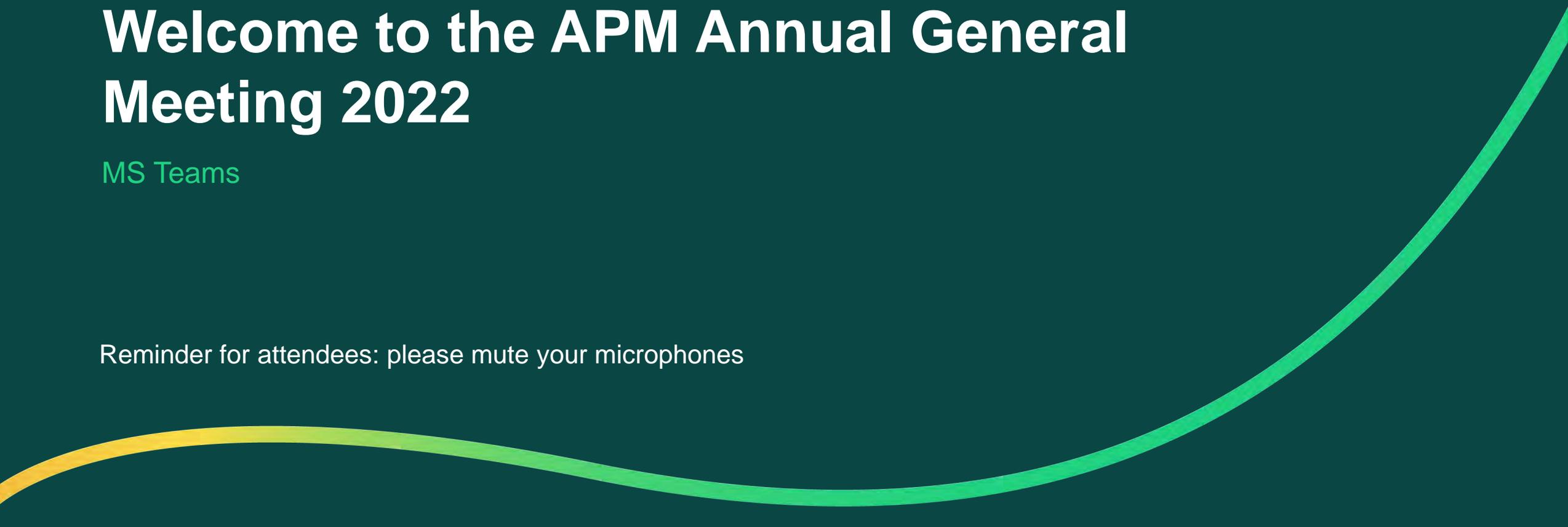


# Welcome to the APM Annual General Meeting 2022

MS Teams

Reminder for attendees: please mute your microphones

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# Agenda

## Meeting chaired by Sue Kershaw, President

Sue Kershaw, President

Adam Boddison, CEO  
Mark Hepworth, Deputy CEO  
Milla Mazilu, Board Chair

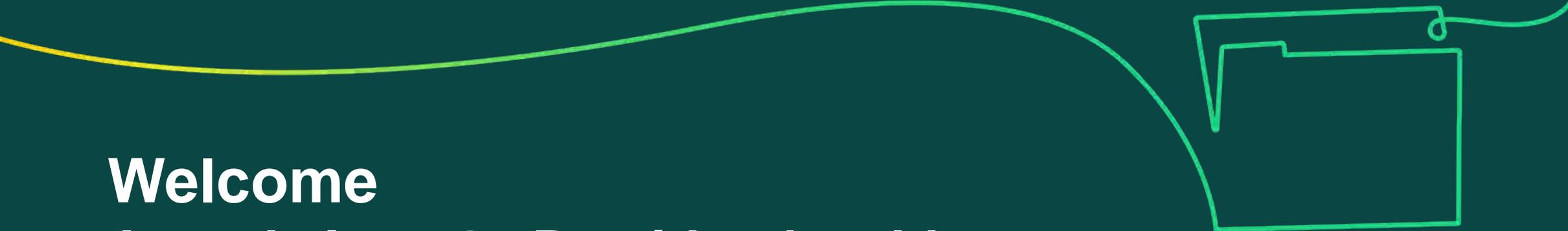
Mike Robinson, Company Secretary

Adam Boddison, CEO

- Welcome and introductions
- President's address
- Minutes of the 2021 AGM
  
- Annual Report and Accounts 2021/22
  
- Approval of revised Royal Charter By-Laws
- Board Election Results
  
- Members' questions



Reminder for attendees: please mute your microphones



**Welcome**

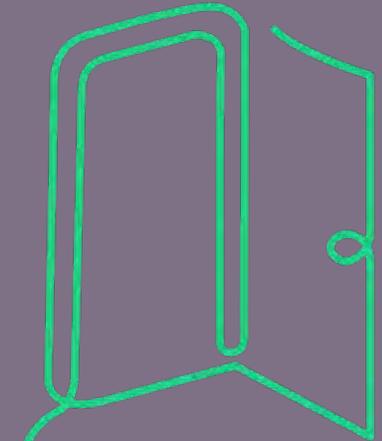
**Agenda Item 1 - President's address**

**Agenda Item 2 - Approval of 2021**

**AGM Minutes**

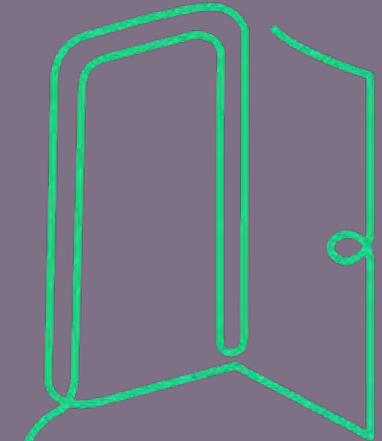
Sue Kershaw

# Agenda Item 3 Annual Report and Accounts to 31 March 2022



# Review 2021/22

Milla Mazilu, Board Chair



# Our values

## Progressive

We're a new generation of professional membership organisation.

*We approach things with open mind*

The world and how we work is changing.

*We innovate, we embrace technology and we have a global outlook*

Time and resources are limited.

*We find the most creative way to get things done*

## Warm

Membership organisations are of and for their members, and the profession.

*We're flexible, friendly and collaborative*

Sometimes we have to make tough decisions.

*We treat everyone with empathy and respect however challenging the circumstances*

The world and the workplace is varied.

*We champion diversity and inclusion*

## Thoughtful

The project profession is constantly evolving.

*We listen and lead debate*

Project delivery is changing.

*We constantly evolve and share our perspective, and we own our voice*

The environment for project delivery is complex.

*We support the skills that go beyond project management process alone and are fundamental to success*

## Excellent

The project profession needs to be more clearly understood.

*We're committed to promoting the profession and raising its profile*

In a changing and challenging world, the project profession has never been more important.

*We set the benchmark with chartered status*

When projects succeed, everyone benefits.

*We invest in quality of thought, delivery, dialogue and service, constantly challenging ourselves to improve*





# Governance - Our Board of Trustees

Trustee	Roles
	Milla Mazilu Chair and Chair of Audit and Assurance Committee
Yetunde Adeshile	50 <sup>th</sup> Anniversary Champion
	Jon Broome Strategy launch champion and investment policy lead
Emma Carroll-Walsh	Rebranding champion
	Sorrel Gilbert
Charles Mills	
	Sue Simmonite CRM champion
Amy Morley	Chair of Corporate Advisory Group
	Ian Williams Chair of Remuneration Committee
Karen Whelan	Chair of the Volunteer Steering Group



# Helping the project profession deliver better

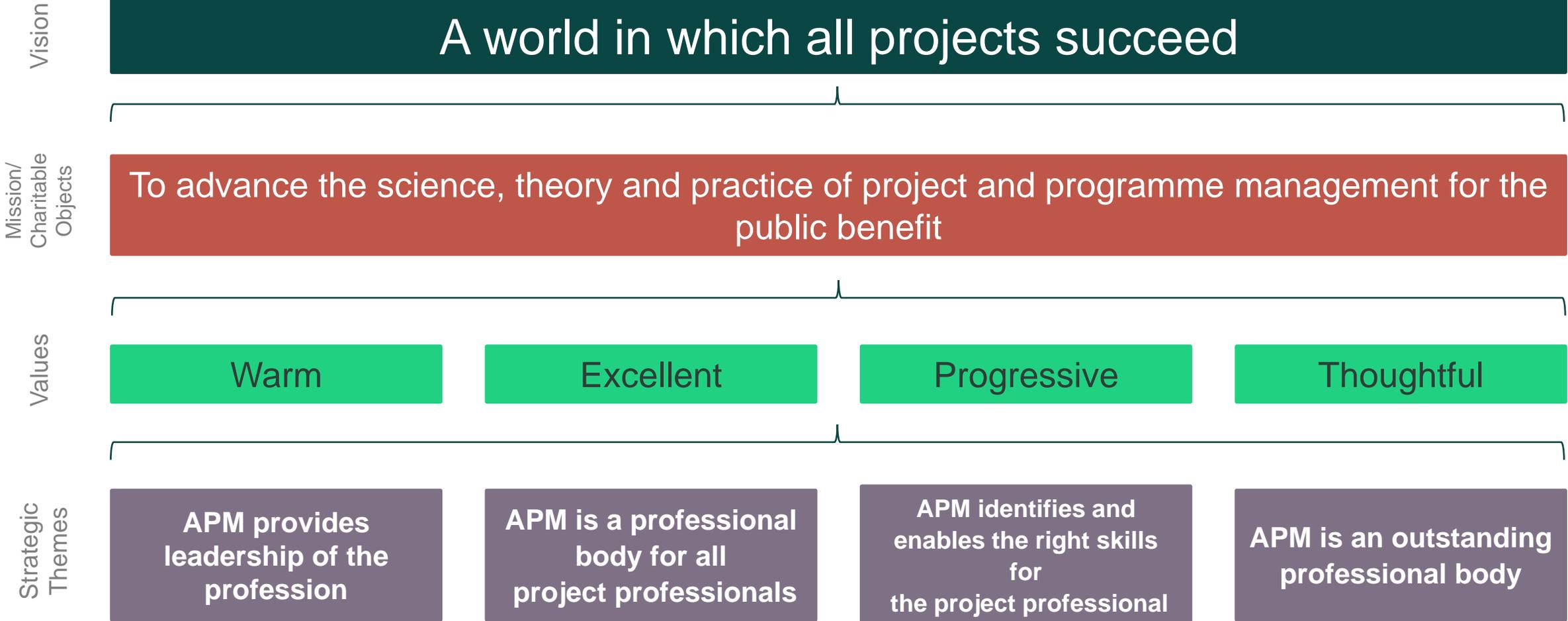
We're APM, the only chartered membership organisation for the project profession in the world

- We're chartered to build the profession's profile and set the highest standards
- We're a registered charity and our activities are broad
- Sharing best practice and leading debate
- We're about more than just process
- We challenge the status quo and champion innovation
- We're helping the project profession deliver better

**Because when projects succeed, society benefits**



# Refreshed Strategic Framework





# Our mission

To advance the science, theory and practice of project and programme management for the public benefit

# Our vision

A world in which all projects succeed



○ APM provides leadership of the profession

○ Leveraging chartered status

Raising standards and increasing membership

○ Having the right partnerships

Mutual benefit and shared risk in an ecosystem

○ Being progressive

- Collaboration and insight
- Adaptive, predictive, resilient, agents of change

○ APM is a professional body for all project professionals

○ Recognising that project professionals do a range of roles and being inclusive

○ Ensuring value for all in our community with a relevant range of offerings

APM identifies and enables the right skills for the project professional

Utilising technology to evolve digital learning

- Using technology to enhance our services
- Enabling project professionals to understand the benefits of technology

Adaptive project professionals

Supporting project professionals in a VUCA world

Enabling sustainability in both what and how project professionals practice

Supporting all types and stages of career

○ APM is an outstanding professional body

○ Ensuring the right skills and experiences for the organisation

○ Highly engaged people enjoy working or volunteering for APM

A benchmark professional body ○

○ Assuring successful strategy delivery

# Major Project Leadership

The APM Major Project Leadership Specialist Certificate is an assessment designed to recognise the skills and competences of those who lead major projects, programmes and portfolios. It's aimed at project professionals who have delivered in a leadership capacity on a major project that has macro impact.

“ **Major projects involve significantly greater levels of complexity compared to smaller projects, with much lower probability of success. Understanding how and why this is the case is vitally important to improving our profession's ability to deliver these exciting projects** ”

Páraic McLoughney ChPP, FAPM  
Deputy Project Manager,  
BP



# Our community

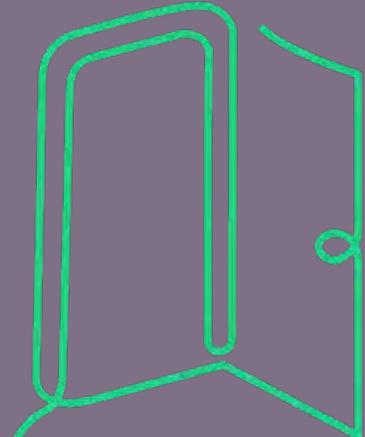
Alongside our branch and SIG communities we also have the **APM Community platform** exclusively available to our members.

We have created a safe environment for our members to support each other, find a mentor and collaborate together so they can realise their potential.



# Review 2021/22

Adam Boddison, CEO





# 2021/22 highlights

At a glance

- Membership increased to over 37,000, representing a 6% increase
- More than 1,700 new Full Members added
- Increased accessibility to the Chartered Project Professional (ChPP) standard
- A wide range of research published, including *Dynamic Conditions for Project Success*
- Third edition of the APM Competence Framework released
- New APM Mentoring Programme launched, following member consultation
- Hybrid APM Project Management Awards streamed across three online platforms



# APM reaches a milestone

Look how far we've come

- A golden year at a golden moment for the project profession
- A whole year of planned events including celebration at the Power of Projects Conference in June 2022
- Celebrating volunteering
- 50 impactful projects from the last 50 years identified
- Opportunity to share stories
- Revised history book – a digital living document
- Looking to the future with our new brand and refreshed strategy



# Welcome to our new brand

- Launched on Monday 31 October
- Our new brand:
  - reflects, supports and communicates the organisation APM has become
  - makes certain the opportunities and strengths of our chartered status are leveraged
  - ensures we stand out and remain relevant to our members and new audiences
- Our new visual identity builds on our existing brand story, values and behaviours that have been adopted across the organisation
- Focussed on rebranding our high priority items and digital platforms
- A truly collaborative effort from all staff and our suppliers



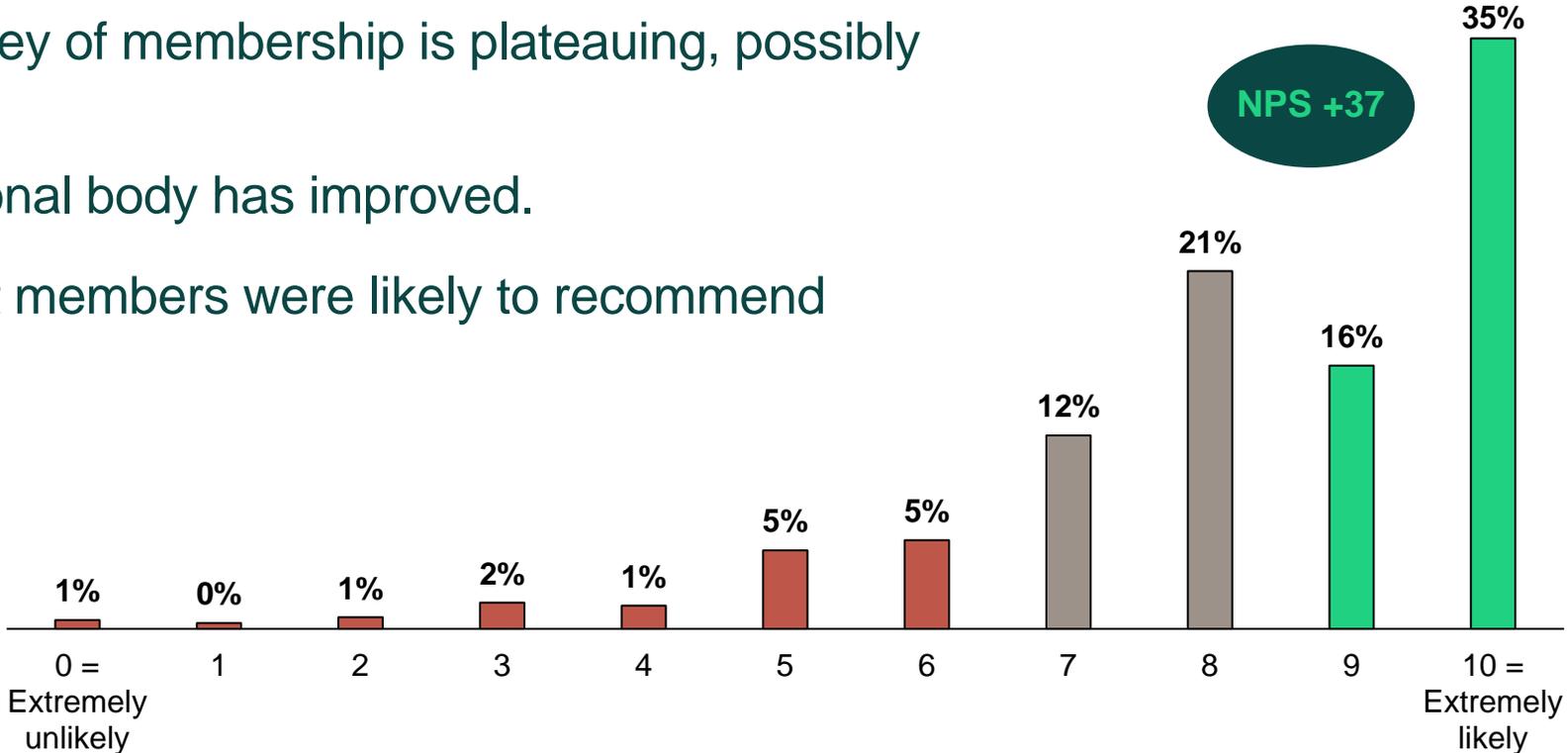
Because when  
projects succeed,  
society benefits

Find out more at  
[apm.org.uk](https://apm.org.uk)

# Membership satisfaction key findings

Completed by 1,266 people from 28 March to 12 April 2022

- CPD was key reason for why people had joined APM.
- Significant motivational differences for becoming a member between audience groups.
- Increasing importance of all things online and digital.
- Perceived value for money of membership is plateauing, possibly due to external factors.
- Our rating as a professional body has improved.
- More than half of current members were likely to recommend APM membership.



# Portfolio deliverables 2021-22

Financial year April 2022 – March 2023

## Rebrand of APM

**Launched October 2022**

To introduce our new visual identity across our organisation.

## ChPP update

**Rollout starts in Spring 2023**

Align the chartered standard to the APM Competence Framework 3<sup>rd</sup> edition and implement continuous improvement updates.

## APM Volunteer review

Work underway to define, launch TBC in line with findings.

Create a new model and structure for APM Volunteering activities.

## APM CRM update

**Implementation from Spring 2023**

Deliver the foundations of a new CRM platform that will enable greater insight and engagement with our stakeholders.

## APM Accreditation review

**Rollout in Spring 2023**

Create a new model and structure for AP Accreditation to provide greater visibility and opportunities for collaboration.

## APM Project Management Qualification review.

Long term project – rollout - 2024/25

Throughout FY 2022/23 research and consultation will be undertaken to gain insight from across the profession.



# Public Affairs and Research



## Increased academic impact

Delivered nine new academic reports.

Provided lunch and learn sessions on our research reports.

Funded four new academic studies through our research fund.



## Increased influence

Multiple comment pieces on major projects, reports and Govt activity.

Increased response rate for stakeholder consultations.

Regular meetings with key stakeholders e.g. NIC, NAO and IPA.



## Increased awareness

Stakeholder outreach – MPs and Peers, House of Commons Commission.

Exhibiting at and sponsoring BAM and EURAM conferences.

Attendance at political party conferences



# Volunteering

- **More than 700 volunteers in our community, from more than 15 countries**
- **250+ apprentice and graduate ambassadors supporting outreach events**
- **179 members already involved in our new mentoring programme**
- **More than 200 events delivered with volunteers in person and online**



# Focus for remainder 2022

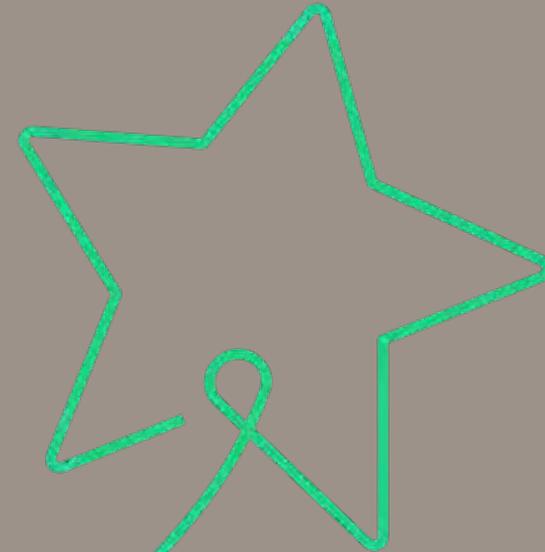
## We continue to focus on

- CRM
- Continuing to leverage ChPP status
- Collaboration in the spirit of 'one project profession'
- **Reviews:** volunteering, PMQ Assessment, Accreditation and Chartership
- 1-10-100



# 2021/2022 Financial Report

Mark Hepworth, Deputy CEO



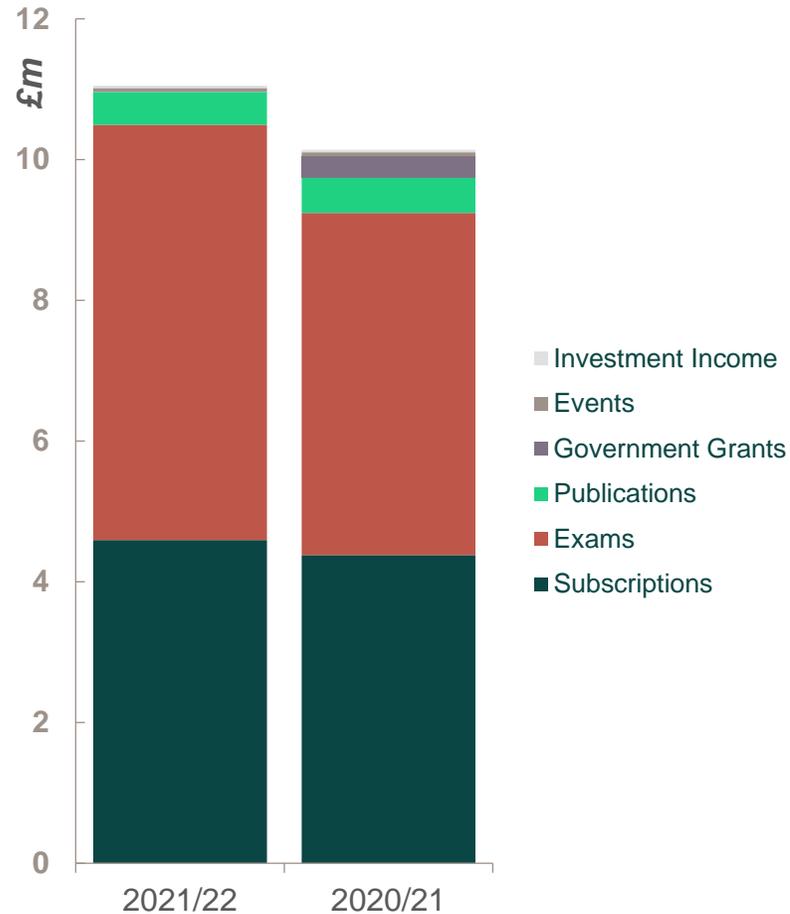
# Income and expenditure

Year to 31 March 2022

£'000	2021/22	2020/21
Total Income	11,187	10,141
Total Expenditure	(11,309)	(10,912)
Operating Deficit	(122)	(771)
Net gain on investments	311	657
Net Surplus/(Deficit)	189	(114)
Funds brought forward	6,323	6,437
Funds carried forward	6,512	6,323

# Operating income

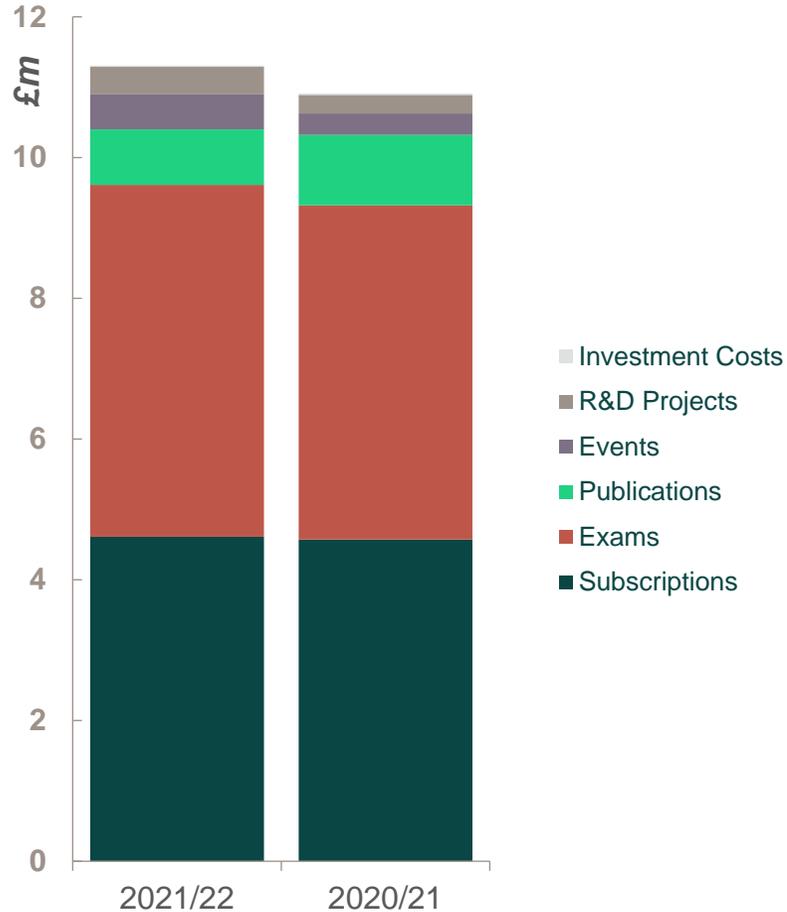
Year to 31 March 2022



£'000	2021/22	2020/21
Subscriptions	4,593	4,379
Exams	5,902	4,863
Publications	466	505
Government Grants	0	302
Events	198	56
Investment Income	27	35
<b>Total</b>	<b>11,187</b>	<b>10,141</b>

# Operating expenditure

Year to 31 March 2022



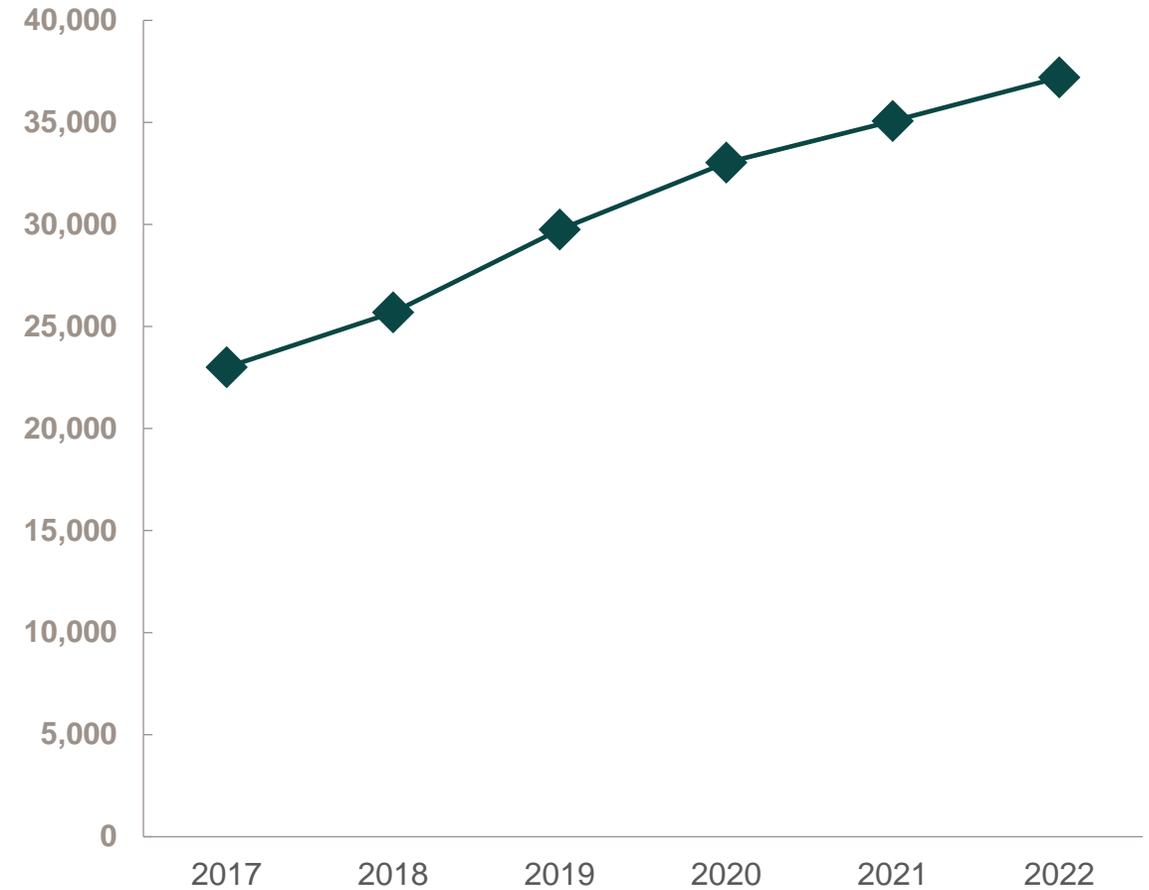
£'000	2021/22	2020/21
Subscriptions	4,612	4,572
Exams	5,000	4,750
Publications	789	1,001
Events	497	304
R&D Projects	392	265
Investment Management Costs	18	20
<b>Total</b>	<b>11,309</b>	<b>10,912</b>

# Individual membership

Five years to 31 March 2022

	March 2022	March 2021
Life Members	10	10
Honorary Fellows	97	100
Fellows	756	684
Full Members	15,892	15,732
Associates	7,210	7,293
Students	13,238	11,248
<b>Total</b>	<b>37,203</b>	<b>35,067</b>

**Membership Growth**  
Averaging 10% cumulative growth each year



# Balance sheet

As at 31 March

£'000	March 2022	March 2021
<b>Fixed Assets</b>		
Intangible fixed assets	882	1,113
Tangible fixed assets	649	721
Investment portfolio	4,782	4,444
	<u>6,313</u>	<u>6,278</u>

<b>Current Assets</b>		
Investments – term deposits	480	1,999
Stocks	21	24
Debtors	1,267	1,099
Cash at bank and in hand	2,694	1,249
	<u>4,462</u>	<u>4,371</u>

£'000	March 2022	March 2021
<b>Current Liabilities (&lt;1 year)</b>		
Trade creditors	(566)	(631)
Accruals & deferred income	(2,716)	(2,864)
Other creditors	(2)	(0)
Taxes & social security	<u>(315)</u>	<u>(367)</u>
	<u>(3,599)</u>	<u>(3,862)</u>
Net current assets	862	509
Total assets less current liabilities	7,175	6,786
<b>Provisions for liabilities</b>	(663)	(463)
	<u>6,512</u>	<u>6,323</u>
<b>Net Assets</b>		





# Agenda Item 4

## Special business - Royal Charter

Mike Robinson, Company Secretary

# Proposed Update to the Royal Charter By-Laws

***Special Business. In accordance with clause 7 of the Royal Charter, the resolution to amend the By-laws of the Association, 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.***

- The Royal Charter is our governing constitution.
- The Board of Trustees has recommended a minor change in relation to the number of trustees who may be directly appointed. This proposed to increase from three to five.
- This will give the Board an increased opportunity to directly address any identified needs to improve diversity of thought. For example to address gaps in skills and experience.
- The Board is clear that the number of elected trustees will always be in the majority.
- The decision is subject to final approval by the Privy Council.

PROPOSED SPECIAL RESOLUTION  
ASSOCIATION FOR PROJECT MANAGEMENT  
ANNUAL GENERAL MEETING - 14 NOVEMBER 2022

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 Board with greater flexibility to decide if it wishes to directly appoint a limited number of Trustees. It is proposed that the maximum number of appointed Trustees (appointed in accordance with By-law 16(ii)) be increased from three to five. This will assist the Board in improving Board diversity and in filling any identified gaps in skills and experiences. The majority of the Board will continue to be made up of elected Trustees.

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

Proposed Special resolution:

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:

AMENDMENT

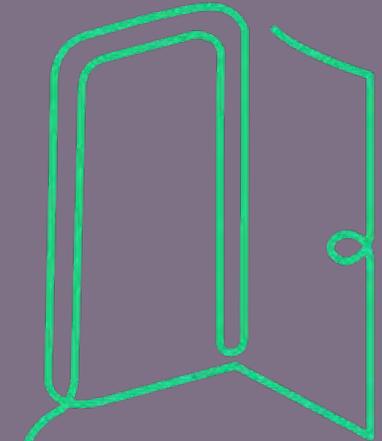
1. In By-law 16 (ii):  
Delete "Up to three individuals" and replace with "Up to five individuals"

Ends.

# Agenda Item 5

## Election results

Mike Robinson, Company Secretary



# APM election results 2022

- 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 18.1% 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	2022
Candidates	9	7	8	8	6	6	11	11	8	5	21	10	21	16	17	14	10
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%	18.1%
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	2,992



# APM Election Results 2022



## Report of Voting

ASSOCIATION FOR PROJECT MANAGEMENT (APM)

ELECTION OF BOARD MEMBERS 2022

CLOSE OF VOTING: NOON ON FRIDAY 04 NOVEMBER 2022

CONTEST: Election of Board Members

RESULT		3 to elect
Amy MORLEY	1,140	ELECTED
Sheilina SOMANI	1,044	ELECTED
Bel FRENCH	966	ELECTED
James WHITE	808	
Tamsin ALLI-BALOGUN	679	
Craig SCOTT	638	
Garry MURPHY	620	
Michael HIGGINS	539	
Bob LASLETT	534	
Murray ROSS	449	

Number of eligible voters:		16,521
Votes cast online:	2,992	
Total number of votes cast:		2,992
Turnout:		18.11 %
Number of votes found to be invalid:		0
Total number of valid votes to be counted:		2,992

Civica Election Services can confirm that, as far as reasonably practicable, every person whose name appeared on the electoral roll supplied to us for the purpose of the election:-

- was sent the details of the election and
- if they chose to participate in the election, had their vote fairly and accurately recorded

All voting material will be stored for 12 months.

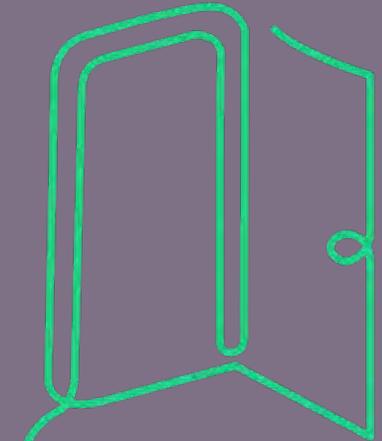
CIVICA ELECTION SERVICES



# Agenda Item 6

## Members questions

Adam Boddison, CEO



# Members' written questions

## Question by Graham Godding

1. **Who are the two, maybe three APM Members (or APM employees) that have had the greatest influence over APM in its recent history? Are they still working and/or Influencing APM as it moves beyond the 50th anniversary? If these people are still active then can APM please ensure that they are given the recognition that they deserve and harnessed once more to drive our collective future in harmony.**

## Answer

*APM would not wish to highlight just two or three key influencers; this would be an unenviable task given the number and quality of supporters APM has enjoyed over its 50 year history. Certainly, the holders of APM's awards and fellowships can be justly proud of their achievements. We are delighted with the number and breadth of supporters and volunteers who actively work with us to deliver a wide range of outputs. They are supported by the team and we encourage everyone who shares our passion for the profession to support us.*

# Members' written questions

## Question by Merv Wyeth

2. **What plans does APM have to collaborate with PMI? Also, would APM consider the PMP to be a route 2 qualification to ChPP, i.e., a recognised assessment for technical knowledge and professional practice?**

### Answer

*This question is similar to the one below and a combined answer is provided.*

## Question by Tom Taylor

3. **Could you please provide an update on APM current connections and their status in the global world of project management? For example with IPMA, national PM bodies / Member Associations of IPMA, APM Group International, United Nations, European Union, ICCPM, PMI, Green Project Management (GPM), etc.**

### Answer

*The approach that APM is taking to stakeholder engagement both in the UK and overseas is one based on collaboration. Ultimately, the project profession is 'one profession' and APM's members would expect us to engage with other organisations to ensure there is a joined-up global approach. In September 2022, I addressed the IPMA Council of Delegates to reaffirm APM's commitment to its membership of IPMA. Similarly, I engage regularly with senior colleagues at PMI to identify and explore opportunities for greater collaboration and alignment.*

# Members' written questions

Question by Tom Taylor

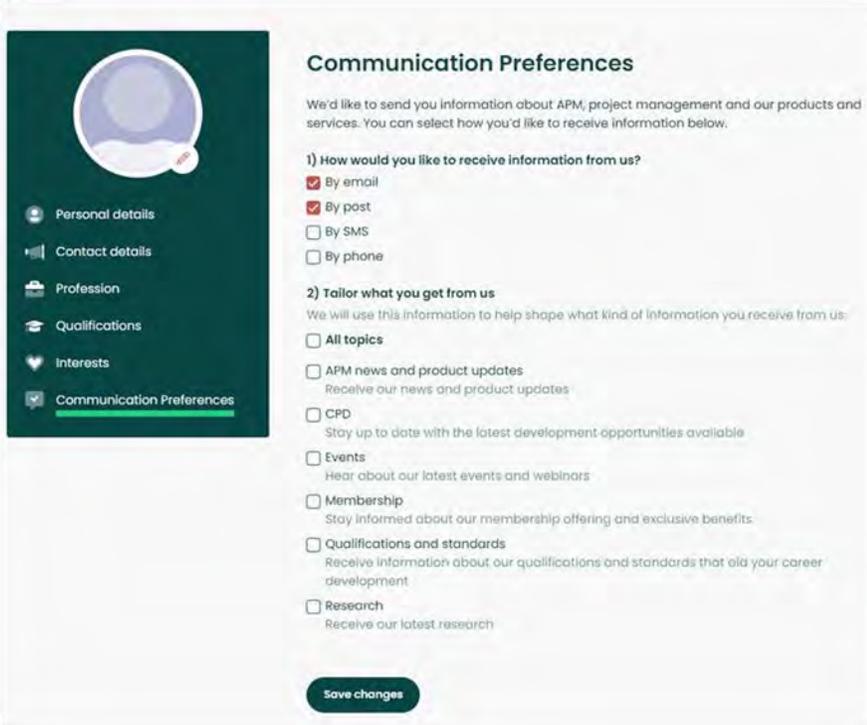
4. I seem to be getting an ever-increasing number of emails from APM – every day! I am having time difficulties in opening them all and considering their content. What is the policy or target on issuing such material to members? Any advice on how to deal with this matter?

## Answer

*We want to make sure that anyone receiving our emails is getting the news and information they need from us, at the right time and in the right volumes, so it's very useful to have this feedback. We have update emails on everything from events, resources, research and knowledge, most of which are sent out monthly. We leave the choice of what members receive up to them.*

*Sorry you've had more than you need Tom – we can change this for you and anyone else. Members can simply visit the website, login and select if they would like marketing emails at all and on what topic. Your preferences can be changed at any time and we'd love you to keep hearing from us. Some members find they receive duplicates because they have more than one email address registered with us.*

*So you know, we've done research on how members feel about the frequency of our emails and the feedback is largely positive. In fact, we've spent the last year reducing the number of emails we send to people, which has led to an increase in open rates.*



The screenshot shows a user interface for 'Communication Preferences'. On the left is a dark green sidebar with a profile picture and menu items: Personal details, Contact details, Profession, Qualifications, Interests, and Communication Preferences (highlighted with a green bar). The main content area is white and titled 'Communication Preferences'. It includes an introductory message: 'We'd like to send you information about APM, project management and our products and services. You can select how you'd like to receive information below.' Section 1) 'How would you like to receive information from us?' has radio buttons for 'By email' (checked), 'By post' (checked), 'By SMS', and 'By phone'. Section 2) 'Tailor what you get from us' has a sub-message: 'We will use this information to help shape what kind of information you receive from us:' followed by several unchecked checkboxes: 'All topics', 'APM news and product updates' (with sub-text 'Receive our news and product updates'), 'CPD' (with sub-text 'Stay up to date with the latest development opportunities available'), 'Events' (with sub-text 'Hear about our latest events and webinars'), 'Membership' (with sub-text 'Stay informed about our membership offering and exclusive benefits'), 'Qualifications and standards' (with sub-text 'Receive information about our qualifications and standards that aid your career development'), and 'Research' (with sub-text 'Receive our latest research'). A 'Save changes' button is at the bottom right.

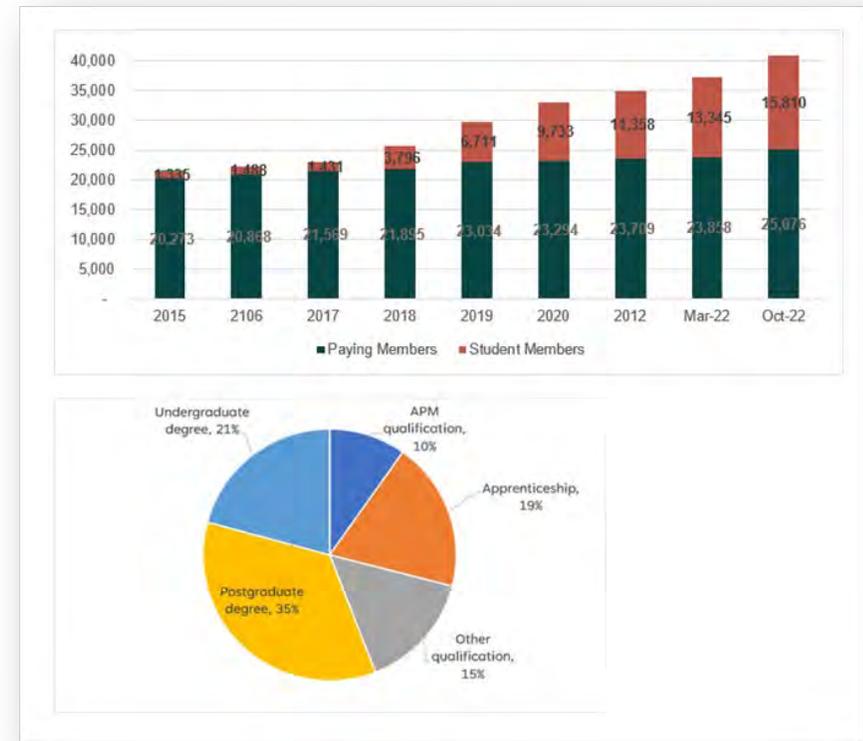
# Members' written questions

## Question by Tom Taylor

- It is now several years since the introduction of free APM membership of PPPM students. Has the effectiveness and benefits to all the parties been measured, monitored, analysed and managed? For example by continuity of Student membership, by transfer to paid membership, by courses, by establishments, by employers, by sector, by location, etc. And what can the APM membership be doing to optimise these arrangements and this offer?

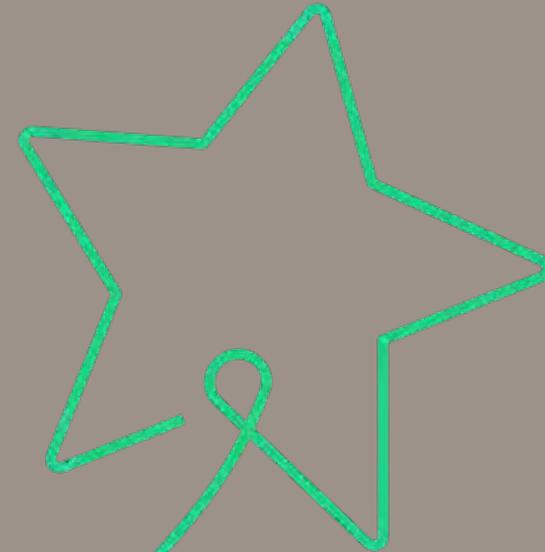
## Answer

The graph here shows the growth in paying and non-paying members since 2015. As you can see, APM now has just under 16,000 student members. The pie chart below shows the types of study of Student members, the majority are university students. On average, 30 Student members upgrade to paying membership each month. There is a dedicated education outreach team at APM with a series of events aimed at networking opportunities, employability, and early careers. There is also significant engagement from the volunteer community, in particular the branches with initiatives such as Project Challenge and engagement with their local universities and Student members. We constantly look to improve the offering for Student members and to increase the conversion to paying members. We have undertaken some initial independent research to give us greater insight into both Student and Associate members and further behavioural research is planned for the next financial year.



# Final thoughts and closing remarks

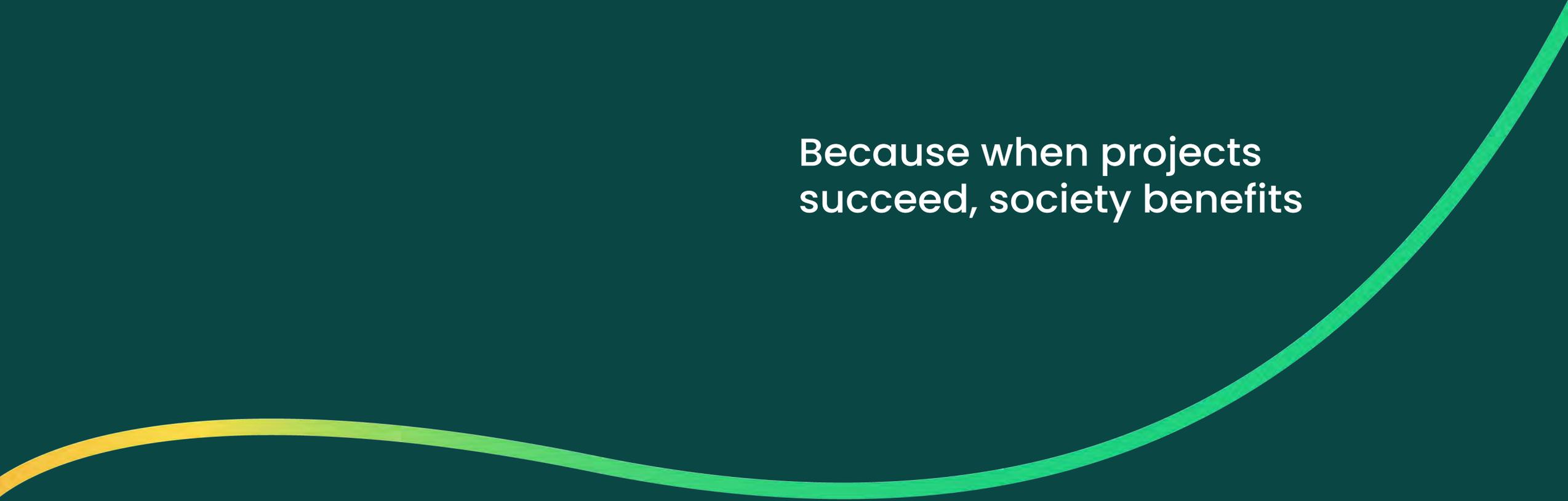
Sue Kershaw, President  
Milla Mazilu, Chair



# Thank you.



Because when projects  
succeed, society benefits

A decorative wavy line runs across the bottom of the slide. It starts as a yellow line on the left, transitions into a green line, and curves upwards towards the right side of the image.