



**Association of
Independent
Museums**

Helping Heritage
Organisations Prosper

AIM Heritage Trustees Newsletter March 2017

Features

Governance Profile: Roger Cooke

Good chairmanship and good governance is an on-going process, so AIM sat down with Roger Cooke, chair of the Tullie House Museum board to discover what their governance journey has been like.

Roger Cooke became chair of the Tullie House board in 2010 after owners Carlisle City Council had decided to transfer the well-regarded museum to a charitable trust.

For Roger, who had spent most of his career with PwC, the professional services firm, and was a founder trustee of London Transport Museum, reorganisation was nothing new and he saw positive aspects in the trust's enlarged fundraising powers and the opportunity to bring in trustees who could contribute to the organisation in different ways.

The trustees' priorities were to ensure both the museum's financial sustainability and that it took advantage of its new trust status. Several new galleries were opened and a new partnership led by Tullie House with two other leading Cumbrian arts bodies, Lakeland Arts and Wordsworth Trust, won ACE's coveted Major Partner Museum funding.

But then the council made two large core-funding cuts in quick succession, a major blow to the new organisation, which meant some of the trust's

ambitions had to be scaled back. Staff numbers fell from 50 to 39, which coincided with the appointment of a new museum director whose brief was to move the organisation in a more business-focused direction; not easy when the process of moving from a local authority organisational culture was still far from complete.

“It was clear from the start that we had to achieve a major cultural change, become more entrepreneurial and flexible and embed an understanding that it was everyone’s job to maximise income and minimise cost, and to promote the museum to visitors, stakeholders, and the community at large,” Roger says.

“We have made progress but still have some way to go. This kind of change is never easy, even in the private sector, where there are narrower objectives than for a non-profit organisation.”

Good chairmanship and good governance is an on-going process, Roger says, and it goes beyond ensuring an institution is following procedure.

“There is a kind of compliance agenda in which you need to make sure you are ticking all the right boxes in a way that you are sure can be defended to external audiences, potential funders and the like.

“But what is really going to make the difference between an average and a high-performing trust board is whether the trustees get involved in mentoring senior staff, fundraising, talking to volunteers, staff and funders and in setting the strategic objectives and priorities of the organisation. That will make the difference between a board that is really helping the organisation to deliver an exciting programme and one board that is just keeping a watching eye on it ticking over.”

To read the full profile please visit the Governance pages on AIM’s new website when it launches soon.

Data Protection and Charities: The new General Data Protection Regulation – Be Prepared

Trustees have particular responsibilities for data protection. Recent fines by the regulator at the RSPCA and the British Heart Foundation have highlighted the need to ensure full compliance. And trustees’ responsibilities are set to increase later this year, with the anticipated launch of a Fundraising Preference Service, following the establishment of the new Fundraising Regulator. Next year, from May 2018, there will be further new regulations, including changes to the way charities and other organisations have to obtain consent for holding personal data from visitors, donors and others they work with. Bond Dickinson LLP have written an article outlining the changes especially for readers of the Heritage Trustee Newsletter, which can be accessed [HERE](#).

AIM News

Museum and Heritage Trustee Survey

AIM offers a range of support to boards and trustees, supported by Arts Council England and sponsored by Development Partners. We are planning our programme of support for 2017-2018, including a new series of Trustee Seminars and would like to know what trustees find most helpful and how trustees rate their board's current contribution to their museum.

Please help us shape the new seminar series and other support for trustees by completing the [AIM Trustee Survey](#) which should take a maximum of 15 minutes. We are keen to hear from as many trustees as possible, so please feel free to forward the link to colleagues who may not receive this newsletter.

AIM Conference 2017 – sessions of interest to Trustees and Early Bird rating ending soon

AIM's 2017 Conference will be held at The Historic Dockyard Chatham from 22- 24 June and the theme this year is '40 years of Leading Independents' in recognition of AIM's fortieth anniversary and the success of the independent sector and AIM members over the past four decades.

There are new additions to the conference schedule for 2017 including study tours of our host with walks through the Historic Dockyard looking at a range of subjects including filming, interpreting industrial heritage, catering, retail and capital projects. Of particular interest to Trustees will be talks by:

*Julia Kaufmann, chair of the Small Charities Coalition, and a consultant specialising in working with charities facing organisational challenges. Julia has extensive experience both as a trustee, and as a Chief Executive, formerly running the charitable arm of the BBC Children in Need Appeal.

*Julian Smith, a partner at Farrer & Co and Chair of the Charity Law Association, offering a legal update

*Ros Kerslake, Chief Executive of the Heritage Lottery Fund, who will be speaking about the fund's new priorities

*Michael Day, Chair of Battersea Arts Centre, who will be retiring as Chief Executive of Historic Royal Palaces this summer, and who will reflect on his career and the process of transforming HRP as an organisation.

This year, tickets for AIM National Conference can be purchased quickly and easily online via the [AIM National Conference Eventbrite page](#) and all conference information can be found on the [AIM National Conference 2017 website](#).

Please note that the special Early Bird rate will end on 28 April – so don't miss out on saving your museum money by booking early. [AIM National Conference 2017 website](#).

Invitation to Lunch for Chairs of Independent Museums at The Historic Dockyard, Chatham 11am – 1.30pm Thursday 22 June 2017

If you are a Chair of an independent museum or heritage site, the Association of Independent Museums (AIM) would like to cordially invite you to a lunch event for the Chairs of Trustees of independent museums.

The lunch will provide Chairs with an opportunity to meet, network and share ideas, as well as giving AIM the opportunity to meet you and hear your views about how we could support Trustees more in the future. AIM will be represented by some of its Council members; themselves Directors of museums and frequently Trustees of other charities.

2017 is the fortieth anniversary of AIM and the lunch will celebrate the success of the independent sector over the past four decades. We are delighted that we will be joined by guest speaker, Alan Lovell, Chair of The Mary Rose Trust.

The lunch is on Thursday 22 June at The Historic Dockyard, Chatham from 11am to 1.30pm. There is no charge to attend the lunch as it has been sponsored by Development Partners as part of their overall sponsorship of the AIM Hallmarks Governance Programme. If you would like to attend, please email: helenf@aim-museumss.co.uk

Prospering Boards for Prospering Museums underway and still accepting applications

There are now 9 museums receiving support through the Hallmarks Prospering Boards programme, working closely with independent consultants to identify and address their challenges and ambitions.

Some of the first museums to sign up to work with AIM through the programme have boards that have already thought carefully about their future, and have recognised that the opportunity of external support could enable them to be more effective in giving strong direction to their museums and ensuring their future prosperity. At the same time, we are helping museum boards that have found themselves in difficulty through circumstances outside their control and really need a helping hand through crisis.

AIM thinks that regular review of governance should be a given, and that whenever museums are planning for the future or seeking to improve, they should be asking 'what part can the board play in this?' and 'Is there something the board could be doing differently or more effectively?'

If your museum or heritage organisation is planning to focus on improving your board in 2017, do consider a Prospering Boards application. Successful

applicants will have between 2 and 8 days of free, expert advice that can be used to facilitate away days, carry out consultations or to support the chair and other key trustees. This is a rolling programme that will be accepting applications until funds are used up and we hope to work with 5 or 6 more boards so contact us soon if you are interested. We strongly encourage applicants to get in touch for an informal discussion before making an application, contacting Helen Wilkinson on helenw@aim-museums.co.uk. Full guidance notes and an application form are available by also emailing Helen Wilkinson.

Other News

Exhibition Tax Relief

AIM welcomes the news that Museums and Galleries tax relief is to be extended to include permanent exhibitions, as announced by the Chancellor in his autumn statement. The new relief, which starts on 1 April 2017, was originally intended to be available only for temporary and touring exhibitions, which would have excluded a majority of museums. AIM worked closely with the Museums Association, National Museum Directors Council, Arts Council England, Major Partner Museums and others on the issue, and the campaign had strong support from individual museums responding to the consultation and writing to their MPs.

We strongly encourage all of our members to familiarise themselves with the new rules but some key points include:

*Although the relief is part of the corporation tax system, the Government has confirmed that museums and galleries do not need to pay corporation tax to claim it. They do need to be within the scope of corporation tax however, which includes charitable companies, wholly owned subsidiary companies of museums and galleries and CIOs (Charitable Incorporated Organisations)

*The relief will also be open to libraries, archives, historic houses and other organisations, such as sculpture parks, as long as the exhibitions are put on by qualifying institutions

*The relief will be on the main costs of creating and producing an exhibition

*In addition to the institution that originates an exhibition, each museum or gallery hosting it will also be able to claim for qualifying costs

*Indirect expenditure such as marketing and educational programmes as well as direct acquisition costs will be ineligible, as will daily running costs, such as security

The Government has published a response to the consultation and draft legislation, which gives more information on the details and is available [HERE](#). AIM will publish further details as they become available.

New Charity Accounts Templates From The Charity Commission

The Charity Commission have released new templates to help small charities with incomes of less than £500,000 to prepare their trustees' annual report and accruals accounts in accordance with Charities SORP FRS 102. [Accruals accounts pack \(CC17\) - SORP FRS 102](#)

NCVO launch new How Charities Work website

NCVO has recently launched a new website, intended as a resource for members of the public who have questions about charities and designed to provide clear and accessible information for a non-specialist audience. The website explains how charities raise and spend money, how they are regulated and has a section dedicated to explaining the role of trustees.

It is currently available as a test version and NCVO are keen to receive feedback and ideas from the voluntary sector before promoting the site more widely to the public. To take a look and get involved please go to www.howcharitieswork.com

Trustee and Governance Events

AIM and SHARE MUSEUMS EAST: Trustee Muster – Succession Planning

We had a great response from AIM members attending our joint event with SHARED Enterprise last month in Cambridge and the event will be repeated on 20 April in Luton. Led by Joy Allen of Leading Governance, this workshop is ideal for trustees at museums of all types and sizes and at any stage of the board's development, whether it needs to recruit new trustees or broaden its range of skills. This interactive workshop will provide practical tips for board succession planning, including how to conduct a useful skills audit and recruitment methods in practice. [Click for further information and booking.](#)

A Beginner's Guide to Charity Finance

However small your charity is, sound financial management is essential for sustainability. [This workshop from the Small Charities Coalition](#) will cover the basics and give you the knowledge and tools to increase your financial management skills. Runs 5 April 2017 in London.

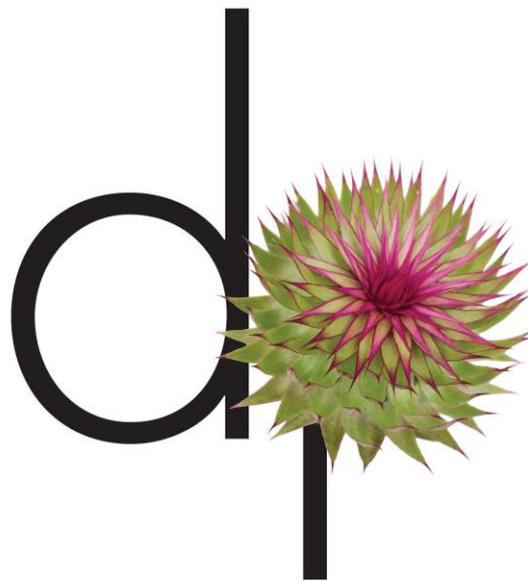
Understand and comply with Data Protection regulations, legislation and best practice

[This course](#) is suitable for those who handle personal information within their role, and those who are responsible for their organisations' data protection compliance. Runs 11 May in Cardiff

Good Governance in Action: NCVO/BWB Trustee Conference 2017

You can now register your interest for this leading annual event for voluntary sector trustees and anyone who works with them. The conference will take place on 14 November 2017 in London and the NVCO team are also looking for suggestions for content, topics you would like to see covered or any questions about the conference. Further information: [NCVO/BWB Trustee Conference 2017](#)

We would like to thank [Development Partners](#) sponsors of the AIM Hallmarks Governance Programme.



**development
partners**