



THE CHARTERED BODY FOR THE
PROJECT PROFESSION

Association for Project Management Annual General Meeting

15 November 2021

30 Euston Square

Agenda

- 1 President's Address
- 2 Minutes of the 2020 AGM
- 3 Annual Report and Accounts 2020/21
- 4 Update to the Royal Charter
- 5 Trustee Election Results
- 6 Members' Questions

ASSOCIATION FOR PROJECT MANAGEMENT

NOTICE OF ANNUAL GENERAL MEETING 2021

Notice is hereby given that the Annual General Meeting of the Association for Project Management (APM) will be held in the Princes Gate Heritage Room, 30 Euston Square, London, NW1 2FB, commencing at 10.30am on Monday 15 November 2021.

The meeting will also be available to view online. Registration is available for voting members at: www.apm.org.uk/event/annual-general-meeting-apm-2021/

AGENDA

1. To hear the president's address.
2. To receive the minutes of the 16 November 2020 Annual General Meeting.
3. To receive the annual report and accounts of the Association for Project Management for the financial year ended 31st March 2021, the report of the trustees and the auditors' report.
(The chair and chief executive will provide an overview of key issues, successes and plans)
4. Special Business. In accordance with clauses 6 and 7 of the Charter, the resolution as shown in the document attached to this notice of meeting and for the purposes of identification marked 'A' be proposed as a special resolution.
5. To receive and affirm the result of the 2021 board election.
6. To receive a response to any members' questions.
(Written questions must be notified in writing to the company secretary by Mon 1st November 2021)

BY ORDER OF THE BOARD
Mike Robinson FCG
Company Secretary



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Agenda Item 1 – President’s address

Sue Kershaw



Agenda Item 2 – Approval of 2020 Minutes

Sue Kershaw



Agenda Item 3 – Annual Report and Accounts to 31 March 2021

Debbie Lewis, Chair

Adam Boddison, CEO

Duncan Gill, Head of Finance

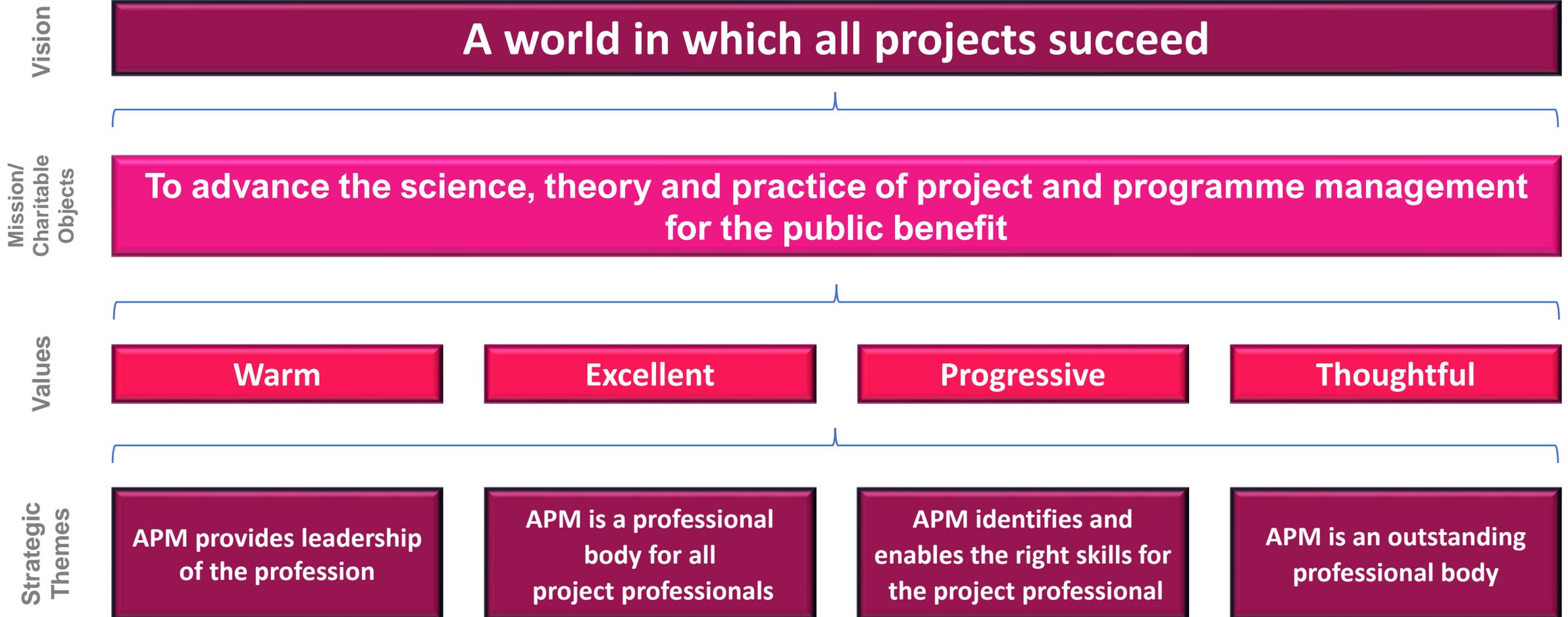


Review 2020/21

Debbie Lewis, Chair of the Board

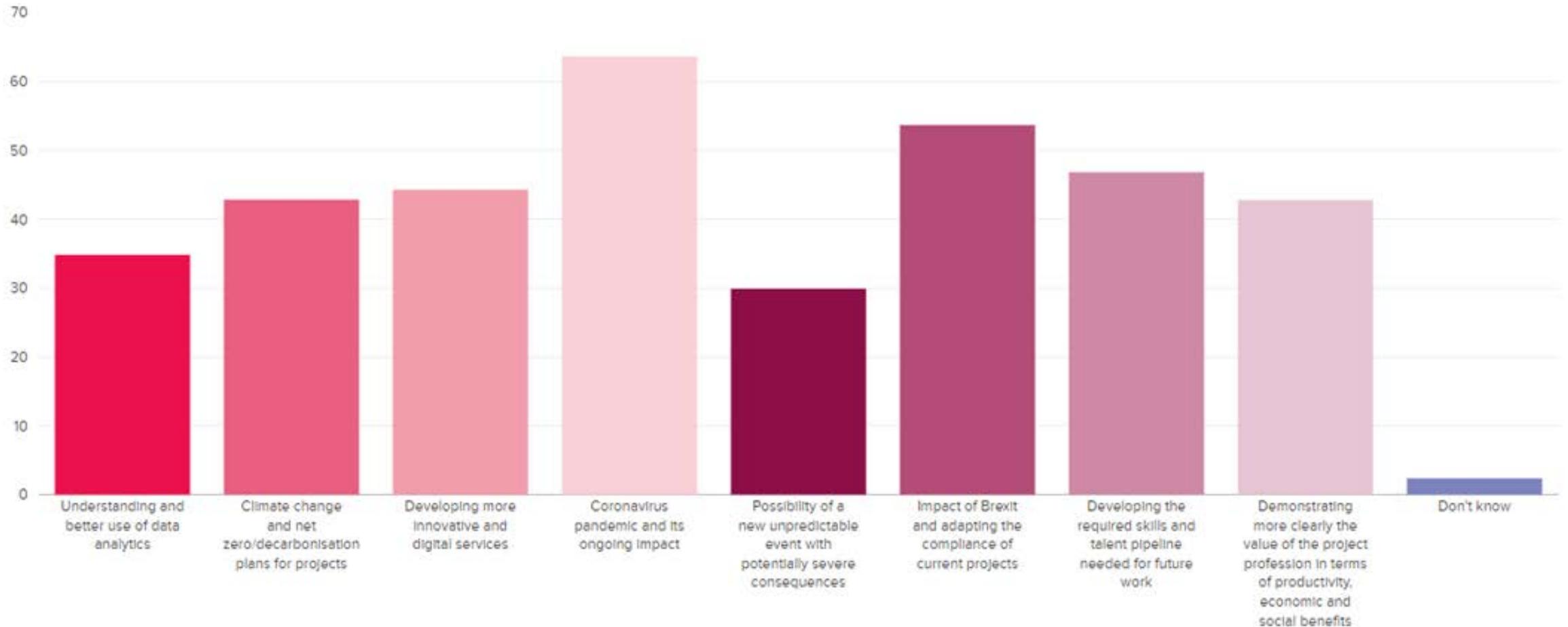


Refreshed Strategic Framework



Major challenges for the profession

Which of the following do you see as being significant challenges facing the project profession in the next five years?



Strategy review



APM rebrand project



- Implement a new brand for APM that will:
 - best reflect, support and communicate APM as an organisation;
 - make certain the opportunities and strengths of chartered status are leveraged;
 - ensure we stand out and remain relevant to our members and new audiences.
- New brand story, strapline, brand attributes, values and behaviours and tone of voice principles alongside developing new logo/visual identity
- Board approved logo and visual identity on 20 September 2021
- Complete design development, finalise brand guidelines and artwork files in November 2021
- Start implementation process of new brand across the business focusing on high priority items
- Launch the new APM brand later in 2022

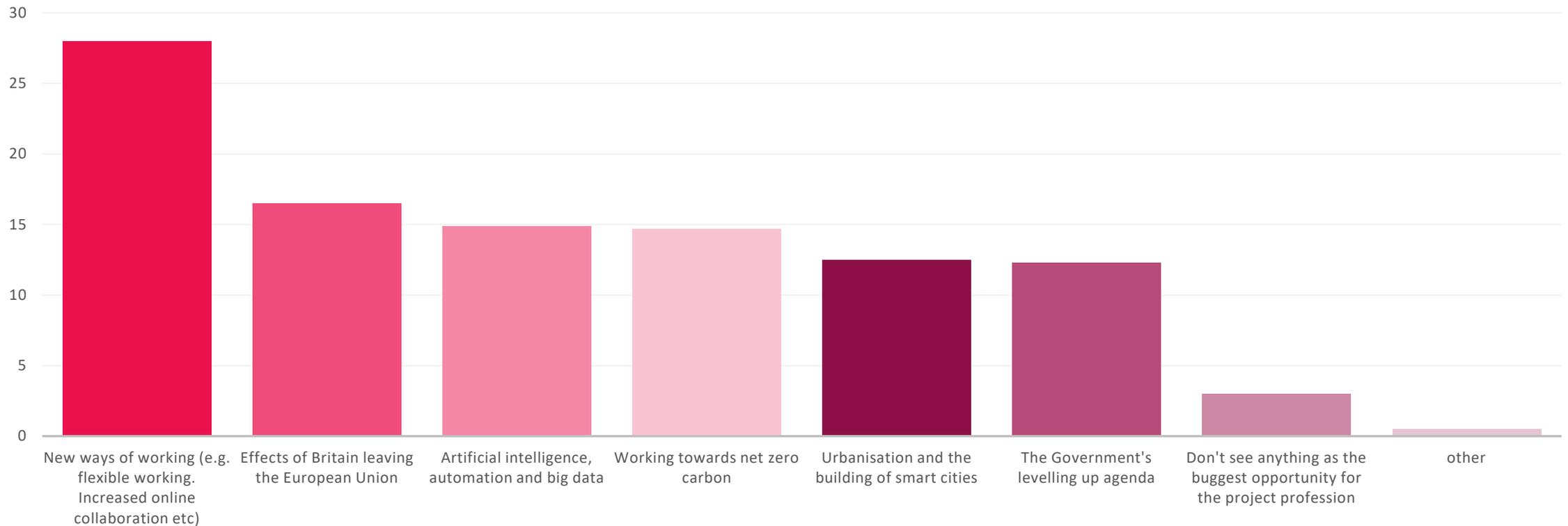
Highlights/looking ahead



- Supporting the organisation through COVID recovery
- Develop the membership proposition
- New strategy coming in 2022
- Looking forward to a year of activities for APM's 50th Anniversary in 2022

Biggest opportunities for the profession

What, if anything, do you see as the current biggest opportunity for the project profession?
(select best match)



Review 2020/21

Adam Boddison, CEO



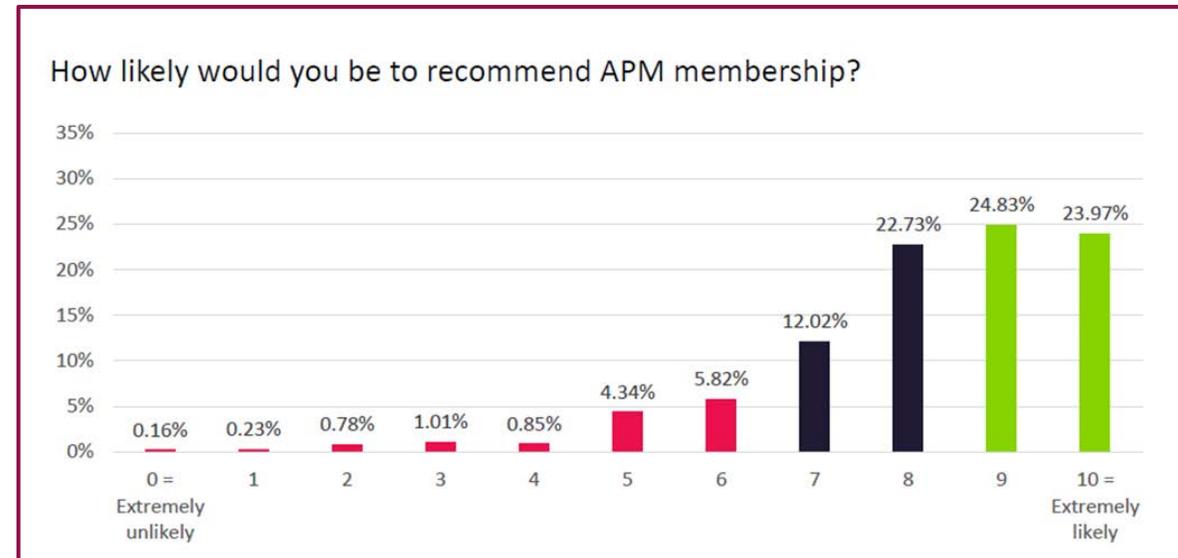
2020/21 Highlights



- Launched online qualifications system
- Launched refreshed APM Project Professional Qualification 2nd edition
- Aligned qualifications to APM Body of Knowledge 7th Edition
- Successful digital focus – APM Hub, APM Learning, virtual events
- 17% increase in student membership
- Released Salary and Market Trends Survey 2021
- Partnered with Mind to launch mental health toolkit
- Grew total membership in a challenging environment

Membership satisfaction key findings

- Employer support and recognition key to retention and growth
- Benefits to career top reason for members to upgrade
- Value for money is improving
- Additional mentoring services welcomed
- Important to promote the profession
- NPS remains high +36



Portfolio Deliverables 2020-21



APM Hub Launched April 2020

- Supported networking and engagement during lockdown and social distancing.
- 1,930 activated users

APM Project Professional Qualification First cohort Oct 2020

- 28 candidates to date
- 100% of candidates would recommend qualification to colleagues*

*APM Pilot Candidate Feedback Survey 2020

Academic Accreditation Launched December 2020

- New route to membership for students and clearer focus on benefits
- Streamlined accreditation processes
- Greater flexibility reducing the cost of accreditation for many

Data/CRM Business case March 2021

- Review APM's current needs
- Identify quick wins
- Plan for the future

APM Competence Framework update 2020/2021 (launch May 21)

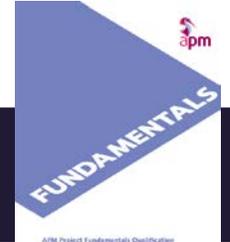
To review and refresh the APM Competence Framework for the Project Profession to ensure it is relevant and useful for project professionals, now and in the future

CPD programme update and launch 2020- June 2021

To create a comprehensive and easily accessible CPD programme for members.



[FIND OUT MORE >](#)



Digital Development Project Rollout from 2020

- Enhanced communication preferences
- Majority of old site migrated onto a new platform with new templates for improved look and usability
- Improvements to site performance, especially uptime and page load speed
- Improved our analytics capability to better understand our users

Qualifications Platform April 2020 – (continuing development)

- Total exams sat 9,158
- 442 future bookings in place
- Improved and seamless candidate experience
- Candidates have been able to take qualifications throughout lockdowns/social restrictions

APM Project Fundamentals Qualification Online Open Exam September 2020

- Positive launch
- 65 successful exams taken
- Growing pipeline of future bookings

APM Project Management Qualification Online Open Exam

- Final development stages and testing for launch

HR/payroll system Launch 2022

Procure and deliver an HR & Payroll solution, that will offer automated capabilities, reduced manual administration, and increased reporting and self-service capability.

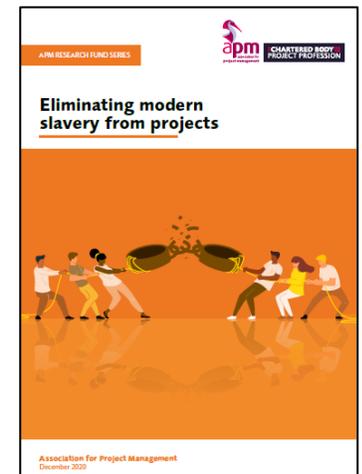


External Affairs and Research

- Developed an interim public affairs strategy to enhance the voice of the profession
- Increased engagement and comment across Governments and Parliaments
- Commissioned two major studies and four research fund studies
- Developed a climate action plan to promote role of project management in reaching net zero
- Published two APM research reports and one APM branded report through the Government's Project X initiative
- Held our inaugural Festival of Education and Research



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Awards and recognition

Best Companies

- 1 Star rating achieved
- On Best Companies Regional List
- In Top 10 Not-for-Profit companies to work for list.



Association Excellence Awards

- 2020 virtual conference, Think Differently, named 'Best Association Virtual Event (over 700 delegates)'
- Service Innovation team shortlisted in the 'Best Association Team' category.



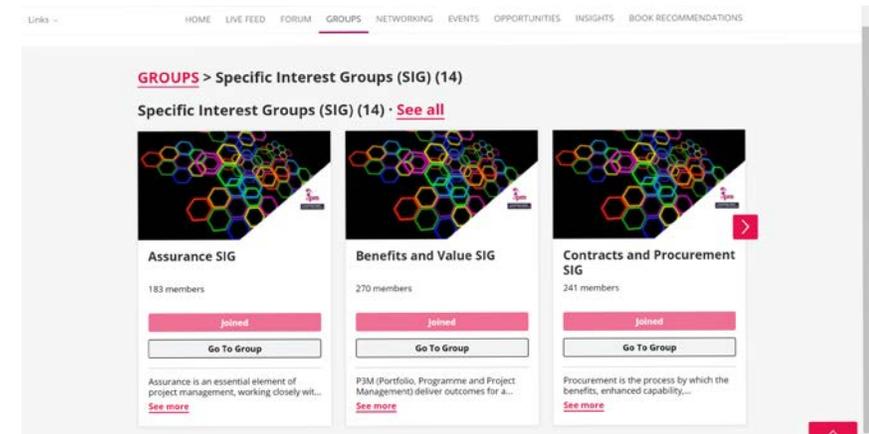
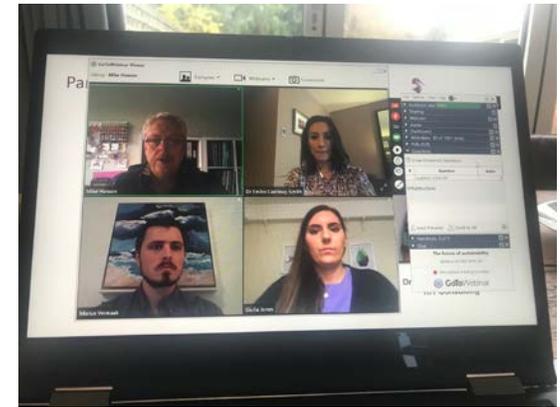
Investors in Volunteers

- Investing in Volunteers quality standard achieved
- Followed an assessment against a range of good practice standards.



Volunteering

- Virtual branch and SIG conferences delivered
- Face to face events from October 2021
- New mentoring programme launching (by end FY 21/22)
- New APM Hub SIG and branch spaces created
- Increased diversity in SIG and branch committees
- Higher number of non-UK SIG committee members
- Growth of uptake of APM Awards in branch network



Focus for remainder 2021

- **Deliver the strategy**
- **Raise profile of APM**
- **Continue to meet stakeholders**
- **Understand history of APM**
- **Leverage charter status**



**MP Greg Smith visit to APM
September 2021**

“We’ve got to get the organisation to a point where it can maximise its impact” Adam Boddison, Project

“Project management is the beating heart of contemporary professional life, but I think we don’t really know it yet” Adam Boddison, Project



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2020/21 Financial Report

Duncan Gill, Head of Finance



Summary Income and Expenditure

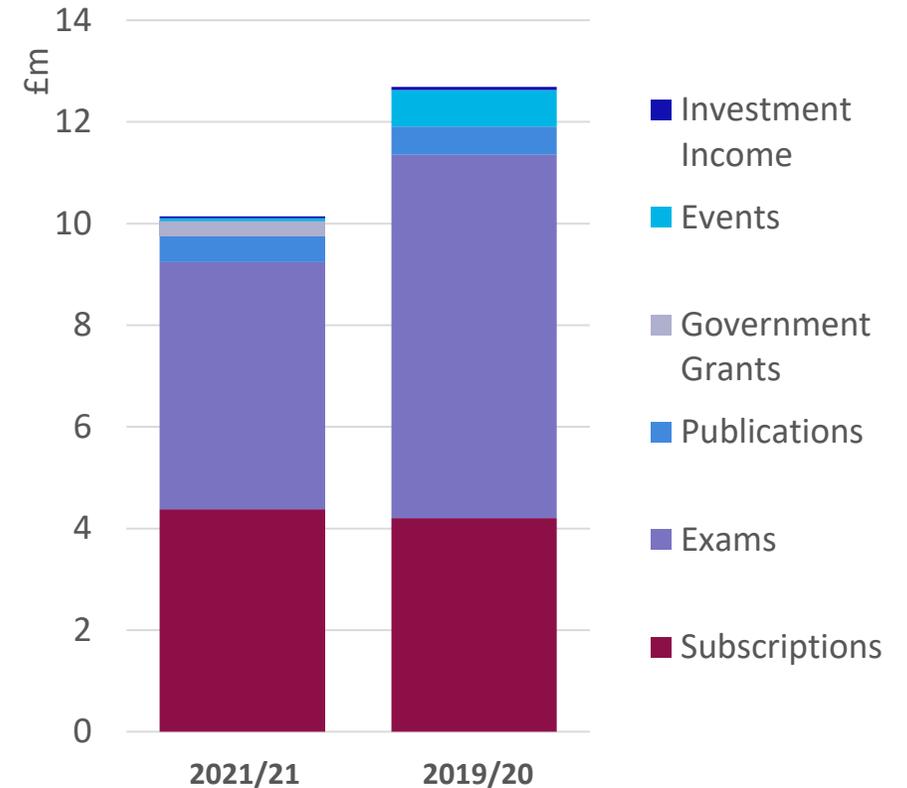


<i>£'000</i>	2020/21	2019/20	
Total income	10,141	12,689	-20%
Total expenditure	(10,912)	(12,509)	-13%
Operating (deficit)/surplus	(771)	180	
Net gain/(loss) on investments	657	(307)	
Net expenditure for the year	(114)	(127)	
Funds brought forward	6,437	6,565	
Funds carried forward	6,323	6,437	

Operating Income

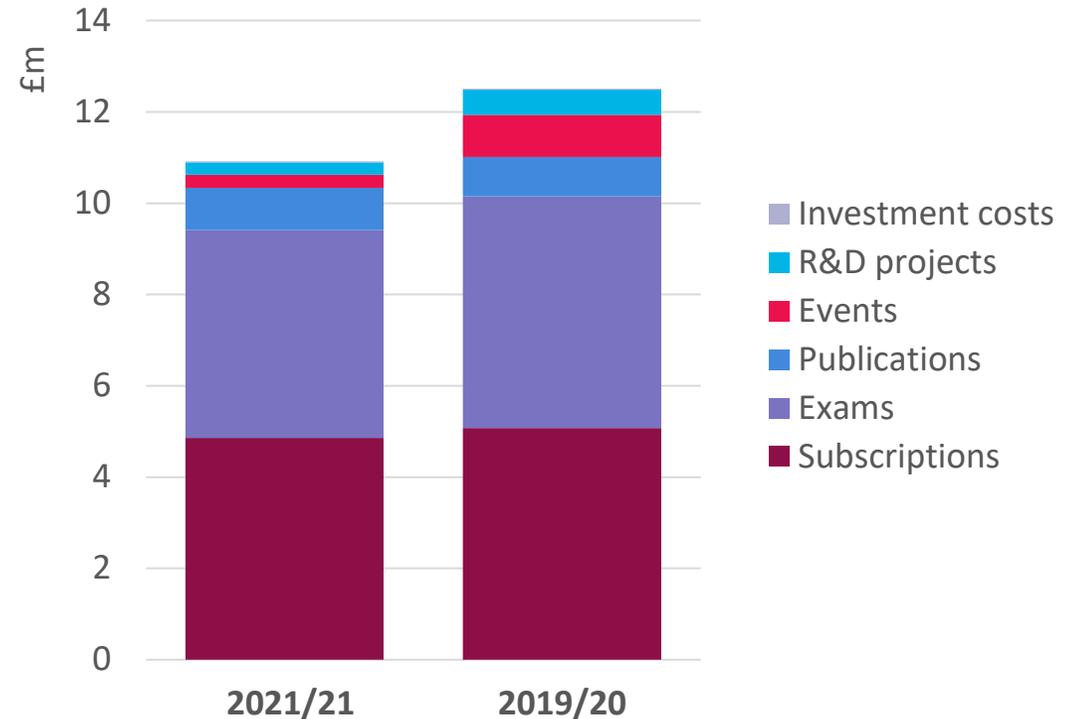
£'000	2020/21	2019/20
Subscriptions	4,379	4,205
Exams	4,863	7,148
Publications	505	554
Government Grants	302	0
Events	56	716
Investment Income	35	66
Total	10,141	12,689

Exams includes other contractual income



Total Expenditure

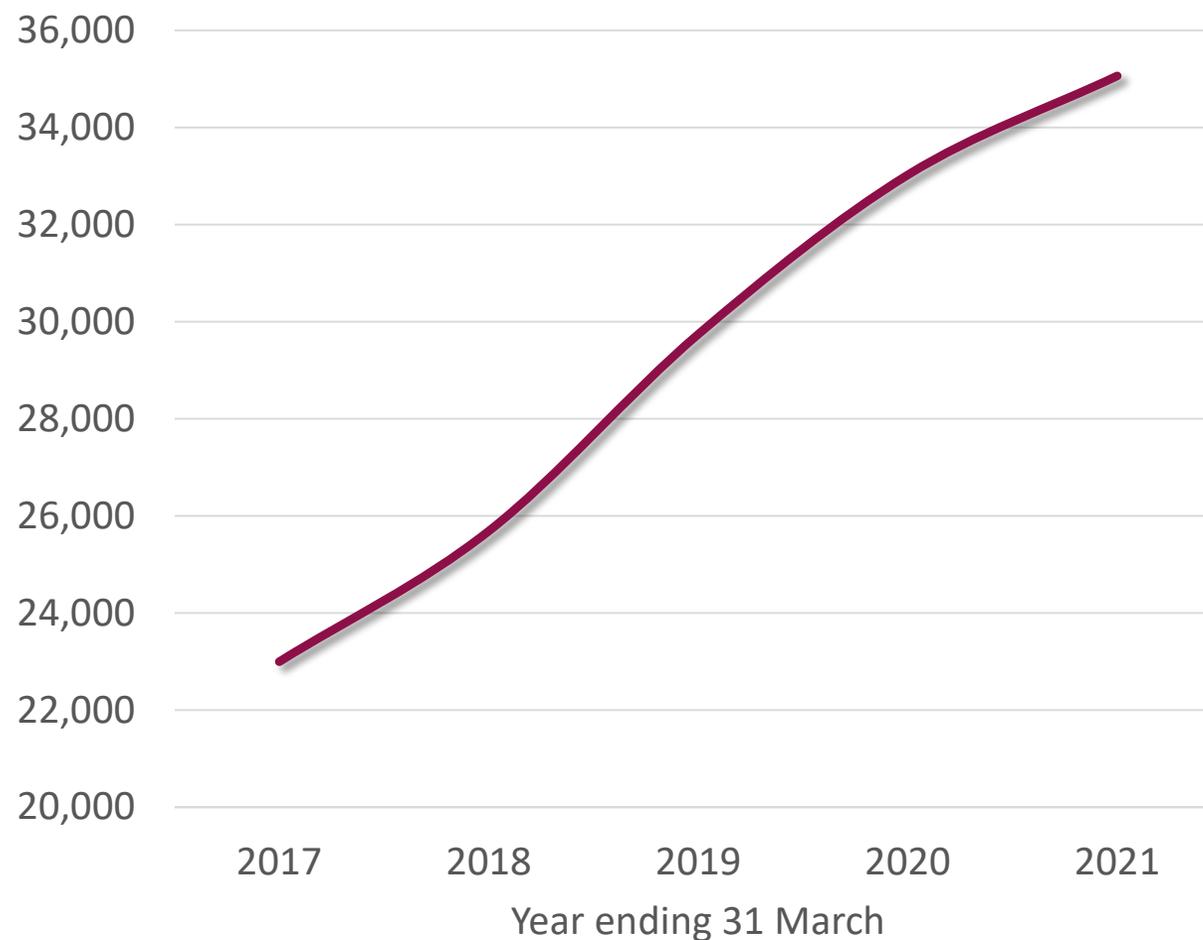
<i>£'000</i>	2020/21	2019/20
Subscriptions	4,862	5,075
Exams	4,555	5,074
Publications	919	863
Events	291	928
R&D projects	265	549
Investment costs	20	20
Total Expenditure	10,912	12,509



Individual Membership

	31 March 2021	31 March 2020
Life Members	10	10
Honorary Fellows	100	103
Fellows	684	574
Members	15,732	14,874
Associates	7,293	7,846
Students	11,248	9,620
Total	35,067	33,027
Paying Members	23,709	23,294
Non-Paying Members	11,358	9,733
	35,067	33,027

Individual membership 2017-2021



Balance Sheet



<i>£'000</i>	March 2021	March 2020		March 2021	March 2020
Fixed assets			Current liabilities due within one year		
Intangible fixed assets	1,113	1,026	Trade creditors	(631)	(597)
Tangible fixed assets	721	925	Other creditors & accruals	(880)	(1,097)
Investment portfolio	4,444	3,753	Subscriptions received in advance	(1,984)	(1,936)
	<hr/>	<hr/>	Taxes & social security	(367)	(261)
	6,278	5,704		<hr/>	<hr/>
				(3,862)	(3,891)
Current assets			Net current assets/(liabilities)	509	1,196
Investments - term deposits	1,999	2,192	Total assets less current liabilities	6,786	6,900
Stocks	24	22			
Debtors	1,099	1,972	Liabilities due in more than one year	(463)	(463)
Cash at bank and in hand	1,249	900		<hr/>	<hr/>
	<hr/>	<hr/>	Net Assets	6,323	6,437
	4,371	5,087		<hr/>	<hr/>

Agenda Item 4 – Election results

Mike Robinson, Company Secretary



APM Election Results 2021



- APM is very grateful for the high levels of interest and engagement; this really helps improve our governance.
- The number and calibre of candidates was excellent once again.
- Turnout was 17.4% reflecting excellent levels of engagement. The ballot delivers proxy votes to the AGM. We can confirm three new appointments, each with three-year terms of office.

Year	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Candidates	9	7	8	8	6	6	11	11	8	5	21	10	21	16	17	14
Turnout	13%	15.8%	15.1%	14%	14.7%	13.3%	13.4%	13.5%	17.8%	18.2%	17.2%	17.7%	18.4%	19.9%	26.6%	17.38%
Voters	1,159	1,418	1,792	1,703	1,640	1,602	1,630	1,686	2,326	2,428	2,376	2,450	2,553	2,909	4,111	2,849

APM Election Results 2021



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CONTEST: Election of Board Members

RESULT		3 to elect
Sue SIMMONITE	1,091	ELECTED
Sorrel GILBERT	926	ELECTED
Emma CARROLL-WALSH	740	ELECTED
Owen CHIRWA	679	
Craig SCOTT	537	
Claire SCOTT	521	
Andrew MILLINGTON	513	
Hugo MINNEY	507	
Martin SAMPHIRE	420	
Adebo OLADUNJOYE	414	
David LOSEBY	362	
Jim PARKER	285	
Robert FOIETTA	250	
Scott CRITTELL	140	

Number of eligible voters:		16,392
Votes cast online:	2,849	
Total number of votes cast:		2,849
Turnout:		17.38 %
Number of votes found to be invalid:		0
Total number of valid votes to be counted:		2,849

Agenda Item 5 – Special Business Approval of Update to Royal Charter

Mike Robinson, Company Secretary



Update to the Royal Charter By-Laws



- The Board of Trustees seek the approval of the general meeting to changes to the By-Laws of the Association. The By-Laws form part of the Royal Charter. The Charter acts as the constitution of the Association.
- The purpose of the proposed changes is to provide flexibility to hold future general meetings in either physical, electronic or hybrid form. The current By-Laws are restrictive in that it requires a physical, in person quorum to constitute a valid meeting.
- The pandemic and the successful online AGM last year have driven this change.

Update to the Royal Charter By-Laws



- Subject to approval, the Privy Council will be asked to formally agree the update.
- Please see 'Document A' - in the agenda pack.
- This includes the required changes and proposed special resolution.

Agenda Item 4 - Document 'A'

PROPOSED SPECIAL RESOLUTION

ASSOCIATION FOR PROJECT MANAGEMENT

ANNUAL GENERAL MEETING - 15 NOVEMBER 2021

PREAMBLE AND BACKGROUND

The Board of Trustees seek the approval of the general meeting to the following changes to the By-Laws of the Association. The By-Laws form part of the Royal Charter. The Charter acts as the constitution of the Association. The full version can be viewed online here: <https://www.apm.org.uk/media/42692/apm-royal-charter-and-by-laws-february-2020.pdf>

The purpose of the proposed changes is to provide the Association with the flexibility to hold future general meetings in either physical, electronic or hybrid form. The current version is restrictive in that it requires a physical, in person quorum to constitute a valid meeting.

Members with queries are invited to raise them in advance of the meeting with the Company Secretary: mike.robinson@apm.org.uk

Subject to approval at the general meeting, the Privy Council will be asked to take the necessary steps to formally approve the changes to the By-Laws.

SPECIAL RESOLUTION

THAT the By-Laws of the Association be amended as follows, subject to formal approval of the Privy Council and subject to any minor amendments the Privy Council may require:

AMENDMENTS

1. In by-law 1:

(a) After the definition of "Corporate Partner(s)" insert the following definitions:

- (i) "Electronic General Meeting means a general meeting hosted on an electronic platform"
- (ii) "Electronic Platform includes, but is not limited to, website addresses and conference call systems"

(b) After the definition of "General Meeting(s)" insert the following definitions:

- (i) "Hybrid General Meeting means a general meeting hosted in person and on an electronic platform"

(c) After the definition of "Month" insert the following definitions:

- (i) "Physical General Meeting means a general meeting hosted in person"
- (ii) "present means, for the purposes of Physical General Meetings, present in person, or, for the purposes of Electronic General Meetings, present by electronic means (via the electronic platform(s) stated in the notice of such meeting), or, for the purposes of Hybrid General Meetings, present in person or by electronic means (via the electronic platform(s) stated in the notice of such meeting)"

Agenda Item 6 – Members' questions

Adam Boddison, CEO



Members' questions



- Members were invited to submit questions in advance – one was received and answer is on the next slide.
- Other questions are very welcome from the floor – or if online - please enter them in the chat function.
- The CEO will respond or direct the question accordingly.
- Any online questions not answered in the time will receive a personal response.

Philanthropic Fund – Question by Tom Taylor



It is recognised that APM retains its aspirations to be the model of a professional membership organisation and for the public good. Also, that other similar professional bodies have philanthropic funds to receive donations or bequests and accordingly support relevant, related good or needy causes. In what circumstances, if any, and if so, how might it be proposed by the Board and the Executive to establish, promote, implement and govern such arrangements within APM?

The idea is an interesting one and staff will research the issue so that the Board can take an informed view on the opportunities, resource, risk and process implications. The Royal Charter enshrines APM's charitable object: to advance the science, theory and practice of project and programme management for the public benefit. The trustees are responsible for ensuring that all APM's activities are within that remit. Supporting project practitioners is one of the ways we help achieve this. There are myriad ways to provide support and this could be an additional activity.

Final thoughts and closing remarks

Sue Kershaw, President
Debbie Lewis, Chair



Thank you

For attendees at 30 Euston Square – please move back into the outside area for refreshments.