have any problems accessing the Community, submit a help request **here** with Product as "Community" and Priority as "Nothing urgent I can wait".



VOLUNTEER LIMELIGHT



Q: What do you do for your day job?

I am a Bid Manager working for a communications company. My role is to manage the complex bids, engage the subject matter experts and guide the response through the bid process.

I enjoy my role as it allows me to see an initial opportunity evolve into a fully formed solution which matches the strategic direction of the company, it is quite exciting to see that.

But like all people working in the bid sector, you cannot describe the rush of adrenaline as a deadline looms and yet I must enjoy it as I keep coming back for more!

Q: What do you do for APMP UK?

When I started volunteering with APMP back in 2018, I was assisting the previous Events Director, Karen Althen, but that seems like a different world to where we are now!

Back when we were able to travel to events and to meet face to face things were very different. My focus for now is to hold topical online events and webinars and do the maximum we can within the current guidelines yet aiming to bring events that our members want.

Q: What can we expect in the future?

Needless to say future events being planned are all online. We want to explore if there is interest for industry specialist events, more discussion forums or recruitment fairs. We also want to see what time of days works best for our members when online. We are keen to deliver events that meet the needs of our members but with an ever changing COVID situation it is very much an ongoing work in progress.

Q: What is your life outside of the bidding world?

For those moments when I actually get some spare time I enjoy photography and walking the dog. Whilst I am not really an expert in either, it was really nice when both hobbies combined during the recent snow resulting in lots of lovely photos for the family album!

Kay Ravenscroft CF.APMP

APMP UK Events Lead

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DEVELOPMENT INSIGHT

Under the new structure of the APMP UK Chapter board, Peter Coyle has taken on the role as the Chief Development Officer and is responsible for developing the profession as a whole. This year we have also recruited a team of volunteers to support Peter in this quest. The volunteers are, Isabel Moritz, Pippa Birch, Alex Miller, John Usher, Neil Philipson, Marta McDonald and Kris Mantle.

We have created a three-pillar structure for the Development portfolio:

- **Understanding and Recognition.** This is focused on industry and employers to promote the profession and assist with career planning for their staff.
- **Education and Training.** Working with educational establishment and training providers to develop more professional training opportunities.
- **Individual Career Progression.** Supporting members career progression and attracting newcomers to the profession.

Rapport Mentors' First Anniversary

So much has happened in the last 12 months it is hard to put it all in perspective. One key moment pre-pandemic was the training of the first cohort of APMP UK Rapport Career Mentors on 4 February 2020. It was clear that the volunteers all wanted to help their fellow professionals but had a limited perception of what mentoring truly entailed. The first thing our trainer, Jackie Jenks OBE, informed the group was that it is not coaching and that it was about helping the mentee to reach their own decisions and to help them achieve their goals.

That first cohort took their initial tentative steps into the world of mentoring immediately after training and rapidly developed their skills and confidence. This was augmented by Jackie regularly providing best practice sessions and holding one-to-one support with each mentor. Jackie commented that she was very impressed by the group and that it was "one of the most enthusiastic groups she had trained."

This cohort found the skills they had developed had helped them ride the pandemic storm themselves, which in turn had helped them to support their mentees. Furthermore, the mentors had informally used their new found skills to help other colleagues, friends and family.

Notwithstanding the limitations presented by the pandemic, we managed to train a second cohort of six in a Covid-secure face-to-face environment in the middle of October 2020. This cohort immediately engaged with their mentees and they are receiving the same ongoing support through best practice and one-to-one sessions.

This investment has provided our profession with a cadre of 16 talented mentors eager to support their fellow professionals. Of the 48 applicants asking to be mentored, they have engaged with 24 mentees and their knowledge and understanding has brought a new level of empathy to the profession that is difficult to quantify, but anecdotally has helped many people through such a difficult and challenging year.

With an active waiting list of mentees, we have committed to train at least one further cohort of mentors in 2021, which will give us an unprecedented level of support to the entire membership and benefit the profession as a whole.



Mentor Cohort #2: Sarah Hinchliffe, Lucy Davis, Mike Reader, Mark Whitley, Kathy Hills and Paul Harding

B&PC APPRENTICESHIP

The theme for the 2021 National Apprenticeship Week (8-14 February) is Build the Future, and we are working hard to build the future of the bid and proposal profession.

So, it is appropriate to report on the progress of the Bid and Proposal Coordinators (B&PC) Apprenticeship, especially as it has reached a key milestone.

The first cohort of learners completed their final module, which was a 3-day Bid Room Simulator set in the innovative Virbela virtual environment. Here they were given a typical RFP which they had to plan, write and submit on a portal.

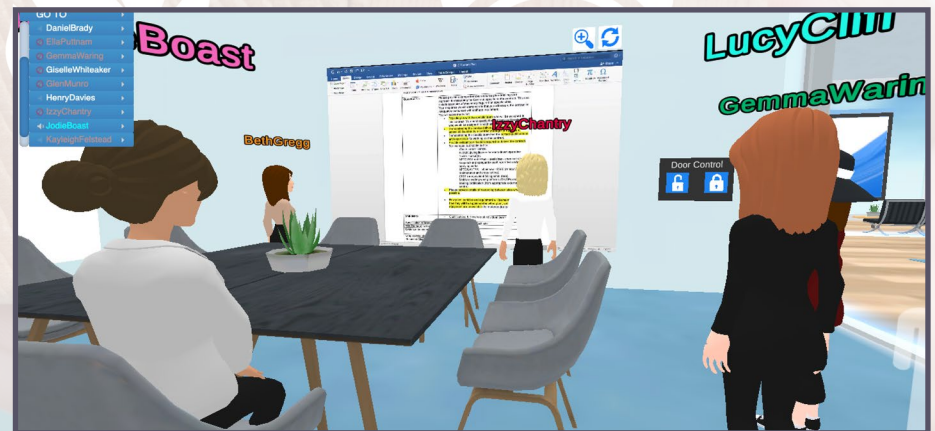
The final stage of their journey is completing their portfolio to enable them to enter the gateway for their end-point assessment. At the same time, the Association of Professional Sales (APS) has been approved as the End Point Assessment Organisation. For the last year we have worked together with APS to help them achieve this and we have selected three volunteers from our membership to act as Independent Assessors (IA) to provide the expertise of our profession.

The IAs are Kat Wyon, George Matei and Trish Gibbons. With over 50 apprentices on programme we really are building the future of our profession.

If you have any questions about Professional Development, submit a help request **here** with Product as "Apprenticeship" and Priority as "Nothing urgent I can wait".



Virbela virtual bid room for the first cohort of B&PC Apprentices



Students planning their response to the RFP task

APMP FELLOW SPOTLIGHT



Hiya! I'm Kat Wyon (Kathryn Wyon) and I became an APMP Fellow in 2015. One of my lovely team at Lloyds Banking Group nominated me and all my old bosses and stakeholders put in comments and views. To read the nomination and then to be awarded a fellowship was very humbling.

I've held 'Head of' bid roles in multiple sectors, proving that our skill-set is entirely transferable. The fact that I once worked at an IT company does not mean I know how

to fix your computer (my dad always asks...) and no, despite working for Lloyds Bank I don't know the best mortgage rate (also get asked that a lot!).

I now work for Strategic Proposals as the Research Director and it's fantastic to be fully immersed in an industry that I know I can add value to. So I thought it would be useful to learn a bit about some of the APMP fellows...here's my Q&A for you.

Tell me how you first got involved in with APMP

I was an early APMP UK member. I met Jon Williams in 2001 and he recommended that I look into it and I have been a member ever since. The initial attraction was to belong to an organisation that could give me certification as nobody had any idea what I did for a job!

If you could change one thing about APMP, what would it be and why?

Hmmm. That's a tricky one as I really like the APMP – both in the UK

and then the wider global group. I love that we can share insights and views and get loads of relevant perspectives – from people that 'get it'. The things that I think should be developed, are being developed such as the Body of Knowledge, the recently launched 'Help Centre' and the Apprenticeship. These are things that I have longed for and I'm so pleased they are now available. The professionalism and ongoing advancement in our industry is awesome.

What do you wish other people knew about APMP?

I think for APMP, and the industry as a whole, it would be about knowing how brilliant we all are! I'm serious – a bunch of truly talented people that can work under immense pressure and punishing timetables – and deliver amazing results. I honestly think we are the unsung heroes for keeping businesses alive and thriving. Every organisation should have a world-class bid team, it would revolutionise how they work and how successful they are.

How did you get involved in bids and proposals?

Like many of us, it was sort of by accident. I was the Sales & Marketing Manager for a small data networking company and we wanted to respond to an RFP. I'd never even heard the term RFP. Some late nights and frustrating moments meant I decided once the bid was in (and I didn't think we'd win) we needed a few fundamental things. Like a template, a qualification process and a little library. I created those things, not knowing that there was a real life job out there, that meant I could do those things every day. My next role was the head of bids for Fujitsu Siemens Computers and I never looked back.

If you could switch your job with anyone else, whose job would you want?

Chief taster for McVities. Obvs!

How do you define success?

Being happy. I think what brings you happiness changes a bit over time. At age 25, for me, it was about having security and steadiness (which meant a “good” job and good pay and getting married because I wanted a baby!). Now it’s about security and steadiness still but the pay is less relevant as I want for less (although I still LOVE shopping, so maybe that’s not true!).

As a side note it feels like “success” for me is hard won. I haven’t been terribly lucky. Fortunate yes, but not lucky.

I am “that” person that everything has happened to. That can empathise with many scenarios. And I think that helps me to spread my positivity. It’s happened to me and it hasn’t stopped me or defined me.

What are 3 words to describe you?

Positive, hard working and encouraging.

Choose your Mr. Men/Little Miss, to describe your work personality?

This was hard so I enlisted the help of my 15 year old! She and I couldn’t decide between Little Miss Helpful, Little Miss Brainy, Little Miss Star and Little Miss Sunshine! I won’t share what my Husbands suggestion was.....

If Hollywood made a movie about your life, who would you like to see cast as you?

Anne Hathaway. (I don’t think that is in any way realistic but I love her!)

Describe what you were like at age 10

I was at boarding school and I think that had a lasting impact. I am organised, loyal and stoical. I was also a year ahead at school (I’m sounding like I was precocious and I don’t think I was.... I hope I wasn’t!). So I was bright. I was friendly and made friends that I still have today. Boarding school forges an additional family that I’m not sure you’d get through any other means and I would walk over hot coals for my friend-family.

I was also very practical and pragmatic. My instinct is to fix. If you want a shoulder to cry on, I’m not always your gal as I move quickly into fix mode rather than sympathy mode. I was like that at age 10 and I still am.

I’m also very compliant. That’s definitely the boarding school effect – I think you go one way or the other. You either rebel or always colour between the lines. I do what I’m told. I don’t let people down. I don’t complain. I get on with things – and mostly that’s made me very happy!



Kat Wyon | APMP FELLOW
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CAREER CLINIC

Whether it be advice on taking that next step, or finding a new job after redundancy, the APMP UK Career Clinic is a space for members to help members find their next opportunity.

Self-employment Support

As part of APMP UK's commitment to supporting our members at all stages of their career, we're hosting a workshop covering all aspects of self-employment. This is professionally delivered, and will cover the realities of self-employment including the benefits and implications, company structures, invoicing, regulation, umbrella companies, behaviour adjusting, and more. If you are interested, apply below.

Redundancy Reboot

The COVID-19 crisis has increased the rate and depth of redundancies amongst the APMP UK membership. This is distressing for both those directly involved and anyone who considers they could be under threat.

To support our members, APMP UK offers an integrated programme of professional and voluntary peer-to-peer support. We hope this goes a small way to helping.

- Redundancy coaching: a one hour, one-to-one session from a professional career coach to help with reflection and thinking, to draw conclusions, and identify a preferred direction of travel.
- Online resources: self-directed exploration of online resources to help gain self-awareness and potentially identify areas for development. Available for 12 months.
- Group training sessions: small, three hour group sessions on:
 - Redundancy support: covering support and guidance on subjects such as interview preparation, CVs, social profile support, managing communications, universal credit, payment holidays, navigating the job centre, etc.
 - Self-employment options: covering understanding the benefits and implications of going self-employed, company structures, invoicing, regulation, umbrella companies, behaviour adjusting, etc.
 - Mental health and wellbeing: looking at recognising mental health, triggers, support techniques, lifestyle practices, peer groups, wider support, etc.
- Future workstreams for peer to peer sharing where we will be asking for your help – to be announced.

Sadly, we cannot support everyone. Redundancy Reboot support is restricted to APMP UK members in good standing, on a first come first served basis, to those who have become unemployed through compulsory redundancy or who are facing redundancy. For more information, see our **website**.

APPLY FOR SELF-EMPLOYMENT SUPPORT

APPLY FOR REDUNDANCY REBOOT SUPPORT

CAREER CLINIC

TESTIMONIALS

“I've found Joanna professional, deducted, open-minded and very helpful. She has completely opened my mind to see myself as a bids manager professional who is well established utilising my knowledge, experience and agility far better than before. She has unlocked my hidden potential which I was completely unaware of due to a lack of recognising my full capacity to manage bids commissions. We have completely reworked my resume cutting it down from seven pages to just two. We chose every word carefully to make an impact helping me to stand out the crowd. Thank you Joanna.”

“Nick Whiteside of WWR HR Consultancy was of valuable help and a great source of information to assist while many APMP members, including myself, are navigating our difficult way during the redundancy time and beyond. I found Nick to be approachable, keen to assist beyond his scheduled Teams meeting and inspired me to remain focused. Thank you Nick.”

“Thank you for APMP for organising the Redundancy Workshop, it really helps to make a sense of it all during these difficult times. - Steven Galo

“Having been told I was being made redundant, I was delighted when I discovered APMP was offering its Career Clinic to those in bidding whose jobs had been affected by Covid-19. Jo Berridge kindly helped me sign up to the programme and I immediately found the online Career Horizons resources easy to access and work through. They offered great insights into my personal beliefs and ambitions that would frame my search for a new opportunity. The career coaching I received from Joanne Dunham was then invaluable in talking these through and boosting my confidence as I embarked on my job search. I was fortunate enough to find a new role before my notice period ended and attribute much of this to the support provided by Joanne and APMP. - Joell Mayoh

WELLBEING HUB

MENTAL HEALTH AND WELLBEING IN TIMES OF COVID

What can anyone say about 2020 that hasn't already been said? An extraordinary year. Unprecedented. Unforgettable. A time when we didn't know what was happening in the world. A global pandemic.

Uncertainty, fear, panic, and shock.

It certainly took its toll on all of us; and continues to do so. Dealing with issues we've never had to deal with, on such an immense scale, requires something we're not all comfortable with; change.

It's been over a year since I surveyed the bid and proposal profession on mental health and wellbeing and published the results in my research paper. I could barely have imagined how much more important to us our mental health and wellbeing would become in 2021. The survey results showed that 88% of bid and proposal professionals had experienced mental health issues due to the nature of our work. How must that figure be looking now?

A huge impact on mental health

We're certainly in a state of flux. It's been an unquestionably miserable time. Hanging over everything has been the awful death toll. But it's been hard to deal with lockdowns and not

having the freedom we're used to. In Mind's research paper "The mental health emergency: how has the coronavirus pandemic impacted our mental health?" More than half of adults (60%) and over two thirds of young people (68%) have said their mental health got worse during lockdown.

Not being able to see family and friends takes a heavy toll on us as social creatures. Isolation creeps up. Losing jobs creates panic. Furlough creates uncertainty.

But... there's hope for the future. We now have the vaccine rollout. That's the proverbial light at the end of the tunnel. We have new technology. And new ways of working. Perhaps a greater respect for life in general, something we might have begun to take for granted. And we've certainly had to focus on our mental health and wellbeing. For many of us, it's what's got us through this far. But many others are struggling.

How are we feeling?

In Jon Williams' "Coronavirus – June 2020 research survey results" paper, he asked the profession "Give yourself a score out of 100 for how you're feeling personally right now". With 14% giving a score below 40, and 8% of that

giving a score of below 20, it was obvious many of our profession were struggling. As a body full of strong individuals with the necessary skills to cope in the most stressful and demanding situations on a daily basis, we might see this as shocking. But we're complex, human individuals. Who amongst us has ever faced a global pandemic of such magnitude?

How tough it's been to see 41% of our profession experiencing furlough, 20% seeing a cut in working hours, 32% having to accept a cut in salary, and 13% facing redundancy. And if we weren't in the right headspace before the pandemic began, it would have made the relationship with our mental health and wellbeing even harder.

Accepting what we cannot change

To paraphrase Reinhold Niebuhr, 2020 was the year we had to embrace the acceptance of things we couldn't change. Change in our working life, where it's now normal to work from home, something many of us were not trusted to do previously. We've embraced new technology; how many of us never used to put our video on during conference calls? Now we mostly all do it, and it feels great to see other faces!

Most of us are now proficient in running video calls, using breakout rooms and digital whiteboards. We've accepted the blurring of professional and home life with dogs, cats and kids inadvertently attending zoom calls!

We've also become more relaxed about our working hours. Working from home has meant working alongside partners, juggling home-schooling, having breaks to deal with food deliveries or home maintenance tasks. It's now more acceptable than ever to take breaks throughout the day to attend to essential issues outside of work. There's also been an acceptance from workplaces about the importance of mental health and wellbeing of employees.

A greater emphasis on wellbeing from management

In my research paper "Mental health and wellbeing in the bid and proposal profession", 57% of those who reached out to management for support when they struggled with their mental health were given negative feedback in many forms. That lack of support resulted in bid and proposal professionals being at the receiving end of bullying, losing their job, being made to feel they were at fault, ashamed or guilty.

Jon Williams' paper discusses the steps management have taken to promote wellbeing in their bid and proposal teams over the first few months of the pandemic. Clearly, there has been a much greater emphasis on the wellbeing of their teams with buddy groups being set up, free online fitness classes, chat rooms created for teams, online social activities such as team afternoon teas or quiz competitions, Q&A sessions with CEOs and

more access to mental health and wellbeing workshops.

It all sounds great, but positive and negative always live together. Despite the positive creativity shown by the examples above, there are still some management teams who have not considered the importance of wellbeing at all, with one team commenting: "They furloughed us all and there's been no further communication". Other examples include bid and proposal professionals going back to work after furlough to new teams and new managers. Some have likened it to starting a new role but with no support and no induction from day one.

Will there be real change in our profession?

As we can see, the pandemic has had both positive and negative effects on our mental health and wellbeing. On the one side we've faced great uncertainty, many have lost jobs, struggled with isolation, and still the heavy deadlines, still the negativity from management. But on the other side, we've seen positive strides towards a greater acceptance of home working and understanding of all that entails, especially with parallel commitments to home schooling as well as greater support for bid and proposal professionals by way of wellbeing workshops, online social activities, access to professional mental health support when needed.

Social media sites have erupted in a flurry of wellbeing articles, topics ranging from where to get financial help, top tips for staying motivated, meditation recordings to listen to, workouts to take part in. As well as the pages of helpline numbers to call or text if you feel you're not coping.

There's no shortage of information to help and support you if you know where to look. I'll be offering up another survey to take part in shortly, to measure the changes we've seen to our mental health and wellbeing, and I'll also be pulling many wellbeing and mental health articles and self-care tips into my new blog (coming soon!) and also in the wellbeing group in the **APMP UK Community**.

As I mentioned in my research paper, it's really down to each and every one of us to take care of our own mental health and wellbeing. What changes have you had to make for yours? I'd love to know.

Mairi Morrison CPP.APMP

APMP UK Deputy CEO

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MEMBER BUZZ

Each episode we focus on one of our members and find out about their career, goals and aspirations for the future.

RUTH STRINGER, HEAD OF CLIENT EXPERIENCE, EVERSLED SUTHERLAND AWARD

Award winning global bid and proposal leader, 'professional plate spinner' and mother of two, based in Yorkshire

My career over the last twenty years and my involvement with APMP

This year, like APMP, I'm celebrating 20 years of my professional career.

I graduated in 2001 with a BA (Hons) in English Literature, and like many, I genuinely had no idea what I wanted to do for my career. I'd chosen a 'mainstream degree' on the advice of my family and I enjoyed writing, but that was about it in terms of a direction and I certainly didn't know what a bid writer or proposal manager was!

A brief exposure to the world of PR whilst working part-time at University, opened the possibility of a role in Marketing and aged 22, I joined Drivers Jonas (now part of Deloitte), as a Marketing Executive.

The next four years were boom time in London and looking back, I was incredibly lucky to have had the exposure I did to all aspects of marketing communications, working with senior partners on strategic events and campaigns, which all supported a period of huge growth within the organisation.

But as a 'Northerner' the plan was always for me to return to be nearer my family, so when an opportunity came up to work for an international engineering firm as a Business Development Officer in Leeds, I took it. Over the next four

years, I broadened my skills into creating and implementing Marketing & BD strategies to support new engineering services, and then something very unexpected happened, the 2007 financial crash.

For the first time in my life I found myself jobless, and with a one year old son, my own personal priorities had also changed. It was during this period that I was approached to join Eversheds Sutherland as a Pitch Manager. Proposal writing for me up until that point had only been a small part of my roles, so I actually took the job with real self-doubt, worried that I just wouldn't be good enough.

But the lure again of an international firm, with a Leeds base, was a huge draw and as I quickly got settled into my new role and a fabulous team, I realised that I was actually quite good at it and more importantly, I enjoyed it. As an individual 'who loves a plan' - just ask my husband - project managing a bid ticked all of my desires to problem solve and most importantly, gave me an avenue to channel my writing.

Over the next few years I built myself a reputation within Eversheds Sutherland as a trusted advisor on bids through the creation of successful win strategies and investing the right resource for the right opportunity; notably within the financial services industry, which makes up one third of our business.

In 2017, we combined with a US law firm and became a truly global organisation and with that brought great opportunities for the firm and the opening for me as 'Head of', leading a Pitch team managing global panel opportunities.

A key part of my role was and still is, to ensure that my teams maintain the highest technical and professional standards and remain motivated in role, because people drive success. One of my first strategic decisions therefore was to secure investment for the Pitch team to become corporate members of APMP.

APMP offered us that with thought leadership and the meeting of like-minded people. Within three years of our membership we had achieved; 18 formal qualifications (13 with APMP), 2 Bid & Proposal Co-ordinator Apprenticeships and 7 APMP awards including 'Global Bid & Proposal Team of the Year' in 2020.

Working in a global pandemic

In March 2020 I had the pleasure of attending the first European Bid and Proposal Conference in Amsterdam. Even then, COVID-19 didn't feel like it would affect me in any way and no one would have believed only weeks later we would enter our first national lockdown.

Overnight, mine and my team's occasional working from home became a permanent arrangement and the volume of proposals from our clients and the market genuinely, 'dropped off a cliff'. For the first time since 2007, I feared for the future of my team.

Supported by a staff vote, the business took the timely decision to move the firm to a four day week in a bid to secure jobs. The decision proved to be sound, with a return to 'normal' bid levels by the Summer of 2020 and the return to a five day working week for the Pitch team, even before many other operations team returned to support business demands.

What was and is still missed, is the camaraderie of our team based in Leeds and Newcastle. It's why we are as good as we are and, as funny as our Zoom weekly team quizzes are, nothing beats the creativity of face-to-face collaboration and support.

We are after all human beings; we crave people, conversation and culture and so although I don't envisage a return to the traditional five day office week, it's certainly not the 'death of the office' as was predicted early pandemic.

2021 and beyond

Clients will continue to want and need value from their advisors and we will therefore continue to see a volume of opportunities across most professional services markets to support the delivery of that. The key will be in us, as bid and proposals professionals, to ensure that we present that value and don't confuse value with 'cheap'. A race to the bottom is not a sustainable approach for anyone.

But what the last twenty years has taught me however, is that nothing is certain. Change is inevitable and the ability to adapt and be flexible is what will differentiate both successful employers

and individuals.

As bid professionals, we can often spend too much time fearing failure, my advice would be to take whatever opportunities are presented to you; ultimately, 'what is the worst that could happen?'

Finally and certainly not least, I'm very fortunate to have worked with some remarkable individuals throughout my life, whether they be mentors, advocates or colleagues (who then became friends and even bridesmaids!). Remember that you cannot be successful in a bubble, everyone has a role to play and always respect that and be grateful for the support you receive and return it where you can.

Ruth Stringer CP.APMP
Eversheds Sutherland



Ruth Stringer (centre) with the award winning, Eversheds Sutherland Pitch team.

Want to be included in the next Member Buzz?
Submit a [ticket](#) via the APMP UK [help centre](#) with the Product "Track Changes" and Priority "Just FYI".

INDUSTRY NEWBIES

Like many in the bidding world, I stumbled into the industry. With an English Literature degree and a digital marketing and copywriting background gained from a year abroad in British Columbia, I was initially drawn to the world of professional procurement as a way to transition my writing skills to a more commercial setting.

Having navigated the onslaught of technical jargon and acronyms, moving from a creative to a commercial industry was a relatively seamless experience. No matter the content, I believe that the greatest bids are all driven by creativity, and the process behind any great piece of writing remains fundamentally the same.

In my first year as a Practitioner Consultant at Harmonic, I have been lucky to learn from industry leaders in a highly-motivated team. I've gained internal and external bidding experience managing bid materials, writing PQQ and proposal content, working as a researcher and analyst in Competitors Intelligence Programmes, and supporting deliverables on Business Winning contracts for a range of Clients.

As a newcomer, I'm continuously excited by the range of work and scope of requirements. While admittedly providing a welcomed and much-needed variety to the year's monotony, it's been great to start my career in such an exciting and challenging environment in which adaptability is essential and new ideas are always welcomed.

Despite the challenges of lockdown, I've remained driven to immerse myself in the industry. I used free time in the midst of a six-week furlough stint to work towards the APMP Foundation Exam. Following an excellent training session delivered by Jeremy Brim, I completed training and passed the exam in April. I found the revision process to be extremely comprehensive and valuable to my continued development.

I was also delighted to be nominated for the APMP Best Newcomer Award in December. The awards night offered a great opportunity to come together at the end of the year, and I was extremely grateful to be recognised amongst such valued members of the bidding world. As for 2021, I hope to continue my exploration of a dynamic industry and look forward to collaborating on various upcoming compelling projects to make an impact and drive positive change.

Emily Keliher CF.APMP
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DIVERSITY & INCLUSION

In late 2020, APMP UK launched the Diversity and Inclusion Focus Group. Following our three year strategy developed in late 2019 and ratified in early 2020, we felt it was important as an association to embrace diversity within our membership and do what we can to educate and promote diversity within our industry and beyond.

We formed a focus group at the end of 2020 and have a diverse team of members working on putting together a programme of events to run through 2021.

The focus group's aim is 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;
- learn from one another; and
- help begin shifting our social norms together, to create lasting and effective change within our industry culture and climate.

THE BENEFITS OF A DIVERSE AND INCLUSIVE CULTURE

94%

Greater creativity and innovation in teams

92%

Helps people to reach their full potential

92%

A more attractive place to work, increasing access to skills from a wider talent pool

91%

Improved productivity in teams

90%

More open and trusting workplaces helping to improve staff retention

Source: CIPS/Hays salary survey 2020

DIVERSITY & INCLUSION

MISSION



APMP UK values and seeks diversity and inclusiveness within the bid and proposal industry. We advocate for and promote involvement, innovation and expanded access to opportunities to maximise engagement across unrepresented groups within our membership.

APMP UK will commit time and resources to accomplish this objective while serving as a model to other APMP chapters.

We will not accept direct or indirect discrimination or harassment of members and other stakeholders. Including, but not limited to, age, disability, gender, marriage or civil partnership, pregnancy and maternity, race (including nationality, ethnicity or cultural background), religion or belief and sexual orientation.

To that end, the purpose of this initiative is to find ways to encourage inclusion, equality and fairness for all in the bid and capture world. Respecting, welcoming and involving all types of diversity is fundamentally the right thing to do. It creates positive outcomes, better performance and greater levels of innovation. We want to encourage our industry and our employers to embrace the value of diversity, remove barriers and change perceptions.

GOALS



1. Establish, communicate and support commitment to diversity and inclusion through leadership behaviour.
2. Develop, publish and actively promote an association diversity and inclusion policy.
3. Create networks and provide support for diverse talent and allies across the membership.
4. Encourage APMP UK members and affiliates to champion our mission by helping others observe our diversity and inclusion policy.
5. Continuously look for areas where the association can improve its approach to diversity and inclusion.
6. Secure funding for ongoing initiatives to strengthen association diversity and inclusion at all levels.
7. Require accountability at all levels for fostering and achieving association diversity and inclusion.
8. Affirm that access to all board positions, committee and volunteer positions is open to all members in accordance with their talents, qualifications and interests.

THE D&I TASK FORCE

MAXIMISING D&I ENGAGEMENT ACROSS APMP UK



2021 D&I QUARTERLY CALENDAR

LGBT History
Month



4 World Cancer Day

6 Time to Talk Day

UK Marie Curie Cancer Care
Great Daffodil Appeal Month



1 Zero Discrimination Day

3 World Hearing Day

8 International Women's Day

Stress Awareness
Month



2 World Autism Awareness Day

7 World Health Day

Mental Health
Awareness Month



15 International Day of Families

17 International Day against Homophobia, Transphobia and Biphobia

21 World Cultural Day

Random act of kindness

Check in with your colleagues and ask how they are feeling with the change in working routine.



Random act of kindness

Tell your family members how much you love and appreciate them.



Random act of kindness

Call a friend that you haven't spoken to for a while.



Random act of kindness

Donate to your local foodbank or to a charity that is close to your heart.



HAVE YOUR SAY

Members

Being a bid professional is not always plain sailing...

Share your story about what has challenged you during your time as a bid professional and any hints and tips you could give to other APMP members who may be going through similar.

Stories will be published in future editions of Track Changes.

[SHARE YOUR STORY HERE](#)

MY STORY: HINNA KHAN

BALANCING MOTHERHOOD AND A CAREER

"The obligation for working mothers is a very precise one: the feeling that one ought to work as if one did not have children, while raising one's children as if one did not have a job." Annabel Crabb

Today's working woman often has an array of hats that she has to wear on any given day and at any given moment. I've had the pleasure of working with all sorts of amazing, successful women. Their struggles are variations on the same theme, trying to find balance between different aspects of their lives while doing their best to express their brilliance and talents with their careers and family.

If someone had told me that I would be juggling three children under 7-years old with a busy career that involved a highly pressurised environment involving constant deadlines, I would have just laughed it off. But this is my life and whilst it wasn't planned, I wouldn't change it for the world. Raising little people is the most important work for me, but that doesn't mean I need to compromise my career in order to have both.

I love my family and my work, trying my best to give both my equal attention. You can have both, but you can't give 100% to both at the same time. Sometimes your family might get a little more and sometimes due to the demands of deadlines your work needs more. It's not an equal balance, but through trials, tantrums and tears (sometimes your own) you come across a method that works for you.

It's not been an easy road as children are unpredictable. Just when you think you have nailed your routine, you are faced with teething

or illness or a global pandemic, which means you have to adapt your ways of working again, until you have a new routine and so on.

When we went on holiday and the flight attendant would carry out a safety demonstration ahead of take-off, it always made me nervous when they would tell you to put your own mask on first before your child. I mean, isn't that the opposite of what we do as parents? Protecting our children is our main responsibility, but over the years I understand the reasoning behind this.

In between trying to split my time between motherhood and my career, I realised my ability to parent three young children and continue on my career path was tied into my willingness to look after myself. Snatching time for myself was always a luxury that I didn't seem to prioritise. Over time, I have learnt how important it is and instead of trying to fit it into my small world, I now make a conscious effort to carve out time proactively.

In more recent times, a typical day means an early start before the kids are awake to get ahead of my to-do list. I find 5am is eye-watering early, but sets me up nicely for the day. I spend the day between calls, meetings, focusing on what I need to get done importantly vs urgently whilst trying to dodge nerf bullets, home-school, set up children's team's calls and trying not to step on any Lego. In between, lunch needs to be made/eaten/cleared away and numerous toilet breaks (some of which require me to be hands on!)

CONTINUED ON NEXT PAGE →

I am required to be a mediator in petty disputes such as “why is she looking at me, he is breathing my air...” Health and Safety Officer, chef, teacher, mediator, driver, judge and jury can all be added to the list of roles I play - all before 9am.

My husband and I tag team during the day depending on who has calls which require absolutely no disruption, which has worked out pretty well so far. Not so well on some occasions. Sometimes I do the morning and then we do a handover around lunchtime so he can pick up the afternoon parenting shift. This continues all the way until bedtime and then we ‘high five’ depending on the level of chaos that ensued during the day- which can go from 0 to 100 pretty quickly.

I’ve had to be more structured with our timetable during the week, so we can fit all of this in as well as scheduling in fun activities such as snowball fighting, crafts and colouring in between to break up the day.

Before Covid-19, getting the trio ready for school and nursery seemed like the most difficult part of the day but now through this pandemic, clearly this would have been the easiest task of the day.

Adapting, growing, progressing on repeat, is what I feel I have been doing all these years, in different phases and stages of my working mum life my advice to fellow parents has always been:

- Adapt - have some flex in your routine, no day is ever the same and you will be thrown (sometimes quite literally) lots of curveballs. Continue with what’s working well and adapt what isn’t until you find something which brings a degree of normality for both you and your family.
- Grow - with my first child I was very cautious about everything, trying to always get it 100% right for myself and my job. By the time I had my youngest I realised that my parenting style has changed over the years and everything I do feels more organic and quite natural. Grow into your role as a parent and in your career as well.
- Progress - Whilst your career may feel like it’s paused between maternity leave and your return to work it doesn’t mean you can’t get ahead. I’ve moved jobs, had promotions and taken on

new challenges, all whilst being in a transition phase. I have been mindful and reflective of all my achievements. Sometimes the smallest achievements, like getting through a really tough day, have bought me the most joy.

Looking back with rose tinted glasses, I have progressed in my career, had three beautiful children and retained my sanity (although my husband may disagree with that sometimes). People are always asking if it gets any easier, and my honest answer is, no, I don’t think it does, but when you cut yourself some slack and maintain a sense of humour throughout, you do end up finding magic in the madness. And that magic is normally you.

Hinna Khan

APMP UK Member





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