



APM governance review – agreed recommendations

Recommendation 1:	The APM to review its governing document to ensure it supports the structure of the APM and the mechanisms for the appointment and removal of Board officers, including consideration of limiting the number of terms of office.
Recommendation 2:	The APM to introduce an induction process for new Board officers.
Recommendation 3:	The APM to recruit specific expertise in financial management for small charities as part of lay trustee recruitment.
Recommendation 4:	The APM to revise its governance structure, to include:
	a. creation of a Board of Trustees
	b. appointment of a lay Chair of Trustees and one or more lay trustees
	c. lay trustee selection based on skills and experience complementary to the current Board make-up
Recommendation 5:	Creation of a document confirming appointment and role responsibilities for Board members to sign and return on election.
Recommendation 6:	The APM to create an induction pack for new Board members.
Recommendation 7:	The APM Board to agree a standard job description template and recruitment process for committee members.
Recommendation 8:	The APM to agree a risk management system, suitable for the size and complexity of the charity. This should include the identification of major risks the APM is exposed to, the potential likelihood and impact of those risks, effective plans to mitigate those risks, where appropriate and a system of regular review.
Recommendation 9:	The APM to train Board officers in risk management.
Recommendation 10:	The APM to create a scheme of delegation for the APM which sets out at which level of the organisation decisions can be made.
Recommendation 11:	The APM to create a set of Rules which clarify and expand on the powers set out in the APM governing document.
Recommendation 12:	The APM to finalise a code of conduct for members and those acting on behalf of the APM, supported by a misconduct and complaints processes and appropriate escalation routes.
Recommendation 13:	The APM to ensure it has sufficient administrative resource to support the implementation of the recommendations resulting from this review and sustain the changes for the long term.
Recommendation 14:	The APM to source and implement a secure shared document storage solution, with consideration given to acquiring APM email addresses for Board officers.
Recommendation 15:	The APM to ensure that all Board officers, members and committee members are aware of their responsibilities in terms of secure document storage and data sharing.