

# Appointment of an APM Trustee (Finance)

Candidate Briefing Pack 2025



# 1 Introduction

We're APM: Association for Project Management. We're the only chartered membership organisation for the project profession in the world.

Our activities – from qualifications and networking to research, resources and debate – raise the profile of the project profession, challenge the status quo where it matters and set the highest standards. In a complex world, we're helping the project profession deliver better.

The APM Board is looking to recruit and appoint a trustee with senior, qualified finance skills to help us achieve our vision: a world in which all projects succeed. We are looking for candidates who are committed, high calibre, experienced at the C-Suite level and who have the utmost integrity.

If you have the necessary skills and experience, please do consider this exciting role. This pack will give you the key information needed to put yourself forward.

# 2 APM Governance Overview and Background

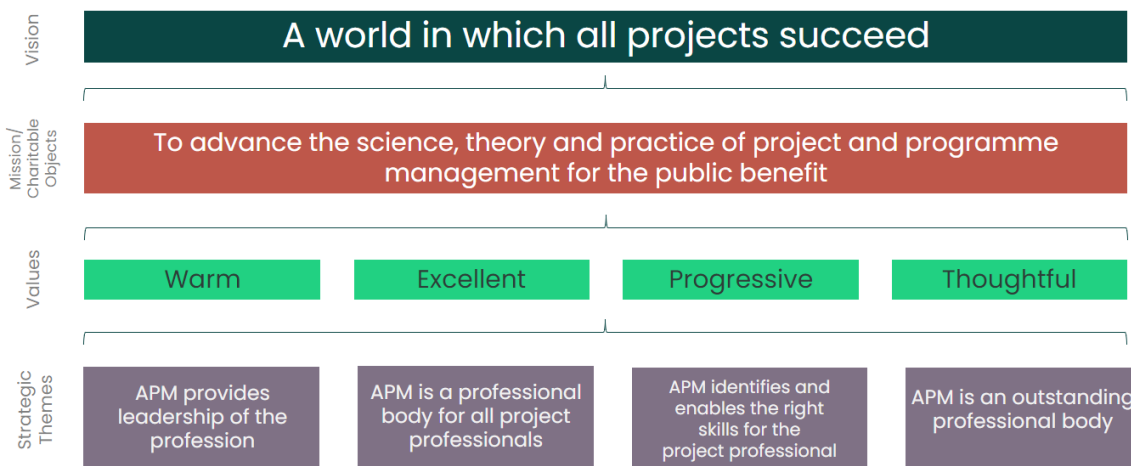
APM is a charity which is established by Royal Charter. The Charter is our constitution and was approved by the Privy Council and Her Majesty Queen Elizabeth II. The Charity Commission has also granted APM charitable status as we exist to increase public benefit. APM's Board agrees Regulations to cover detailed aspects of governance. The Charter and the Regulations are published on the [APM website](#).

Our full member and fellow members (MAPMs and FAPMs) are 'voting members' and they elect the majority of our trustees from the membership. If you are a member of APM the route onto the Board for you is via our annual election process.

Our Charter also allows us to recruit a small number of additional trustees directly – primarily to fill gaps in experience and to increase of diversity of thought. This recruitment exercise is for an appointed trustee.

# 3 APM Strategy – Vision, Mission, Values, Objectives

The Board agreed APM's strategy – [Delivering a Better Future](#). A high-level summary of this is below. The website contains an excellent summary of the strategy at the above link and the [full version](#) can also be downloaded.



## 4 APM's Activities

APM is a professional body and we offer chartered status, membership, qualifications and events. We set standards and we undertake thought leadership research. We support our members and are an advocate for the profession. This short guide does not set out all of our numerous activities and efforts to deliver our strategy and be the chartered body for the project profession. Candidates are encouraged to review the [APM website](#) for more detail.

## 5 The Role

### Charity trustees and the Board

The Board carries out several important functions. These include setting the strategic direction of the organisation and acting as 'guardian' of the charitable assets. Scrutiny and assurance of APM's delivery is also a key element of the role. In common with best practice, the Board delegates operational management to the chief executive and paid staff.

Our Board members are the charity's trustees, they are all 'non executive'. Candidates must ensure they understand the important fiduciary role of a trustee. Our [Regulations](#) set out more detail and the Role of the Board section at Appendix 1 of the Regulations is recommended reading. A role specification for trustees is set out in **Appendix 1**.

Candidates are also encouraged to read the Charity Commission's guide [The Essential Trustee](#) as well as its [Welcome Pack for new Trustees](#) and its [five-minute guides](#).

The Board typically meets bi-monthly. Most meetings are held online with at least two face to face sessions per year. Face to face meetings are typically held either in central London or at the HQ offices in Princes Risborough. The Board is supported by a number of [committees](#) to which it delegates some of its work. The APM website hosts summaries of [Board meeting discussions](#).

### Experience and skills

APM needs the highest calibre candidates who can demonstrate a robust commitment to professional ethics and integrity. Applications are welcome from those who can demonstrate the competencies needed to be a trustee and who can operate strategically at board-level. Experience as a trustee or non-executive director would be beneficial. A commitment to provide the time and energy required is essential. Diversity of thought is important in improving decision making and outcomes. Consequently, APM is keen to see a diverse mix of characteristics and skills on the Board. **For this recruitment, we are expressly looking for a senior finance executive. Applicants will be professionally qualified to Chartered level and are likely to be at the Director of Finance / Chief Finance Officer grade. C-suite experience in commercial and / or professional body organisations would be particularly welcome. This skillset will assist the Board in fulfilling its strategic and fiduciary duties in relation to financial planning, performance and monitoring.**

### Time commitment

The time commitment varies for individual Board members depending on what they choose to get involved in. Experience shows us that candidates have often not appreciated the commitment required. A minimum contribution of around 20 days per annum should be expected and attendance at meetings is the expected norm.

## 6 Training and Induction

New Board members receive internal induction and external trustee training. They are given governance and briefing material and are provided with the mentoring support of an established Board colleague. All new Board members receive a briefing from the executive team. Completion of the induction is mandatory. Individual support, such as attendance at conferences, is available and the Board as a whole also receives training, development and awareness raising sessions. Prospective candidates are welcome to have an initial discussion with the company secretary.

## 7 Conflict of Interest/Board Member Code of Conduct

APM operates a code of conduct for Board members (see the APM Regulations) and has a robust policy on conflicts of interest. Candidates with questions over eligibility, or whether a substantive conflict of interest exists, should contact the company secretary. A conflict of interest in a matter would mean you are not permitted to participate in discussion and decision making on that issue.

## 8 Process and Next Steps

Candidates are asked to submit an application letter and CV to [recruitment@apm.org.uk](mailto:recruitment@apm.org.uk)

Please include links to LinkedIn profiles, online biographies as you wish in your application. You may wish to cover the following questions in your letter of application:

- Please outline any relevant previous experience as a director, trustee or committee member.
- What diverse qualities, skills and experience would you bring to the APM Board?
- What contribution would you make to support APM in achieving its vision?

The Board Chair and Deputy Chair will review applications and shortlisted candidates will be asked to attend an interview. The group will recommend their preferred candidate to the Board for approval.

Candidates with specific queries should contact Mike Robinson, Company Secretary: [mike.robinson@apm.org.uk](mailto:mike.robinson@apm.org.uk). We wish you well with your application.

### Association for Project Management

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Association for Project Management is incorporated by Royal Charter RC000890 and a registered charity No. 1171112. Principal office as shown.

## Appendix 1

### Trustee Role Specification

[Credit: This specification is drawn, with thanks, on a template published by the Chartered Governance Institute.]

#### Main duties and responsibilities

Working as an individual and collectively as a Board:

##### Strategy

- developing the strategy by which the charity aims to fulfil its purpose, analysing and contributing positively to the strategic development of long-term plans for the charity and its beneficiaries.
- actively participating in discussions on the strategic development of the charity, contributing to constructive debate regarding the strategic development of the charity and any other material and significant issues facing the organisation.
- establishing clear objectives to deliver the agreed strategy to meet the charity's objects in accordance with short, medium and long-term plans and regularly reviewing performance against those objectives.
- holding the chief executive to account for the effective management and delivery of the organisation's strategic aims and objectives.
- safeguarding the good name and reputation of the charity.
- building and maintaining close relations between the charity's various constituencies and stakeholder groups to promote the effective operation of the charity's activities
- ensuring that strategies and actions approved by the board of trustees are implemented effectively, where appropriate, by the chief executive and the senior management team.
- promoting and developing the charity in order for it to grow and maintain its public benefit.
- representing the charity at functions, meetings etc in conjunction with the communications team.
- agreeing the charity's values and ensuring that they are reflected in the conduct and activities of the organisation and those who work for it. Setting the tone for the charity through leadership, behaviour and performance.

##### Compliance

- ensuring that the charity complies with its governing document, charity law and any other applicable legislation and regulations.
- working to achieve the purpose of the charity and to pursue the charitable objects, and provide public benefit.
- ensuring the effective and efficient administration of the charity and its resources, striving for good practice in governance.
- managing and using the charity's resources so as to optimise impact and the delivery of the charity's objects.
- maintaining the fiduciary duty invested in the position, undertaking such duties in a way that adds to public confidence and trust in the charity.
- ensuring that financial controls are robust and that the board is kept fully informed through timely and relevant information.
- identifying and assessing risks and opportunities for the charity, determining which are appropriate or desirable, and establishing effective risk management mechanisms in order to monitor these.
- participating in the appointment of the chief executive.
- taking appropriate professional advice in all matters where there may be a material risk to the charity, or where the trustees may be in breach of their duties.
- upholding the values of the charity by example, and ensuring that the organisation promotes equality and diversity for all its stakeholders.

### Performance monitoring

- ensuring the effective implementation of trustee board decisions by the chief executive and the senior management team.
- setting objectives for improving performance and monitoring performance against those targets.
- paying due regard to ensure that any key performance indicators are in alignment with the ethos of the charity and culture it promotes.

### Board activities

- upholding the highest standards of integrity and probity, adhering to the Board Member code of Conduct and observing the recommended practice of Principle 3 of the Charity Governance Code relating to Integrity.
- participating fully in the work of the board, ensuring the collective and cabinet responsibility of the board of trustees.
- attending and possibly chairing, committees and ad hoc meetings of the main board.
- participating in a board induction, any training and other evaluation identified as an individual and as part of the board or committee.
- maintaining the trustees' commitment to board diversity.
- maintaining absolute confidentiality about all aspects of the trustees' business, bearing in mind the overriding legal obligations placed upon trustees.