



# END OF YEAR REVIEW 2025

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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.

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# CEO Foreword

Dear Members,

2025 was a landmark year for APMP UK.

In July, we shared progress on our 'Delivery over Growth' approach and reaffirmed our commitment to sustaining the strong foundations of our chapter as a basis for future growth in a shifting landscape.

Since then, our focus has remained on delivering value to members, strengthening governance, deepening partnerships, and finalising our three-year strategy (2026-2028) that positions APMP UK for the next phase of growth, both as a membership and to support the wider bidding profession.

This year, we have achieved:

- Continued growth and diversification of our professional community
- Delivery of high-impact events and professional development
- Strengthened commercial sustainability through formalised process and stakeholder management
- Maturity in our governance and operational structures
- Industry and wider UK membership association recognition for our work

As we approach our 25th anniversary in 2026, APMP UK stands as a confident, credible and increasingly influential professional body.

Thank you to our volunteers, Board, sponsors, partners and members for contributing to our journey this year. APMP UK is built on your expertise and commitment – thank you for your trust in us.



Lucy Davis, CP. APMP  
Past CEO  
[lucy.davis@apmpuk.co.uk](mailto:lucy.davis@apmpuk.co.uk) #ProudToBeAPMP



# 2025 Highlights

As we look back at 2025, we do so through the lens of Reach, Elevate and Nurture, the strategic framework that will inform everything we do to add value for our members. You can read more about this in our upcoming strategy paper.

Applying this to our 2025 activity, we have achieved notable highlights as follows.

## REACH

Growing and diversifying our professional community remained a key priority in 2025, with our UK membership reaching 2,882 by December. During the year, we welcomed 752 new members against an annual target of 800, reflecting continued strong interest in the profession.

Our community is both mature and highly experienced, with 59% of members bringing over 10 years' experience and 88% having more than four years in bid and proposal roles.

Our members span more than 80 distinct job titles, with broad regional coverage across the UK and notable sector strengths in consulting, IT & technology, construction, government and finance, alongside further representation in healthcare, defence, engineering, logistics, charities and over 30 additional niche sectors.

We also launched the Bid Writing Focus Group and Proposals in Academia Group, creating new spaces to support members and further strengthen the profession. Together, this reflects the skilled, diverse and increasingly influential professional community within our chapter.

We completed the upgrade project on the APMP UK website bringing to it a fresh new look whilst ensuring that it is secure and better able to support APMP UK in the long term. Since the upgrade the site is recording 98% performance and 100% for accessibility and website best practices. New users of the site have doubled since last year reflecting better visibility in searches with a higher click through rate than this time last year before the upgrade. With its fresh new look and easier navigation, we hope to reach more people looking for information about bidding and APMP, as well as use it to drive more value for our members.

## ELEVATE

We have advanced professional standards and increased recognition in capture, bidding and proposals, as well as the impact of APMP UK on our profession.

### **Recognition:**

Winner – Stephen P. Shipley Chapter of the Year Award, APMP Awards  
Awarded by APMP Global in recognition of chapter excellence, impact and leadership.

Finalist – Best Longstanding Association Event (Launched before 2005), Association Excellence Awards. Recognising BIDx® The Big One (TBO) as a flagship professional event with over two decades of impact.

These achievements demonstrate external validation of the professionalism, scale and maturity of APMP UK.

***“External recognition in 2025 affirms the maturity, professionalism and impact of APMP UK.”***

### **Events & Awards:**

Across the year, we held 14 BIDx® webinars with nearly 300 attendees, 2 BIDx® roadshows to 91 people and BIDx® The Big One in November attended by 409 people where post-event feedback reflected an outstanding 91% satisfaction rate.

We also hosted the APMP UK Annual Awards, recognising nominees and winners across our 10 award categories and celebrating excellence within our community. Awards themes include leadership, collaboration, development of the profession, capture, community impact, writing and design.

Our awards and events help to strengthen our professional identity and increased national visibility.

## NURTURE

In a profession often characterised by pressure, deadlines and commercial intensity, APMP UK provided space for connection, shared learning and professional confidence.

To support our members to thrive in 2025, we focused on strengthening the experience, confidence and capability of our members through:

- Expanded specialist communities, including the Bid Writing Focus Group and Proposals in Academia Group
- Practical, UK-relevant professional development content
- Inclusive, high-quality networking environments such as the BIDx® Roadshows and TBO
- Celebrating excellence at the APMP UK Annual Awards.

These initiatives supported members in developing technical skill, and building confidence, connection and professional identity.

In developing the Intentional Career Path (ICP) for bidders to elevate and nurture the profession we made some notable advances for those in the early stages of their careers.

As a result of one of our board members giving a careers day talk to students about bidding as a career option, we started a new partnership with Bilborough College. We have been piloting a scheme to offer one of their A-Level students the chance to volunteer with us, gaining practical work experience by helping us deliver chapter activities, and in return receive valuable business experience and mentoring to help them at the start of their career. The pilot has worked well so in 2026 we will be looking to form an enduring relationship with the college.

Moving to higher and further education, we developed plans to engage with UK establishments, starting with universities. We are looking to approach three core functions within the first half of 2026 - careers leads, research officers and funding departments - with specific collaborations in mind for each, which will be led by our Bid Writing, RADIC and Academia Focus Groups.

The ideal outcome is to help bidding and work winning become a more well known and career choice for students and graduates, so they can enter the profession deliberately rather than 'falling in' to it.

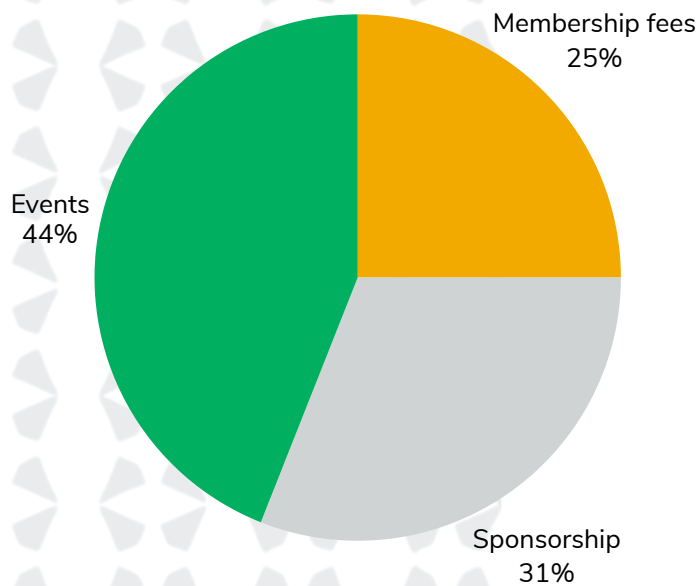
Most significantly, we defined our chapter's strategy for 2026–2028 reflecting our organisational maturity aligned to long-term growth. To inform the direction we take in the next phase of APMP UK, we surveyed our members in 2025 receiving 210 responses, with 55% reporting high or very high satisfaction rating and 72% saying that they would renew their membership. The survey showed APMP UK's membership is largely UK-based, with strong representation across consulting, technology, construction, and the public sector. Our members value certification, training, and access to resources, while overall satisfaction is moderate to high with strong intent to renew their membership. Networking and communications are appreciated but members call for more tailored events and clearer, more targeted messaging.

We used the findings and recommendations to identify tangible ways that we can address the feedback as part of our strategy planning activity. You will be able to read this in detail in the upcoming release of the strategy paper.

# Financial Summary

In 2025 APMP UK experienced strong organisational progress and delivered valuable member services. We generated a healthy income but incurred higher expenditure resulting in a controlled deficit. To address this, the Board has implemented tighter financial controls and aims for a balanced or surplus position in 2026 to ensure the organisation's long-term sustainability.

IAPMP UK generated £243,165 of income in 2025. Figure 1 provides a breakdown of the sources of those income streams.



**Figure 1: APMP UK income comes from various sources but is always invested back into the chapter and its members**

This saw a significant increase in the second half of the year where we reported income at the mid-year point at £65k. This increase reflects a pattern we see each year where events such as TBO and roadshows after the summer generate increased ticket sales and sponsorship income. Particularly where roadshows are held in key locations such as London which is always very popular due to a large concentration of our members in that area and good transport links for those travelling from further afield.

We expanded our sponsor packages and partnerships to provide more opportunities for companies to work with us in ways that provide mutual benefit. We want to acknowledge the role sponsors play in making our events happen and thank those companies who worked with us in 2025:

Strategic Proposals  
Visible Thread  
Responsive  
Ideagen  
Upland Qvidian

Qorus  
Loopio  
Flowcase  
AutogenAI

JGA Group  
Altura  
Shiplely  
Brainial

In terms of expenditure, we spent £308,372.

Expenditure exceeded income during the year, resulting in a controlled deficit position. This reflected a combination of increased costs in technology, event delivery, strategy development, and timing differences between income and expenditure cycles.

Expenditure focused on:

- Event delivery and venue costs
- Operational and administrative costs
- Awards programme
- Governance and professional services.

Our year-end position: -£65,208

The deficit remains within the chapter's reserves tolerance for a single year. However, the Board is clear that this position cannot be sustained beyond the short term.

In response, APMP UK has implemented a number of measures to improve financial control and sustainability in 2026:

- Tighter budget planning and approval thresholds
- More frequent financial reporting to the Board
- Clearer accountability for budget holders
- Improved commercial forecasting and sponsor pipeline management
- Cost review across major programmes and events.

Our focus in 2026 is disciplined financial management alongside continued delivery of member value. The objective is to return to a balanced or surplus position while protecting the long-term resilience of the organisation.

# Governance and operations

2025 marked a year of leadership evolution and continuity planning, making sure that we have defined role descriptions and accountability frameworks, closer working with our Board of Directors and transition planning to support continuity into 2026.

We strengthened governance through clearer Board accountability, improved financial oversight, structured reporting, and formalised policies supporting transparency and sustainability.

Board changes during 2025 included:

- We said goodbye to Suzanne Shields (Chief Professional Progression Officer), Ailsa Tuck (Chief Events Officer) and Vikki Ogden (Chief Mentoring Officer)
- We welcomed Neeta Patel (Chief Revenue Officer), Marti Marsh (Interim Chief Professional Progression Officer) and Sam Keay (Chief Events Officer)
- We saw Mel Bunston move from CEO to Past Chair with a focus on special projects, Lucy Davis moved into the CEO position and Rebecca Myatt became the Deputy CEO and TBO Conference Director.
- We also agreed as a board for Matt Light to step into the Deputy CEO role in 2026, giving his lead volunteer in the membership portfolio, David Wright, the chance to move into the board role of Chief Membership Officer in 2026.

We extend our sincere thanks to departing Board volunteers for their service and welcome our new leaders bringing fresh expertise and perspective.

We recognise the ongoing challenge of volunteering alongside employed day-job roles; we are committed to reinforce our chapter through defined job descriptions and time management to ensure that we are not demanding too much of our volunteers' time and resource.

These transitions position APMP UK with a strong and capable leadership structure heading into our 25th year.

Behind the visible successes achieved in 2025, there has been significant structural progress, including:

1. Improved data and reporting visibility
2. Strengthened financial oversight
3. Clarified volunteer pathways
4. Professionalised operational processes
5. Finalised a clear three-year strategic roadmap.

These foundations ensure APMP UK can scale responsibly, protect our reputation and deepen our influence within the UK commercial and procurement landscape.

# 2026: 25 Years of APMP UK

*“Strengthening the bidding profession for 25 years.”*

2026 will mark 25 years since APMP UK was created, with the first chapter meeting held on the 27<sup>th</sup> March 2001. Fortuitously, 2026 also marks the start of the next strategic phase for APMP UK. The launch of our new three-year strategy will provide clarity and ambition for the future direction of our chapter, for the benefit of our members.

Our priorities include:

- Expanding professional recognition and influence
- Deepening member engagement and value
- Growing sustainable commercial partnerships
- Supporting our members through the launch of the Member Support Fund
- Celebrating 25 years of professional community.

We enter 2026 not simply as a membership organisation, but as a recognised professional body with growing national credibility.

We would like to extend our thanks to everyone who has contributed to APMP UK’s progress during 2025. Our work is made possible by the dedication of our chapter board members and volunteers, the guidance of our Board of Directors, and the continued support of our members. We are also grateful to our sponsors and collaborators who continue to share their time, expertise and resources to help us achieve our goals.

*25 Years Strong. The Next Chapter Begins.*



**#ProudToBeAPMP**

APMP UK Limited  
175 Wokingham Road  
Reading  
Berkshire  
RG6 1LT

[support@apmpuk.co.uk](mailto:support@apmpuk.co.uk)  
[www.apmpuk.co.uk](http://www.apmpuk.co.uk)

Company Reg. No. 11800662  
VAT Reg. No. 315 5463 13  
DUNS No. 224682499