



## **PPMA ARTICLES OF ASSOCIATION - January 2026**

### **NAME OF THE ASSOCIATION**

1. The name of the Association is

**THE PUBLIC SERVICE PEOPLE MANAGERS' ASSOCIATION,**

hereafter referred to as **PPMA**.

### **STATEMENT OF PURPOSE**

2. PPMA is the first choice association for human resources, organisational development and people professionals working in public services.

We are a collective voice for a professional, passionate and diverse public service HR and OD community. With political, social and economic challenges continuing to make unprecedented demands on our public service workforce, we utilise our connections to influence and support key decision-makers and stakeholders involved in people management and workforce issues.

3. PPMA exists to:
  - a) Champion excellence in public service delivery through effective people management and development, underpinned by knowledgeable and skilled HR/OD practitioners working at all levels of public service.
  - b) Promote the highest professional standards in public service people management by working in partnership with the Chartered Institute of Personnel and Development (CIPD) and other relevant professional institutions.
  - c) Influence national policy and legislation on workforce matters by working in collaboration with relevant organisations such as the CIPD, the Local Government Association, Central Government Organisations, Trades Unions and other professional bodies representing HR/OD professionals in public services.
  - d) Raise the profile of people management and development within public services through research, policy statements, conferences, webinars, seminars, and products.
  - e) Enhance the Association's voice by effective use of social media and communication channels and proactively engaging with the HR/OD published and online media organisations.

- f) Facilitate informed debate in respect of the people management implications arising from public sector reforms, spending reviews and reorganisation.
- g) Promote and support the embedding of equality, diversity and inclusion in public sector policy, service delivery and workforce development.
- h) Encourage member engagement through regional and national networks, working groups and project teams formed or contributed to by the Association.

## **SECTION 1**

### **VISION AND VALUES**

#### **OUR VISION**

- 4. At PPMA, our vision is to lead continuous improvement of people management and development within public services. PPMA aim to provide an authoritative voice for public service Human Resources (HR) and Organisational Development (OD) professions through our collective strength of connecting people and understanding of people strategies.

#### **OUR VALUES**

- 5. PPMA values underpin all that we do:

- **We Listen** – to diverse perspectives with openness and respect.
- **We Engage** – with all stakeholders to shape effective workforce strategies.
- **We Advocate** – for the people profession and the value it brings to public service.
- **We Challenge** – ourselves and others to think differently and act boldly.

We bring our values to life through:

- **Influencing** – shaping thinking at all levels.
  - **Sharing** – knowledge, best practice, and learning.
  - **Developing** – people, ideas, and the future of our profession.
- 6. PPMA's purpose, vision and values are set by the Strategic Board (see section Our Governance) and contained within the PPMA Business Plan and may be amended as and when required by the Strategic Board to take account of changes within public services. Any key or fundamental changes will be reported by the Secretary or Treasurer to the next relevant Annual General Meeting.

## **SECTION 2**

### **MEMBERSHIP**

- 7. **PPMA Membership is open to all:**

- HR/OD professionals in public services
  - HR/OD professionals in organisations supporting the delivery of HR/OD in public service organisations
  - Other professionals who have “people management” as part of their role
- 8. The criteria for membership may be varied or updated from time to time by the Strategic Board and the final determination of eligibility for membership is delegated

by the Strategic Board to the Secretary and/or Treasurer.

9. We have corporate membership for organisations at rates dependant on size and type of organisation. For example, smaller local government authorities pay a lower rate than larger or single-tier local authorities. We also allow regional based discounted membership rates for a collective of public service organisations, for example, Manchester local authorities. Corporate membership provides access to PPMA content for 'ALL' HR people within an organisation. Members do not have to be named, but we do recommend adding names and contact details to receive news and event updates and we require contact details for anyone attending PPMA events.
10. Individual membership is permitted for HR/OD professionals providing individual consultancy-based HR/OD services to public service organisations.
11. Membership rates and joining arrangements for organisations and individuals are published on the PPMA website – [www.ppma.org.uk](http://www.ppma.org.uk)
12. Members are entitled to vote on matters of substance at the Annual General Meeting as well as election to roles within the PPMA Strategic Board. Members are also eligible to stand for election to unpaid Strategic Board roles.
13. Membership of the Association permits attendance at or access to any conferences, webinars, seminars, products or services that the Association produces or sponsors. Individuals attending PPMA events must register their details with the PPMA for the benefits of attendance records and contact arrangements.
14. Resignation of membership by organisations or individuals may be made at any time by giving 1 months' notice to [admin@ppma.org.uk](mailto:admin@ppma.org.uk) However, there are no membership fee refunds.
15. Retention of membership is dependent upon the timely payment of membership fees and the maintenance of professional standards as defined by the Association and the relevant codes of conduct set by individual public services. Where members fail to meet the relevant levels of conduct, then membership may be summarily terminated by the Association without notice.
16. The Strategic Board will investigate the circumstances and communicate the findings and decision to the member/ organisation.

## **SUBSCRIPTION FEES**

17. Subscription rates are determined by the Strategic Board following recommendations by the Treasurer.
18. Subscriptions typically run from July to June in accordance with the Associations financial year. However, annual membership can also take place from the initial joining date of a new membership.
19. Renewal invoices for the financial year will be sent to all current members by the Finance Manager.
20. Non -payment of the current annual subscription fees due within 6 months of the anniversary date will result in summary termination of membership.

## **SECTION 3**

## OUR GOVERNANCE

### PPMA STRATEGIC BOARD

21. The PPMA association is run mainly on a voluntary basis by a group of dedicated HR/OD professionals who give their free time and expertise to the benefit of the association. They form the Strategic Board and are supported by a group of paid professional individuals or organisations appointed by the Strategic Board. .
22. The Strategic Board decision making body of PPMA and will comprise of the following roles:
  - ❖ President who will act as the Chair of the Strategic Board.
  - ❖ Up to 4 x Vice President(s) who support the President
  - ❖ Past President
  - ❖ Honorary Treasurer
  - ❖ Secretary
  - ❖ Sponsorship Manager
  - ❖ Talent Programmes and Awards Manager
23. In addition to the above standard roles the Chair of the PPMA HRD network and Chair of the EDI (Equality Diversity Inclusion) network will also be invited to Strategic Board meetings. Note the terms of reference for the HRD and EDI networks are outlined as appendices to the Articles of Association.
24. The roles of Honorary Treasurer and Secretary may be combined where it is beneficial for the PPMA to do so.
25. The Strategic Board may amend these roles as required for the efficient running of the Association.
26. The Finance Manager and Business & Marketing Manager, along with Internet/ Social Media company reps and Publicity Comms reps will attend as required.
27. Board meetings take place monthly, mainly via online meeting apps. Occasionally, meetings are held in person.
28. An Extended board meeting at which Ambassadors will be invited to attend will be held twice a year.
29. If strategic board meetings are held in person and strategic board members are not in full time employment, they may claim travel expenses for reimbursement of fares at standard/ second class rates. If mileage is claimed reimbursement will be at HMRC business mile rates (45p per mile at 2025/26 rates).

### 30. ROLES AND TENURE OF OFFICE OF MEMBERS OF STRATEGIC BOARD

#### **President - Up to 2 years (plus a further year as past president)**

The President is traditionally selected from one of the serving vice presidents, but this is not always the case if no VP is able to step up to the role, in which case a new president can be sourced from the existing wider PPMA membership.

The President is the chief elected officer and strategic leader of the association. This individual is responsible for setting the vision, providing oversight, and representing the association to internal and external stakeholders, and therefore needs to have some standing and gravitas in the HR/OD community.

Note - It is expected that the President will serve on the Strategic Board as Past President for at least one year to ensure continuity in the association.

**Key Responsibilities:**

- Lead the strategic direction and governance of the association.
- Chair board meetings and ensure effective board performance.
- Serve as the primary spokesperson and representative for the association.
- Foster engagement and collaboration among members, partners, and stakeholders.
- Work closely with the executive team to align operations with the association's goals.

**Time commitment**

Equivalent to one working day per week. This is taken up by the following:

- Promotional activities and events on behalf of the association with relevant stakeholders e.g. sponsors, PPMA events hosts.
- Judging/ hosting PPMA talent and development events or awards
- Producing articles, social media posts, blogs, etc to enhance the HR/OD profession and enhance the PPMA brand
- Chairing PPMA board meetings once a month
- Hosting the PPMA virtual conference and in person annual conference
- Taking appropriate decisions on behalf of the association

**Vice Presidents – There is an expectation that Vice Presidents serve up to 2 years. If a Vice President was to then become the President the potential commitment would be 5 years (2 years as president, followed by a further year as past president).**

Vice Presidents support the President with undertaking promotion, media and various engagement activities as necessary to enhance the association.

Note - It is expected that a vice president will volunteer to step up and become the President at an appropriate time.

**Key Responsibilities:**

- Assist the President in strategic planning and implementation, which could include being a lead for regional forums and/or taking a lead on one or more of the strategic themes.
- Lead initiatives that enhance the associations overall goals.
- Be an active member of the Strategic Board, which will require attendance at the monthly board meetings, as well as attendance at events on behalf of the association.
- Represent the association in relevant forums and contribute to advocacy efforts.
- Contributing to Social Media campaigns and assisting with webinars.
- Nurture and facilitate relationships with key partners, such as Members and Sponsors.
- Step in for the President as needed.

### **Time commitment**

Equivalent to up to four working days per month, which does include attendance at events that will be outside of normal office hours and travel is required. This is taken up by the following:

- Promotional activities and events on behalf of the association with relevant stakeholders e.g. sponsors, PPMA events hosts.
- Judging/ hosting PPMA talent and development events or awards
- Producing social media posts to enhance the HR/OD profession and enhance the PPMA brand
- Attendance at Strategic Board Meetings
- Assist with hosting sessions at the PPMA virtual conference and in person annual conference, as well as webinars throughout the year

### **Treasurer – Up to 5 years**

The Treasurer is responsible for the financial oversight and integrity of the association. This role ensures proper budgeting, reporting, and compliance with financial policies and regulations.

#### **Key Responsibilities:**

- Manage the association's budget.
- Prepare and present financial reports to the board and members.
- Ensure compliance with financial regulations and audit requirements.
- Advise on financial planning and sustainability.

### **Time commitment**

Equivalent to up to one day per month signing off invoice payment arrangements, checking the budget and producing update reports for the board.

### **Secretary – no fixed term**

The Secretary supports the governance and administrative functions of the association, ensuring proper documentation, communication, and compliance with procedures.

#### **Key Responsibilities:**

- Ensure compliance with legal processes and filing requirements.
- Support board governance and election processes.

### **Time commitment**

Equivalent to up to one day per month supporting the organisation from an administrative perspective and helping to steer the running of association including appropriate direction of the work of the Business & Marketing Manager and Finance Manager.

## **PPMA AMBASSADORS**

31. This is a community of active and supportive PPMA members who are tasked with promoting and raising the profile of the PPMA throughout public services using social

media, communication channels and engaging with regional and national PPMA events and networks. This is a fluid community with membership changing as required.

32. Commitment - PPMA Ambassadors need to commit to active promotion of the PPMA and regular attendance at events/ network meetings. It is anticipated the average time commitment is equivalent to approx. 1 working day per month in total, spread over the course of a month.

## **APPOINTMENT TO ROLES**

### **PRESIDENT & STRATEGIC BOARD**

33. The President of PPMA will serve for no longer than 2 years. The appointment of president will be by nomination from Strategic Board. If there is more than one candidate, an on-line ballot will be held for PPMA Members to vote (the PPMA community). This ballot will be organised by the Secretary and or Treasurer.
34. The other Strategic Board unpaid roles are appointed on a similar basis as the President for a period of 2 years (5 years for the Treasurer role). Members of the PPMA community may submit applications for the roles. If more than one applicant comes forward the current strategic board will conduct a selection process and make a decision based on the best suitably qualified applicant for the role.
35. For roles other than the President, if there are no suitable candidates for any of the Strategic Board roles, an office holder may serve for longer terms of office than those outlined above but this is by exception and subject to agreement by the Strategic Board and wider membership at an AGM meeting.
36. Resignation of membership to the Strategic Board by individuals may be made at any time by giving 1 months' notice to the Strategic Board via [admin@ppma.org.uk](mailto:admin@ppma.org.uk).

## **SECTION 4**

### **PROFESSIONAL SUPPORT**

#### **PPMA SUPPORT OFFICE**

37. This is a team of paid professionals appointed by the Strategic Board who run the day to day administrative, financial and member / stakeholder engagement functions of the Association.
38. The Strategic Board will appoint as necessary support staff or organisations to run the PPMA Office.
39. They comprise the Sponsorship Manager, Talent Programmes Manager, Finance Manager and Business & Marketing Manager, together with service provider arrangements for website and social media and publication communications.

#### **Sponsorship Manager**

The Sponsorship Manager is responsible for securing, managing, and nurturing partnerships and sponsorships to support the association's events, programmes and strategic initiatives.

**Key Responsibilities:**

- Develop sponsorship strategies and packages.
- Identify, approach, and negotiate with potential sponsors.
- Maintain relationships with existing sponsors and ensure value delivery.
- Track sponsor engagement and report on outcomes.

**Talent Programme Manager**

The Talent Programme Manager designs and oversees the programmes that support the development of HR/OD early-career professionals or future leaders to the benefit of the HR/OD community and the reputation of the association.

**Key Responsibilities:**

- Design and implement talent development programmes
- Liaise with contacts, sponsors, partners, industry leaders to provide programme support and session/ event delivery.
- Engage with young professionals and emerging leaders to encourage participation.
- Measure programme impact and report on outcomes.

**Finance Manager**

The Finance Manager is responsible for managing the association's day to day finances, budget, cash flow, and financial records. They ensure compliance with financial regulations and audit requirements and oversee dues collection, invoicing, and financial transactions.

**Business & Marketing Manager**

Key responsibilities of the role are to support the PPMA strategic board and PPMA generally through the following key aspects:

- Marketing and Communications
- Website maintenance and development
- Events planning and management
- Stakeholder liaison, including PPMA board support, membership and sponsor development
- PPMA administration
- Graphic design

**SPONSORS**



40. These are Private Sector organisations who pay sponsorship fees to the PPMA and support the progress and development of Public Services. Sponsors play a vital active role in promoting and enhancing the delivery of services in collaboration with the Public Sector.

## **AUDITORS**

41. The Strategic Board will appoint auditors for the purpose of auditing the Association's Accounts. A summary of the key points from the Auditors' report will be submitted to the relevant Annual General Meeting.

## **SECTION 5**

### **MEETINGS OF THE ASSOCIATION**

#### **ANNUAL GENERAL & EXTRAORDINARY MEETINGS**

42. An Annual General Meeting (AGM) of the Association will be held online at a time decided by the Strategic Board and notified to the membership of the Association at least one month in advance.
43. Extraordinary General Meetings (EGMs) will be called at the direction of the Strategic Board or upon request (stating the matter for discussion). At least one month's notice must be given of an EGM.
44. The Strategic Board will submit to each AGM an annual report and summary of the Association's audited accounts.
45. The quorum of the Annual General Meeting or Extraordinary General Meeting will be at least 10 members of the Association.
46. The President, or if absent, a Vice President, will chair all General Meetings of the Association (in the absence of both President and a Vice President, the Secretary shall chair the meeting).
47. The order of business and procedure for the conduct of a General Meeting will be determined by the President (or substitute as defined above) in consultation with the Secretary.
48. If any items on the agenda require a vote, each member has one vote and in the event of a tie, the President will hold a second and casting vote, except upon matters directly concerning the office of President or incumbent officeholder.
49. All decisions reached by General Meetings will be binding upon the Association as a body and on the membership.
50. The notes of General Meetings will be available on the PPMA website following the meeting.
51. The PPMA also recognise and work with other PPMA associated professional networks that have been in operation for many years. These are the PPMA HRD network (formerly County Councils network) and the PPMA EDI network. The agendas and arrangements for these networks are self organised by the chairs and members of the networks themselves. They are an important source of supporting the HR/OD profession and PPMA overall.

52. The PPMA Ambassadors informally comprise an extended board to the PPMA and as part of their advocacy roles they are expected to contribute and support as necessary any convened meetings of the extended network or other PPMA related meetings.
53. The PPMA also work with other partner organisations – CIPD, HPMA, UHR and other professional related associations and will promote joint events organized with these associations to PPMA members.

## **SECTION 6**

### **MISCELLANEOUS PROVISIONS**

#### **CONTRACTS AND COMMERCIAL ARRANGEMENTS**

54. The Strategic Board will enter into contracts or commercial arrangements on behalf of the Association. Negotiations will be conducted by such Strategic Board members as considered appropriate and contracts of value exceeding £10,000 will be authorised by the Secretary and/ or Treasurer.

#### **INVESTMENT OF FUNDS**

55. The funds of the Association not required for current business or to meet accruing liabilities may, subject to the direction of the Strategic Board, be invested in accordance with relevant financial regulations.

#### **DISSOLUTION OF ASSOCIATION**

56. The Association may at any time be dissolved by a motion carried by at least two thirds of the members present and voting at a General Meeting specifically called for that purpose. All members will be given at least one month's written notice by the Secretary of the proposal to consider a motion for dissolution of the Association. Except where such dissolution is for the purpose of amalgamating the Association with another institution, the Strategic Board will realise the property of the Association and, after discharge of all liabilities, will transfer the same to such other institution having objects similar to those of the Association.

#### **ALTERATION AND INTERPRETATION OF ARTICLES OF ASSOCIATION**

57. The Articles of Association may be amended, rescinded or more provisions made only by a resolution supported by a majority of members voting at a General meeting.
58. Any matter not dealt with by the Articles of Association and any case of doubt as to their interpretation shall be referred to as a matter of determination to the Secretary in the first instance and then if required to the Strategic Board.

#### **COMPANIES HOUSE**

59. PPMA is registered at Companies House – Company Registration Number: 05895655