

Policy Advisory Group (PAG)

Terms of Reference

1. PAG – Overall Remit and Role

- 1.1. The PAG is an advisory group established and maintained by the staff of APM. Its terms of reference are approved by the Board of APM. The PAG is influential and assists APM and the Policy and Public Affairs team (P&PA) in fulfilling its vision, mission and strategy. However, it has no executive power to make decisions.
- 1.2. The PAG will scrutinise APM's policy outputs using a project management lens to ensure they align with project management theory and practice.
- 1.3. The PAG will assist the P&PA team to quality assure APM's policy outputs, acting as an independent advisory group, however final decisions will be made by the P&PA team.
- 1.4. The PAG will support the P&PA team's written policy proposals, contributing on an ad hoc basis.

2. PAG Duties

2.1 In fulfilling that overall remit, the PAG shall have the following responsibilities and duties:

- 2.1.1 To identify the key policy issues that APM's P&PA team should address, in line with the P&PA team's strategic objectives.
- 2.1.2 To advise on and scrutinise the evidence used in APM's policy-related subject matter and outputs, facilitating the P&PA team to deliver strong evidence-based recommendations.
- 2.1.3 To direct the policy team to useful resources and diverse perspectives aligned with the above duty, taking balanced and objective approaches to policy outputs.
- 2.1.4 Although work may be complementary, the PAG does not supersede the remit of any established groups such as the Research Advisory Group and the Data Advisory Group - nor will it influence the content of APM's knowledge publications.

3. Membership

- 3.1 The membership of the PAG will be agreed by the PAG Chair and CEO who will seek to achieve a mix of representatives with different perspectives and diverse backgrounds. The membership is expected to comprise at least one trustee appointed by the Board, a student member, a member from a regional network and a member from an interest network.
- 3.2 The terms of office for PAG members will be two years from the date of their first meeting. The terms of office for existing PAG members can be extended to allow continuity of membership up to a maximum of six years. The PAG itself, however, will continue to meet on an indefinite basis with succession planning taken into account.
- 3.3 An open call for PAG membership will be held when vacancies arise with all relevant stakeholder groups approached where possible. Membership will be reviewed regularly as terms of office expire.
- 3.4 The APM Board will appoint the PAG Chair as required and recommended by APM's Policy & Public Affairs (P&PA) team and CEO. For cases of the Chair's absence the group may appoint a Deputy Chair. The Chair shall hold the casting vote in the event of a tied vote for example regarding final policy positions.

3.5 The APM P&PA team shall act as advisor and secretary. The secretary is not a member and shall not be entitled to vote.

4. Meetings and attendance

4.1 The PAG will aim to meet quarterly (online by default) but may meet at any point as required. For example, the P&PA team may arrange ad hoc meetings based on policy proposal output requirements or major policy announcements – e.g. major government announcements affecting the profession. The team and / or PAG may ask specific members to work informally in task & finish groups.

4.2 Only APM staff and members of the group have the right to attend and speak at the meeting. The Chair and APM P&PA team may agree to invite other invited guests to all or part of any meeting as and when appropriate.

4.3 The secretary will minute the meetings and advise individuals of actions arising.

5. Reporting and Authority

5.1 The PAG can feed views and recommendations to the APM Board, Board Committees and APM Executive as appropriate and via the CEO and appointed trustee.

5.2 Any relevant reports from other APM groups will also be fed into the PAG as appropriate.

5.3 The terms of reference require approval by the APM Board. This version was approved on 27 May 2025.

6. Other

6.1 All members of the PAG shall be required to declare and actively manage any conflicts of interest as part of joining the group. Members should refer to APM's 'Conflicts of Interest' policy for Committee members and APM's 'expectations' sheet for clarification.