

AIM Trustee Recruitment Pack Autumn 2020



AIM member, Coffin Works, Birmingham

The Association of Independent Museums is keen to ensure that its Board is as well placed as possible to help AIM and our members meet the challenges and opportunities that lie ahead. We have a growing membership, a strong, well respected advocacy role and a wide range of programmes and resources that are designed to help independent museums and heritage organisations stay relevant, be successful and have a meaningful impact.

We have reacted quickly and powerfully to the events of 2020, refocusing our advocacy and programmes to best support our members through Covid and have launched a 'Tackling racism, tackling inequality' Response and Action Plan to challenge ourselves and our members to take action to use our organisations and our heritage to start to tackle inequalities that persist in society.



We are looking for new Board members to help us set and oversee the strategy for AIM over the coming years, to ensure that we fulfil our potential as an Arts Council England Sector Support Organisation and continue to build our reputation, strengthen our voice and build a supportive and successful community for our members.

Please read the information provided in this pack and consider what you might be able to bring to our Board. If you would like to have a confidential chat with either of us please do not hesitate to get in touch.

A handwritten signature in black ink that reads "Andrew Lovett". The signature is fluid and cursive, with "Andrew" on top and "Lovett" below it, slightly overlapping.

Andrew Lovett, Chair

A handwritten signature in black ink that reads "Emma Chaplin". The signature is fluid and cursive, with "Emma" on top and "Chaplin" below it, slightly overlapping.

Emma Chaplin, Director



AIM Board meeting at Tower of London, February 2020

About the Association of Independent Museums (AIM)

The Association of Independent Museums (AIM) is a membership organisation, set up in 1977 with the charitable objectives of supporting independent museums and galleries (whether in membership or not) throughout the UK. AIM is established as an independent charitable trust (No. 1082215) and a limited company (No. 1350939).

Independent museums are the largest group of museums in the UK. Their subject matter is enormously varied, but they share qualities of enthusiasm, optimism, pragmatism and self-reliance.

AIM has over 1200 members across the UK ranging from small volunteer run museums and heritage sites (approx. one third of the membership) through to some of the country's largest museums.

It provides a wide-range of services primarily focused around communications, fostering a sense of confidence and belonging to the heritage and museum sector, grant-giving and developing programmes and research projects relevant to members' needs.

AIM also has an important advocacy role in representing independent museums to policy makers, decision makers and funders. For more information visit www.aim-museums.co.uk. The 2019 Annual Report and Accounts are available here <https://www.aim-museums.co.uk/wp-content/uploads/2020/05/AIM-Annual-Report-and-Accounts-31-December-2019.pdf>



AIM member, Tullie House Museum and Art Gallery, Carlisle

The Opportunity

AIM's trustees are key to our success, helping us to set our future strategy and ensure that we continue to address the needs of our members. We are currently recruiting new trustees and are keen to strengthen the Board by adding new perspectives and voices.

As an AIM Trustee you will use your expertise and knowledge to advocate for museums and the independent sector, representing AIM and independent museums across the UK help develop AIM's networks and influence. We are looking for people who can think and work strategically, have a good awareness and understanding of the independent museum and heritage sector and AIM's work and are ready to advocate for AIM's members and our values.

Applications from people of colour, from disabled people, those who identify as LGBTQ and those aged between 18–30 years are particularly welcome. No previous experience of being a Trustee is necessary. Travel expenses for attendance at Board meetings are paid in line with AIM's Travel and Expenses Policy.



Your Contribution

To make an effective contribution, you will be expected to:

- Become familiar with AIM's Vision and Mission, Strategic Aims, organisation and resources.
- Keep up to date with developments in the independent museum sector. AIM staff will be happy to assist with this by offering advice, suggesting industry e-bulletins and sourcing materials.
- Be prepared for meetings and know the right questions to ask staff – your contribution as a Trustee will be far more effective if you take the time to read the agenda and papers in advance of meetings. And be proactive - contribute to, accept, and stand by decisions of the Board
- Support the staff – the Director looks to the Board for support in their dealings with stakeholders and external parties, such as the media and the public.
- Avoid conflicts of interest – there may well be occasions when your own business or personal interests' conflict with those of AIM. In these situations, Trustees should, at the very least, declare their interest and take no part in the decision-making process. Trustees are required to complete an annual declaration of interest.
- Ensure that AIM adheres to the Charity Governance Code www.charitygovernancecode.org

The Role of the Board

Accountability, Legal and Financial Duties

- reports on AIM's activities, including the achievement of 'public benefit' as a registered charity;
- observes the Memorandum and Articles of Association (governing document), charity and company law and other regulatory requirements;
- safeguards financial stability, including approval of the annual budget and deciding on major resource allocations;
- regularly monitors performance against the annual budget and supporting appropriate management action designed to achieve agreed levels of financial performance.

Policy and Planning

- sets the overall strategic direction, setting policy, defining objectives, setting targets and evaluating performance;



- approves the 'Business Plan' and ensures sustainability of operations;
- ensures that all risks associated with the Association are recognised and that appropriate mitigation are enacted and regularly monitored;
- provides guidance on new initiatives;
- focuses on key issues.

Advocacy

- safeguards the good name, brand and values of AIM;
- promotes the Association, its activities and its needs to the public, private and voluntary sectors to enhance AIM's profile;
- acts as an enthusiastic and well-informed ambassador for AIM at all times.

For more details of the specific legal obligations of trustees visit the Charity Commission website www.gov.uk/government/organisations/charity-commission or review this helpful summary produced by NCVO <https://knowhow.ncvo.org.uk/images/good-trustee-guide-summary>

Your time commitment and term of office

Taking into consideration the frequency of Board meetings (5 times a year), AIM's Annual Conference and the necessity to read reports and other information provided for Trustees, we estimate around 8-10 days commitment a year. Before making an application, you should think carefully about your availability now and in the future. Meetings currently take place online, but prior to COVID were frequently held in locations across the UK. Board members serve an initial term of three years, which can be renewed.

Eligibility

The law places certain restrictions on becoming a charity trustee. For example, you cannot be under the age of 18, previously have been removed from trusteeship by a charity by a Court or the Charity Commission, disqualified under the Company Director's Disqualification Act 1986, or been convicted of an offence involving deception or dishonesty (unless the conviction is spent).

If you are in any doubt about your eligibility, visit the Charity Commission website at www.gov.uk/government/organisations/charity-commission.



AIM member, Beamish Museum, County Durham

AIM's Governance Structure

Members of the Board are drawn from and elected by the AIM membership at general meetings with the Chair and Vice Chair(s), elected from the Board. The Board also puts in place the sub-committees necessary to govern, including several grant-awarding committees.

AIM's Director and the AIM staff team manage and develop AIM, with the Director accountable to the Board. All Trustees will undergo an induction programme.

About AIM's Work

AIM is an Arts Council England (ACE) National Portfolio Organisation - Sector Support Organisation. This is complimented by close working with the Welsh Government in Wales, Museums Galleries Scotland and the Northern Ireland Museums Council.

AIM's work ranges from advocacy work with government and sector bodies through to support programmes, access to grant programmes and targeted communications designed to help our members thrive, stay relevant and enhance their impact. From a highly successful annual conference to distribution of grants to members, governance support and the publication of highly regarded online resources including a series of Success Guides AIM is proactive and practical.



We have a strong partnership with the Charity Finance Group, with AIM members being able to access CFG advice, helplines and other member benefits.

Our programmes are focused on the AIM Hallmarks of Prospering Museums - a structured approach to good practice and the basis on which we help museums and heritage organisations develop and prosper. AIM has a track record of commissioning research and tools to help museums develop including the AIM Economic Impact Toolkit, the Social Impact Toolkit, AIM Visitor Verdict, Admission Charging research, and 'Open-Up' a sector-wide programme to help museums diversify their visitors, in partnership with ACE, Welsh government, the National Museums Northern Ireland and Museums Galleries Scotland.

In 2019 AIM projects and activities included:

Representation and advocacy

- AIM coordinated the sector response to the proposed decapitalisation of business rates and promoted take up of Exhibitions Tax Relief (including the launch of a free ETR helpline)
- Members continue to sign up for free Charity Finance Group membership with a further 130 museums joining in 2019
- AIM developed an exciting new partnership offer with the Association of Chairs

Grant distribution

- £524,487 in 96 grants were committed to member organisations
- From 2020-2022 AIM is distributing £125k per annum across three conservation grant schemes - a further three years of funding secured from the Pilgrim Trust;
- An extension to the AIM Biffa Award History Makers grant scheme was secured, distributing £666k over two further grant rounds
- £55k of AIM Hallmarks Grants were awarded to six museums in a highly sought-after grant round
- 32 Training Grants went to AIM members across the UK, totalling £7573

Governance

- To assist members with governance issues, AIM supported 12 new Prospering Boards consultancies



- AIM agreed a two-year support programme for museums in Wales with the Welsh Government (MALD) to deliver Hallmarks Grants and Prospering Boards consultancies, build a resilience network for museum leaders in Wales and produce further Welsh language support resources

Sector insights and research

- AIM updated its research on the Economic Impact of the Independent Museum Sector, alongside a new toolkit for museums to assess their own impact

Community Building and sharing best practice

- AIM membership grew by 13% in 2019 to 1233 total members, including 1091 museum members
- Held a well-received annual conference at the National Civil War Centre, Newark on Trent
- Continue to develop an effective, collaborative working relationship with Museum Development providers

Workforce development

- AIM is an active participant in the UK museum workforce steering group



Roads to Recovery, AIM's first online annual conference held in June 2020



AIM's Covid-19 response to date

In March 2020 AIM quickly focused its advocacy work and programmes to best support members to survive and sustain the impact of the Covid 19 pandemic. Work has included

- Online surgery support was launched asap in late March for museums to discuss immediate challenges with our Prospering Boards programme consultants
- In early April we launched a now weekly series of 'Hallmarks at Home' Zoom online small group workshops for members to discuss topics of immediate importance with sector experts- eg governance, fundraising, marketing. This programme has now been supported by ArtFund through to March 2021.
- Regular (daily/ weekly) engagement with DCMS, Arts Council England, Heritage Fund and other bodies as appropriate to make the case for support for the independent museum sector. A summary and links to July/August advocacy media coverage is here <https://www.aim-museums.co.uk/coronavirus-covid-19/>
- AIM's annual conference in June was cancelled and pivoted to a virtual 'Roads to Recovery' conference- free to all at short notice. Videos can be found here <https://www.aim-museums.co.uk/virtual-conference/>
- Access to free HR support for AIM members
- Access to support for emergency grant applications and Culture Recovery Fund applications
- AIM was part of the DCMS working group that informed sector guidance on reopening. We produced a bespoke reopening checklist for AIM members in partnership with Museum Development providers <https://www.aim-museums.co.uk/coronavirus-resources/museum-reopening-guidance-checklist/>



How to Apply

Please send a brief CV covering your skills and experience, alongside a covering statement outlining why you would like to join the AIM Board to Director, Emma Chaplin emma.chaplin@aim-museums.co.uk by **5pm Monday 9 November 2020**. We will acknowledge receipt of your application. Shortlisted applicants will be invited to meet with the Appointment Panel. Appointments may be staggered during the course of 2020/21. If you have a disability which makes writing difficult or impossible, it is possible that the application can be completed in a different way. If you have such difficulties, please contact us.

Please also complete the separate *Selection Monitoring Questionnaire* to enable us to monitor the effectiveness of our Trustee recruitment processes, and so that we can ensure selection is carried out fairly. The information you provide will also help us identify any barriers to selection. Your answers will be treated in confidence and used for statistical monitoring purposes only.

Equal Opportunities Statement

This policy statement sets out the AIM's commitment to being an equal opportunities employer and is an integral part of every aspect of our activities. It is based on the most recent legislation and represents the AIM's commitment to tackling inequality, discrimination and disadvantage.

Our goal is equality of opportunity for everyone who uses, visits, works in and works for the independent museum sector, and we will provide services and develop employment practices accordingly. We are committed to making sure that prospective and present employees are afforded equal and fair treatment in relation to recruitment, selection, terms and conditions of employment, training and promotion.

AIM works to actively combat discrimination and make sure that prospective or present employees are not treated less favourably on the grounds of: Gender, Marital Status, Employment Status, Responsibility for Children or Dependents, Race, Colour, Religion, Ethnic or National Origin, Age, Disability, Class, Sexual Orientation, Gender Reassignment or by association with anyone with a protected characteristic or are disadvantaged by the application of any other conditions or requirements, which cannot be shown to be justified.

The *Guiding Principle of AIM's Tackling Inequalities Hallmark* is that our work must be informed by a wider range of voices and perspectives from diverse backgrounds at Board level, in the staff team, and through the grant panels and contractors we work with. New voices will provide us with strategic challenge, informed advice, and a change in how we work and how we view the world that we work in.



Privacy Statement

The information that you provide as part of your application will be used in the selection process. We will hold your data securely and use it only in accordance with our Privacy Policy, which can be viewed at www.aim-museums.co.uk/association-independent-museums-privacy-policy/

Reference and Administrative Information

Charity Registration Number 1082215

Company Registration Number 1350939

Registered Office

AIM Office, National Waterways Museum, South Pier Road, Ellesmere Port CH65 4FW