Minutes of the
Forty Second Annual General Meeting
of
Association for Project Management

held on Monday 11th November 2013
at
Ibis House
Princes Risborough
Commencing at 6.00 pm

Meeting G13
The APM Deputy Chairman, Alistair Godbold, welcomed everyone to the meeting, which was attended by 30 members and in addition a number of guests. He explained that the Chairman, Mike Nichols, had hoped to attend the Annual General Meeting, but was unable to attend due to illness.

The Deputy Chairman introduced the others seated at the table: APM President Tom Taylor RPP HonFAPM, Chief Executive Andrew Bragg, acting company secretary Peter Van Duzer, Deputy Chief Executive & Head of Finance and Administration Howard Dolan and Sandra De Lord, partner from the auditors Kingston Smith LLP.

The President formally opened the meeting and acknowledged apologies for absence received from Tunde Ajia, Rod Baker, Philip Bishop, Andrew Chillingsworth, Eric Gabriel, Gerry Gilbert, Steve Glass, David Hart, Donald Heath OBE, Maura Launchbury, Ian Marr, Ruth Murray-Webster, Miles Shepherd, Professor Peter Thompson, Dick L Wynberg and the Thames Valley Branch committee members.

G13 1  President’s address

The President advised the meeting that this was his first Presidential address to an APM AGM and that he had a hard act to follow. He extended his own welcome to those present. He added that it was a great and enjoyable honour to be APM President for 3 years. He commented on the re-familiarisation process that he had undertaken in this first year after which he was pleased to offer his opinion that APM is in very good health for the present, and for the future.

Within his address, the President shared 6 observations with the meeting:

1. His request for all APM’s valued volunteer community and members and friends of APM to bring their professional working outlooks to their volunteering situations;
2. He invited all present to take universal pride in the progress and achievements of UK projects and their managements;
3. The need to recognise and encourage people within and joining our projects and project management communities to “Be suitably qualified for what they do”; 
4. He had over the year been in contact with and exposed to the UK public sector and found their grasp of PPPM encouraging and their interest in APM genuine;
5. He had contributed to press articles in the Daily Telegraph, The Times and City AM and he believed that news articles and broadcasts were growing well in quality and quantity for APM and project management generally; and
6. On a light hearted note the need for the him to have some “crotchety topics” and on a more serious note an invitation to contact him (either via Ibis House or directly) if he can do anything to assist to promote APM and UK project management.

Finally he asked those present if there were any questions in relation to his Presidential role.

G13 2  Minutes of the last general meeting

The minutes of the 41st annual general meeting, held on 12th November 2012, were approved by the meeting for signature by the President.

G13 3  To receive the annual accounts for the financial year ended 31st March 2013, the report of the trustees and the auditors’ report.
Following introduction by the Chairman the Chief Executive gave a presentation on the 2012-13 year under review.

He advised that the Major Projects Authority annual report stated that in 2009 the proportion of projects delivered in time and on budget was 28%, that this figure was now 70% and that the Daily Telegraph in August 2013 reported that this was expected to be 90% or 95% by the 2015 general election, which demonstrated real progress towards APM’s vision of a world in which all projects succeed.

He reported key achievements within APM for the current year as: individual membership of 20,546, corporate membership of 515, 39 APM corporate accreditations, 12,400 qualification candidates, overall revenues of £7.1 million, a surplus of £721,000 and reserves of £2.9 million; 216 events held, publication of the 6th edition of the APM Body of Knowledge (supplemented by the web-enabled BoK+), 150 higher apprenticeship starts, introduction of a quality management system, delivery of an IT strategy, renegotiation of the lease for Ibis House, introduction of a volunteer induction programme and the drafting and launch of a community charter.

He reported on a wide variety of volunteer activity, the success of the APM website, and other routes used by APM to reach out to and serve the wider project management community. He also reported on current matters happening in the project management and professional sphere such as Axelos and the professionalisation of professional bodies, looking at the continued transition of APM from its prescient beginnings to the future. He emphasised that the volunteer community of APM had in the past and in the future would continue to contribute to APM and the advancement of project management in a variety of ways, including as contributors, advocates, creators, ambassadors, mentors and champions.

In relation to APM’s application for chartered status on behalf of the UK profession, the chief executive emphasised:

1. APM remains committed to gaining Chartered status – everything that can and should be done is being done, right now and “dignified silence” remains as important and as difficult as ever
2. APM will allow nothing to dent the momentum of activity around increased professionalism, and
3. All this is evidenced by the “drumbeat of delivery” of regular and timely launch of new products and services which lie within APM’s direct control.

The President invited questions on the annual reports and accounts from the floor.

G13 4 To appoint Kingston Smith as auditors of the association until the conclusion of the next annual general meeting and to authorise the trustees to set the fees paid to the auditors

A question had been submitted prior to the meeting on this resolution by David Powell FAPM, asking if the proposed resolution was for the re-appointment of existing auditors and if so, what was APM’s policy to minimise the development of inappropriate ‘cosy relationships’ with auditors.

This question was answered by the Chief Executive confirming that the proposed resolution was to reappoint Kingston Smith as auditors for a fourth year. He advised that it was appropriate to balance threats around independence and cost-competitiveness with opportunities around in-depth knowledge and non-audit advice, and that furthermore the question of appointment of auditors was subject to annual review by APM’s audit committee. There is no Charity Commission requirement for automatic 5 year rotation.
This resolution was carried on a show of hands with one abstention and no votes against.

**G13 5  Board election**

The acting Company Secretary advised the meeting that eleven nominations had been received for the four vacancies created by the four directors retiring by rotation and that the election had been administered externally by Electoral Reform Services Ltd. There had been 12,475 eligible voters and 1,686 votes cast (of which three had been found to be invalid), a turnout of 13.5%. 913 of the votes cast had been submitted by post compared to 773 votes submitted online.

The acting Company Secretary read out the number of votes cast for each candidate from the results provided by Electoral Reform Services Ltd. as follows:

<table>
<thead>
<tr>
<th>Candidate</th>
<th>Votes</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>BOYCE, Susie</td>
<td>744</td>
<td>Elected</td>
</tr>
<tr>
<td>BURT, Christine</td>
<td>688</td>
<td>Elected</td>
</tr>
<tr>
<td>BARTON, Kevin</td>
<td>636</td>
<td>Elected</td>
</tr>
<tr>
<td>BAKER, Rod</td>
<td>602</td>
<td>Elected</td>
</tr>
<tr>
<td>WERNHAM, Brian</td>
<td>556</td>
<td></td>
</tr>
<tr>
<td>HART, David</td>
<td>548</td>
<td></td>
</tr>
<tr>
<td>GODBOLD, Alistair</td>
<td>519</td>
<td></td>
</tr>
<tr>
<td>JAUNDRILL, Darren</td>
<td>444</td>
<td></td>
</tr>
<tr>
<td>ERRICKER, Paul</td>
<td>409</td>
<td></td>
</tr>
<tr>
<td>JOHNS, Nick</td>
<td>371</td>
<td></td>
</tr>
<tr>
<td>RUNCIMAN, Neil</td>
<td>289</td>
<td></td>
</tr>
</tbody>
</table>

The four candidates therefore elected were Susie Boyce, Christine Burt, Kevin Barton and Rod Baker.

**G13 6  To receive response to members’ questions**

Questions received in writing prior to the meeting within the specified time limit were answered by the Chief Executive.

**Q.** Why does APM not consider encouraging the thousands of candidates who pass a Prince2 qualification every week to put a toe in the PPM water? – Peter Johnson

**A.** APM already provides an additional examination route into APMP for current PRINCE2® Registered Practitioners that recognises prior learning. Promotional arrangements already exist with some APM accredited training providers and the advent of Axelos provides potential opportunity to do more.

**Q.** Why should APM not consider recognising the PRINCE2® method, processes and templates in its BoK+ initiative, together with MSP® and programme management and with MoP and portfolio management? – Peter Johnson

**A.** The APM BoK 6th edition already makes explicit mention of Prince2® et al as methodologies. Development of online BoK+ provides a vehicle for including appropriate additional material.

**Q.** Why should APM not consider working more closely with HMG (and Axelos) to embrace MSP® for transformational business change, whilst focusing efforts on working with Cabinet Office / MPA on developing guidance for ‘specification-led’ programmes that is not fully addressed by MSP®? – Peter Johnson
A. APM is committed to work with whichever partners, organisations or interests can help APM fulfil its charitable objects and to achieve its vision for a world in which all projects succeed. Seeking effective collaboration with HMG / Axelos is part of this activity.

Q. Could the APM give an update on the latest status of the Schools’ Enrichment Programme planned for 2014 and does it require any further assistance with its development? M R Reeson

A. Development of the Kesgrove School initiative has been pioneered by APM’s East of England branch. The current research phase is expected to complete in November 2013 and the next phase will focus on testing potential models in schools with final review intended for March 2014. Additional help may be sought as the project develops.

Q. How does the APM plan to make 2014 the year when sustainability gains greater visibility in the world of project management and does it want any assistance once again? – M R Reeson

A. APM recognises the importance of this issue. Guidance notes have been delayed but Project magazine and the APM web community have engaged with this issue. It has been included in the BoK 6th edition and there will be a BoK+ initiative on sustainability in the spring of 2014 aiming for authoritative, peer reviewed content. There will be a wide range of possibilities in which volunteers may be able to assist with this.

Q. Does APM Board share the view that closer relationships between Major Projects Association and APM would be advantageous to both associations and to the project management profession? – David Connolly

A. Linkages already exist at Board level within both organisations and APM does agree with this.

Q. If so, what is being done to further promote this collaboration and if there is anything the regional committees or members can be doing to help? – David Connolly

A. There is already in existence an APM Board approved “Influence & Alliance” plan; both organisations have shared objectives around promotion of good organizational practice; APM has established links with Vice Admiral Sir Tim Laurence and it is expected that the relationship with the Major Projects Association will be developed further.

Q. The APM Strategy 2020 programme “will position APM as the voice of the profession by building a movement of 500,000 followers contributing to a turnover of £20m p.a.” Can the Board explain where we are now, what this means in practice, and how we are going to know if, and when, we have achieved these objectives? – Merv Wyeth

A. These figures are aspirational and indicative measures, not hard targets. They illustrate the wealth of APM’s ambition which moves beyond incremental growth to embrace step-change. There is a need for APM to engage the project management community including, but not limited to, those in APM membership. The financial figures of APM are audited. APM is refining the current working definition of “follower”, which is: “A nameable individual, organisation or HEI who can be contacted by APM and who has actively engaged with APM within the last 12 months”. Proxy measures include: membership, qualifications, website, external supporters and participation in questionnaires, surveys and focus groups.
Q. Why is it that Associate members, who are required to pay the registration fee of £106 in addition to a standard annual subscription of £118 per annum, are neither eligible to vote in Board elections nor invited to attend the AGM / encouraged to ask questions? – Merv Wyeth

A. This is as provided for by Article 1.3 of APM’s articles of association and regulation 9.3 of APM’s regulations. APM has an inclusivity agenda around Associate members that has included enabling Associate members to serve on branch and SIG committees to enable their fuller engagement and involvement by a younger age profile. This suggestion will be forwarded to the Board as part of due process.

Q. “APM Annual Review 2012/13” stated that the APM had 20,546 individual members. The Volunteers Newsletter that was emailed out on the 28th August showed a graph with markedly less than 20,500 individual members for March/April 2013”. Please can you explain the difference? What quality measures are applied to published membership figures? Was the statement that APM had 20,546 individual members audited externally? – Jim Dale

A. This is due to timing differences from when the numbers were taken from the membership database. 20,546 is the official end-of-year number which is formally reconciled to APM’s finances by the auditors. The difference identified is 0.8%. Figures fluctuate during the year and there is a declining legacy of bulk April renewals. Membership figures are always taken from the single version of the truth which is the membership database. In addition to the membership figure being audited for consistency with our financial statements by our external auditors, the Membership figure is also audited annually by the Audit Bureau of Circulation with reference to Project magazine.

Q. When and how are adjustments made to account for individuals who choose not to renew their membership? – Jim Dale

A. Adjustments are made on a rolling basis to APM’s single version of the truth - the membership database. Financial income is only accounted for when monies are received. Individual membership has shown continued growth since 2002.

Q. One question I have is whether APM will be able to provide more detail of current status to its application for Chartered Status? – Paul Hodgkins

A. This was answered with the similar question received from Ruth Murray-Webster (see below).

Q. What is the status of the application for Chartered Status for APM? – Ruth Murray-Webster

A. Everything that can and should be done to achieve Chartered Status is being done, right now. APM’s application for Chartered Status is the most strongly supported application in recent history. Such an application involves extensive process and APM’s stance of dignified silence is continually tested by APM against specialist and legal advice, including advice from leading Chartered bodies.

Q. Is Chartered Status still the goal, and is it anticipated to happen in 2014? – Ruth Murray-Webster

A. As stated earlier, everything that can and should be done to achieve Chartered Status is being done, right now. The date when Chartered Status might be granted to APM is outside APM’s direct control.
Q. How is it anticipated that the RPP qualification will feature in the suite of APM qualifications if Chartered Status is not achieved in 2014? – Ruth Murray-Webster

A. RPP is a designation, not a qualification. APM will continue to clarify further relationships between RPP (and the intended ChPP) and other APM qualifications. A substantive review of the RPP standard and of assessment processes has recently been commissioned.

Q. In preparation for an APM WiPM event, I came across the following statistics:

<table>
<thead>
<tr>
<th></th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Speakers at the APM Conference</td>
<td>2</td>
<td>12</td>
</tr>
<tr>
<td>Blogs on APM website</td>
<td></td>
<td>All male</td>
</tr>
<tr>
<td>APM Board</td>
<td>3</td>
<td>9</td>
</tr>
<tr>
<td>Honorary Fellows</td>
<td>5</td>
<td>83</td>
</tr>
<tr>
<td>APM Committees</td>
<td></td>
<td>Most have one female except for 2 that have none and one of these is Strategy</td>
</tr>
<tr>
<td>Pictures of people in October Project</td>
<td>Women appear in 10 out of 35</td>
<td></td>
</tr>
</tbody>
</table>

Do these statistics truly represent the number of women in APM? – Maura Launchberry

A. APM recognises that it has a male orientated legacy. Overall, the membership is 17% female and 83% male. However 34% of Associate members under the age of 30 years old are women. As a result of the 2013 elections the number of women on the Board will be 6 (5 elected and our Board intern). 30% of APM’s qualification takers are female. All this should be set against the statistic that approximately 37% of women are in full time employment in the UK.

Q. Does APM’s public image do enough to show project management as a gender diverse profession? – Maura Launchberry

A. APM recognises the pioneering work of the WiPM SIG, celebrating its 20 anniversary in 2014. Project has produced features on diversity, plus interviews with role models such as Amanda Clack of PricewaterhouseCoopers. Approximately 30% of the speakers at APM’s Olympic Learning Legacy events were women in a variety of senior roles and 4 of the total of 5 Honorary Fellowships awarded to women have been presented in the last 2 years.

Q. Is our Equality and Diversity Statement inclusive enough? – Maura Launchberry

A. The APM equality and diversity policy statement is: “APM are committed to both the elimination of unlawful discrimination and the positive promotion and celebration of equality and diversity. APM will not tolerate unfair or unlawful treatment on the grounds of disability, gender, race, colour, ethnic origin, marital status, sexual orientation, age, nationality, political beliefs, religious beliefs, civil partnership status or trans-gender status”.

There being no further business the meeting closed at 7.10pm.
Presentation of Honorary Fellowships

Following the conclusion of the meeting –

The President presented an Honorary Fellowship to Mike Nichols (which was accepted on his behalf by Mary McKinlay) in recognition of his many achievements and enormous contribution to APM and the wider project management community.

The President also presented an Honorary Fellowship to John Salisbury, APM’s recently retired former company secretary, in recognition of his contribution to and important role within APM over the previous ten years.