



**Association of  
Independent  
Museums**

Helping Heritage  
Organisations Prosper

# Trustee Recruitment Pack

Spring 2022



# Welcome

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 and well-respected advocacy role, and a wide range of programmes, grant partnerships, and resources designed to help independent museums and heritage organisations stay relevant, be successful, and have a meaningful impact.

Over the last two years AIM has focused on helping our members and the wider culture sector through Covid and preparing for the future with strong governance, effective business operations, and a focus on equity and using collections to tell new stories built around our Tackling Inequalities Action Plan. We are an increasingly loud and persuasive sector voice, representing our 1,200 members and ensuring that the interests of independent museums and small museums are heard with decision-makers around the UK.

As well as our members our activity is funded by sources including Arts Council England as a Sector Support Organisation, the Welsh Government, the National Lottery Heritage Fund, and a number of philanthropic organisations.

In 2027 AIM will achieve a milestone 'birthday', fifty years after being established. Over the coming years our Board will guide us through building on our history and the successes of recent years to be seen as working for and with our members to provide the guidance, funding, events, and networks that enable them to maximise their potential; the leading organisation for governance in the museums sector; an influential voice in policy debates advocating for the role of independent museums in their communities; and a desirable partner for grant-making and other activities.

We are looking for enthusiastic people to join our engaged and skilled Board and help us meet these exciting goals.

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.

Thank you for your interest in AIM and we look forward to seeing your application.



Andrew Lovett, Chair



Lisa Ollerhead, Director

# About the Association of Independent Museums

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). The articles of association can be read [here](#).

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 (approx. two thirds 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](http://www.aim-museums.co.uk). More details on our current financial position are contained in our latest Annual Report & Accounts, available at <https://aim-museums.co.uk/wp-content/uploads/2021/05/4.-AIM-Annual-Report-Accounts-2020.pdf>

## The Opportunity

AIM's Board members 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 members and are keen to strengthen the Board by adding new perspectives and voices.

As an AIM Board member 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.

# Person specification

We are looking to appoint up to four new Board members. We are seeking people with the following skills:

- Strategic thinking and planning – looking at the environment our members are in, helping set goals for how AIM can support them, and contributing to the activities that mean AIM can meet those goals
- A team player able to contribute to a group with collective accountability
- Ability to synthesise information presented by the staff and make effective decisions
- Awareness and understanding of the independent museum and heritage sector
- The ability to advocate for AIM within the sector

In order to best represent and support our membership we are also particularly interested in appointing Board members with the following experience and expertise:

- A Chartered Accountant to sit on a refreshed finance committee and support budgeting, financial reporting, and meeting charity finance requirements
- People currently working in roles other than senior leadership e.g. volunteers, front of house and visitor services, freelancers, learning and education, curators
- Working in or governance of small museums (fewer than 20,000 visitors annually)
- Equity, diversity and inclusion in museums including access experience and lived experience
- Industrial heritage
- Military museums
- Digital in museums and heritage
- Environmental sustainability
- General legal knowledge and particularly governance and charity law

At least one new appointment will be made to an individual currently involved in the museums or heritage sector in Wales. We are also particularly interested in applications from people involved in the museums sector in Scotland and Northern Ireland.

Applications from people from minoritised ethnicities, from disabled people, those who identify as LGBTQIA+, and those aged between 18–30 years are particularly welcome.

No previous experience of being a trustee or serving on a board is necessary. For Board members with limited or no board experience, support is available including attendance on AIM's trustee induction course or other AIM training sessions, mentorship and 'buddying', and other professional development by agreement with the Chair and Director.

While the role is unpaid, reasonable 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:

- Attend five Board meetings per year, currently a mix of in person meetings around the country and online meetings, plus additional sessions as the Board may decide including an annual strategy away day and the Annual General Meeting held at AIM Conference;
- Become familiar with the AIM's Vision and Mission, Strategic Aims, organisation and resources;
- Keep up to date with developments in the independent museum sector, including contacts with members with AIM staff support. AIM staff will be happy to assist with this by offering advice, suggesting industry e-bulletins, and sourcing materials;
- Be prepared for meetings, bringing your views and expertise to bear on the issues the Board is asked to consider and decide upon, and know the right questions to ask staff – your contribution as a Board members will be far more effective if you take the time to read the agenda and papers in advance of meetings;
- 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;
- Share your networks and contacts appropriately to help further AIM's work;
- Avoid conflicts of interest – there may well be occasions when your own business or personal interests conflict with those of AIM. In these situations, Board members should, at the very least, declare their interest and take no part in the decision-making process. Board members are required to complete an annual declaration of interest;
- Ensure that AIM adheres to the Charity Governance Code [www.charitygovernancecode.org](http://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 the 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](http://www.gov.uk/government/organisations/charity-commission)

## 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 Board members, we estimate around 8-12 days commitment a year. Before making an application, you should think carefully about your availability now and in the future. The Board is currently transitioning from fully online during Covid to a mix of two to three in-person meetings per year, which may take place anywhere around the UK, and the remainder online. Board members serve an initial term of three years, which can be renewed up to a maximum of nine years (three terms).

## AIM's Governance Structure

Members of the Board are drawn from and elected by the AIM membership at general meetings with the Chair and Deputy 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.

## 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](http://www.gov.uk/government/organisations/charity-commission).

# About AIM's Work

AIM is an Arts Council England (ACE) National Portfolio Organisation - Sector Support Organisation and during spring 2022 will be applying to maintain this funding in the 2023-26 National Portfolio.

This is complemented by close working with the Welsh Government, 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.

During covid, AIM has consolidated its position as a trusted voice to government, playing the key role amongst museums sector bodies in collating and demonstrating museums at risk and their need for support, which fed directly into the DCMS internal and HMT discussions and policymaking that became the Culture Recovery Fund. Members have praised our increased visibility and advocacy ensuring the needs of independent museums have been understood as the part of the sector most quickly and seriously affected by covid, closure, and loss of income. That advocacy continued throughout 2021, sharing intelligence and information about the situation and needs of independent museums and heritage, as well as disseminating information and supporting members to access support funding across the UK.

With ACE support we have provided a number of Prospering Boards consultancies and microconsultancies which give beneficiaries highly experienced support to diagnose and address a range of organisational issues. We have also continued to keep members and others up to date with the Bulletin, eNews, and trustee newsletter; continued and expanded training through the Hallmarks at Home workshops, supported by the Art Fund, including our new Tackling Inequality Hallmark; and continued refreshing publicly- and freely-available resources such as the Success Guides. We have run leadership programmes with the Welsh Government (a resilience scheme and a rising leaders scheme) and piloted a new programme, Spark!, for leaders in museums in England seeking peer support.

Over the last eighteen months we have also continued the other important strands of our work including our successful grantmaking partnerships with the Pilgrim Trust (conservation grants) and Biffa (History Makers), as well as securing a major strategic investment from the National Lottery Heritage Fund (New Stories New Audiences, enabling Lottery funding to benefit the smallest museums in our membership to use their collections to engage more people with their collections) and creating a new grants scheme generously funded by the Arts Scholars.

# About AIM's Work

In 2021 AIM was proud of the following achievements:

## Representation and Advocacy

- AIM maintained advocacy with DCMS, Arts Council England, Heritage Fund and others in March and has continuously made the case for support, helping ensure the Culture Recovery Fund extension announced in spring 2021 supported the needs of independent museums.
- AIM supported the case for further rounds of the Museum Estates and Development Fund, which was confirmed in the autumn Spending Review.
- AIM continued to work alongside other sector bodies to support fair and consistent business rates for museums, in particular supporting on ongoing appeal with a major service in the north east.
- AIM helped secure the confirmation and extension of the Museums and Galleries Exhibitions Tax Relief Scheme, and will continue to advocate for its permanency.

## Grant Distribution

- £330,000 distributed to grant recipients across the UK.

## Programmes

- We provided 27 Prospering Boards consultancies in England and Wales supporting individual museums to identify and tackle governance challenges, and 3 micro-consultancies
- 50 'Hallmarks at Home' online sessions, offering support from sector experts on topics such as governance, fundraising, marketing and more, and 2 rounds of our new chargeable trustee induction
- AIM ran our second virtual conference, with a chargeable approach for the first time. Over 300 people attended the three days 'Supporting. Sharing. Strengthening' sharing the experiences and innovations of independent museums during covid.
- 13 participants in the Spark! programme attended 2 action learning sets, 2 workshops and 1 individual coaching session each
- Participants in the Network for Resilience in Wales scheme attended a 2-day virtual residential, 3 full day workshops and 26 2-weekly lunch time catch ups
- AIM continued to implement our 'Tackling Racism, Tackling Inequality' Response and Action Plan, challenging ourselves and our members to use our organisations and our heritage to tackle the inequalities that persist in society. A Hallmarks Grants scheme focused on the new Tackling Inequality Hallmark was awarded in early 2021 and a second round was launched at the very end of the year.
- Dealt with 140 enquiries

The work continues...



# How to Apply

To apply, we would like to understand why you would like to join the AIM Board and that you have the skills and experience we are looking for. We will accept applications in various formats including CV/cover letter and video applications.

Whatever format your application is in, you might wish to structure it by taking each of the five points under the person specification in turn and telling us the ways in which you have previously demonstrated having those qualities in your jobs, personal life, or other non-job experiences, or how you have the potential to demonstrate those qualities.

Please send your application to Director, Lisa Ollerhead, at [aimadmin@aim-museums.co.uk](mailto:aimadmin@aim-museums.co.uk). We will acknowledge receipt of your application. Sifting will take place mid-April 2022. Shortlisted applicants will be invited to meet with the Appointment Panel in late April or mid-May. Appointments will be confirmed at the June 2022 AGM and starting meetings may be staggered over the remainder of 2022. Please also contact us if you would like a chat about the Board and your candidacy before applying.

If you require any adjustments to the recruitment process please contact us. Candidates are also asked to complete a diversity monitoring questionnaire found here [<link>](#)

# Equal Opportunities Statement

This policy statement sets out 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: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

The Guiding Principle of AIM's Tackling Inequality 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.

# Data Protection Act 1998 and Immigration, Asylum and Nationality Act 2006

The information that you provide as part of your application will be used in the selection process. All information about you will be securely held, with access restricted to only those involved in dealing with your application. Unless you are appointed, your data will be kept for 12 months and then destroyed.

By submitting your application and Selection Monitoring Questionnaire, you are giving your consent to your data being stored and processed for the purposes of the selection process.

In order to comply with the Immigration, Asylum and Nationality Act 2006 it may be necessary to see proof of your right to live and work in the United Kingdom. If proof is required, we will request it once an offer of employment has been made but before you take up employment.

## 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

Cover: 'Trumpet Boy' by Yinka Shonibare, The Foundling Museum