

WIKIMEDIA UK

STRATEGIC PLAN 2016 - 19

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1. INTRODUCTION

Wikimedia UK's three year strategic framework and plan was developed in early 2016, following a year of transition for Wikimedia UK which resulted in a new Chief Executive, a restructured and streamlined staff team and a board of trustees with four new members. The previous strategy was due for a review and it seemed like a timely moment to undertake a strategic planning process, led by the Chief Executive, but which the board, staff and volunteers could feed into in order to develop a shared sense of direction for the future.

The process of creating the plan included a strategic away day with the board in December 2015 and planning sessions with the staff team in early 2016, followed by consultation with our community of volunteers, editors and members. The outputs from this process were a renewed strategic framework to 2019 outlining the charity's vision, mission, values, planned outcomes and strategic goals; a three year business plan (this document) putting the strategic framework in context by articulating the external drivers, planned programmes and internal resources; and an annual delivery plan which details our projects and activities for the year ahead, linking these back to our overall aims.

This plan has been updated in January 2018 - just before the start of the third and final year of the strategy from 1st February 2018 to 31st January 2019 - to reflect any major changes to the internal and external environment and incorporate our updated metrics and targets for the year. The 2018/19 delivery plan and the budget for the year sit alongside this strategy.

Wikimedia UK has achieved or exceeded the majority of our targets for 2017/18 and has a full programme of activity planned for the upcoming financial year that builds on the momentum and success of the past few years. 2018/19 is the final year of Wikimedia UK's 2016 - 19 strategy, during which we will continue to:

- Work with partners to identify, share and reuse collections that address content gaps on Wikimedia and that enable underrepresented groups to access their heritage and contribute to open knowledge
- Promote understanding of open knowledge, influence public policy and legislation, and develop our public profile as well as our credibility within the cultural, education and open sectors within the UK
- Develop our work with educators and learners, expanding our delivery within higher education whilst also piloting new initiatives with the schools sector

Following several years of staff stability, there will be some temporary and some permanent changes during 2018, with two of the three senior managers taking periods of leave, the appointment of a new part time member of staff in Scotland and a new Programme Co-ordinator in London, covering a one year sabbatical.

2. STRATEGIC FRAMEWORK

Wikimedia UK believes that open access to knowledge is a fundamental right, and a driver for social and economic development. We work with the Wikimedia Projects such as Wikipedia to enable people and organisations to contribute to a shared understanding of the world through the democratic creation, distribution and consumption of knowledge. We are committed to the ideal of a world in which every single human being can freely share in the sum of all knowledge, and believe that here in the UK, we can play a unique and important role in realising that vision.

Our **vision** is of a more tolerant, informed and democratic society through the shared creation of, and access to, open knowledge.

Our **mission** is to support and advocate for the development of open knowledge, working in partnership with volunteers, the cultural and education sectors and other organisations to make knowledge available, usable and reusable online.

Our **values** are:

- Freedom
- Accessibility
- Quality
- Community
- Transparency
- Diversity
- Independence

Our **operating principles** are based on our values, as follows:

- We promote the values inherent in the concept of open knowledge
- We promote the use of licences, formats and sources that support open knowledge
- We promote the provision of high quality open knowledge to all
- We recognise that the contribution of volunteers is central to our activities
- We encourage, involve and engage members of our community
- We learn from and openly share our learning with the global Wikimedia movement
- We are transparent in our operations
- We support, encourage and promote diversity within our community
- We are an independent UK charity that engages actively with the global movement

Wikimedia UK is working towards the following longer-term benefits, or **outcomes**:

1. Our work has significantly increased access to knowledge about, or held in, the UK
2. The Wikimedia projects reflect our diverse society and are free from systemic bias
3. Learners in the UK are able to understand and engage with open knowledge
4. Wikimedia UK is recognised as a leading organisation for open knowledge

In order to support the achievement of these outcomes, during 2016 - 19 our **strategic goals and objectives** are as follows.

Strategic Goal 1: Increase the quality and quantity of coverage of subjects that are currently underrepresented on Wikipedia and the other Wikimedia projects

Our objectives under this aim are to:

- Develop a range of partnerships with content-holders such as galleries, libraries, archives and museums, working with these organisations to unlock cultural heritage assets and other content, and increase public engagement with these collections
- Develop projects that specifically address inequality on the Wikimedia projects, with a particular focus on the gender gap and on geographical bias, both within the UK and globally
- Engage with volunteers regularly and effectively, supporting the development of a thriving volunteer and editor community in order to maximise the reach and impact of our work, and our ability to address content gaps
- Ensure that we are working to diversify content producers by widening our volunteer and editor community, including actively encouraging women and other underrepresented groups to participate

Strategic Goal 2: Support the development of open knowledge in the UK, by increasing the understanding and recognition of the value of open knowledge and advocating for change at an organisational, sectoral and public policy level

Our objectives under this aim are to:

- Develop the identity and increase the profile of Wikimedia UK in order to engage with as wide a range of volunteers, editors and participants as possible, connect with potential partners and supporters, and increase public awareness of open knowledge
- Support and encourage long-term, sustainable change in policy and practice within individual organisations in the GLAM sector and beyond, through a combination of staff training and development, engagement events for volunteers, visitors and online audiences, the release and distribution of content (including text, media and data), policy development, internal and external advocacy and education initiatives.
- Advocate for change across the cultural sector by showcasing the benefits of working with Wikimedia UK and open knowledge at events and conferences; facilitating dialogue amongst key institutions; and leading or participating in joint open knowledge initiatives
- Engage with other Wikimedia and open knowledge communities by working in an open way to facilitate, and contribute to, shared learning across the global movement
- Contribute to initiatives that seek to influence public policy and legislation affecting open knowledge - both within the UK and at an EU level - for example by supporting the work of the EU Free Knowledge Advocacy Group (a partnership of Wikimedia chapters), and playing a lead role in the WMUK Advocacy Working Group

Strategic Goal 3: To support the use of the Wikimedia projects as important tools for education and learning in the UK

Our objectives under this aim are to:

- Engage Wikimedia volunteers and advocates and partners from the education sector in the development and delivery of this programme, to ensure that we are directing our resources appropriately and responding to needs, issues and opportunities
- Connect with the education and OER sector through speaking at conferences and events about the work of Wikimedia UK, the Wikimedia projects more broadly and how open knowledge can support and enrich their work with learners
- Further develop our work within the higher education sector using the Wikipedia in the Classroom tool, and exploring other models that could lead to online impact
- Facilitate pilot activities within a range of educational settings that support the use of Wikimedia projects as a tool for teaching and learning, with a focus on digital literacy, and advocate for the inclusion of Wikimedia in curriculum, syllabus and course development
- Develop appropriate content for learners and educators. This could include video, downloadable materials for teachers such as lesson plans, or online learning tools and platforms; investing in the development of software support or other technological innovation as appropriate.

In line with our mission and our operating principles, Wikimedia UK will ensure that we are engaging with and involving volunteers in the delivery of all of our activities, in addition to those specifically focused on our volunteer and editor community. At an operational level, we will also:

- Use effective and high quality governance and resource management processes, with a high level of openness and transparency and robust systems to measure and report on impact
- Make the most effective use of our resources as a charity in which volunteers play a central role alongside paid staff and a non-executive board
- Work proactively towards the development of a stable, sustainable and diverse funding base
- Encourage technological innovation that supports the delivery of our vision and mission and benefits others in the Wikimedia movement
- Ensure our activities all lead directly or indirectly to increased online impact, setting ourselves ambitious targets for the development of our work and the extent of our reach and engagement in the UK and beyond

Wikimedia UK is committed to increasing diversity within our community and our workforce, and ensuring respectful and professional working relationships irrespective of individuals' personal characteristics such as religion, political belief, sexual identity, nationality or disability.

3. EXTERNAL CONTEXT

The reach and impact of Wikimedia UK is inevitably influenced by our external environment, both locally in the UK and globally. Over the past year the UK has continued to experience high levels of political turmoil, with a snap election in May 2017 (during which the Conservative Government lost its majority), and the ongoing Brexit negotiations dominating the political and cultural conversation. It's clear that whatever form the UK's exit from the EU takes will have far reaching implications for the UK's economy, political landscape, international influence, society and legislative agenda for decades. Another Scottish referendum is also more likely following Brexit, the outcome of which could have a direct impact on the charity given our work in Scotland.

Radical changes within education, health, social care and welfare over the past decade have been matched by an equally fast pace of technological change. The ways in which knowledge is created, shared and experienced are transforming, and whilst Wikipedia and the other Wikimedia projects have been at the forefront of this change, it's essential that these platforms remain relevant and credible in order for the charity to have the greatest possible impact on open knowledge. Whilst the use of digital technologies in the UK has become mainstream, there are still an estimated 8 million people without online access, with older people and disabled people particularly likely to be excluded.

Technological and social developments are changing the ways in which both people and data are connected; with issues around personal data and legal consent becoming increasingly complex. The concept of open is becoming a more convincing economic proposition, as well as a crucial factor in social equality. The move towards more open government practices in the UK is a positive step, with Scotland and Wales making notable strides towards open. At the same time a rising 'fake news' culture has affected our interactions with the media and educational institutions quite significantly over the past year and is likely to continue to do so, as we position ourselves as a source of neutral information and knowledge with an important role to play in developing information literacy.

The relationship between the producers and consumers of all kinds of online content is increasingly fluid, and people's expectations of being able to find, use and reuse information are higher than they have ever been. The UK is home to some of the world's most important galleries and museums, and as a charity we need to work with the gatekeepers of these collections, supporting the cultural heritage sector and other organisations who hold large repositories of information to understand their crucial role in developing open knowledge.

At the time of updating this plan, Wikipedia has just celebrated its 17th birthday and has over 43 million articles created by volunteer editors all over the world. The community has worked together over the past year to create a new strategic direction as part of Wikimedia 2030, and the coming year will see further discussions at a global level as the movement develops plans for how to achieve this direction and ensure knowledge equity. The UK has an important role to play in this dialogue and will continue to do so, whilst also considering our own future strategic development.

4. PROGRAMMES AND TARGETS

In 2018/19 Wikimedia UK will continue to develop and deliver work within three distinct but interconnected programme strands:

Diverse Content and Contributors

The UK is one of the most culturally diverse countries in Europe, with over 300 languages spoken including many immigrant languages - mainly from South Asia and Eastern Europe - and indigenous living languages including Welsh and Scottish Gaelic. With the country's imperial and colonial history and world class cultural holdings we believe that we have a responsibility to facilitate digital cultural repatriation, and reanimate cultural heritage for new and diverse audiences. Our work with minority languages is also gaining momentum and we will continue to develop this in 2018, sharing our learning nationally and internationally.

Wikimedia UK is committed to developing projects that help to address the gender gap; and as well as promoting and advocating for the involvement of women and other underrepresented groups on Wikimedia, the Chapter works proactively with our partner institutions and other content holders to encourage them to consider how their own activities and collections could support this work. Many of our Wikimedians in Residence have embraced the gender gap as a cross-cutting theme for all of their partnership activities, and even when the focus of their events and programmes is on another aspect of our strategy - such as education or minority languages - they are mindful of the need to reach out specifically to women, and to look for and uncover women's hidden histories within the collections of the institutions they are working in.

Organisational partnerships are key to delivering this programme, and Wikimedia UK has established ongoing, highly successful partnerships with a wide range of institutions across the UK. In particular, we currently have Wikimedians in Residence at Bodleian Library (the main research library of the University of Oxford and one of the oldest libraries in Europe), SLIC (Scottish Libraries and Information Council), University of Edinburgh (who have committed funding for this full time post until at least January 2019) and Wellcome Library (one of the world's major resources for the study of medical history). The Wikimedian in Residence at the National Library of Wales was made permanent earlier this year, and we will continue to work closely with him and the wider institution in 2018/19.

We have found that whilst small, one-off projects and events can be a useful starting point for a longer-term relationship with an organisation, ongoing partnerships that run over a number of years result in the best outcomes in terms of both the increased content generated for Wikimedia, and creating sustainable, institutional-wide change. We will continue to innovate through our partnership work, both within individual organisations and by supporting or facilitating sector-level dialogue and multi-partner collaborations towards open. We will also continue to deliver smaller-scale partnership activities that meet our aims and objectives; some of which are described in this proposal, while others are likely to emerge throughout the year in response to new opportunities.

Promoting Open Knowledge

Promoting open knowledge is one of our three strategic goals as an organisation and is therefore a key programme strand; although inevitably this work crosses over with our communications activities which are articulated in more detail within our 2016 - 19 communications strategy. We advocate for open within all the partners we work in, as we recognise the importance of one-to-one relationships in creating sustainable change. However we are increasingly seeking opportunities to amplify these messages by contributing to sector-wide platforms - such as events, conferences and publications - and developing large-scale partnership projects that can generate significant media coverage, such as the the BBC 100 Women collaboration and the proposed Amnesty International project in 2018. This programme also includes our public policy activities, both at an international level through our involvement with the the EU Free Knowledge Advocacy Group, and our work on UK legislative and policy issues.

Wikimedia UK is increasingly becoming recognised as a credible voice on diversity issues within the open knowledge and wider technology, cultural and educational sectors, with our Chief Executive giving talks on this theme at the Open Data Institute, OSCON, MozFest, OER and CILIP over the past year or so, and recent presentations [Discovering Collections](#), [Discovering Communities](#) in November 2018 and the [REMIX Summit](#) in London in January 2018. Our CEO and other staff and board members have also been interviewed about the gender gap by the media, and a new book to be published in February 2018 - *Feminism and Museums: Intervention, Disruption and Change*, will feature a 6000 word chapter by our CEO, sharing insights into local and global initiatives to tackle the gender gap in partnership with museums and the broader cultural sector.

The key themes for our advocacy programme in 2018 are:

- Working towards institutional change
- Promoting open knowledge at a sector-wide level, particularly culture and education
- Influencing public policy and legislation
- Increasing public understanding of open knowledge

Education and Learning

Wikimedia UK believes that engaging with Wikipedia and the other Wikimedia projects - particularly through becoming a contributor - can enable learners to understand, navigate and critically evaluate knowledge and information. Our third programme strand is therefore focused on the development of Wikimedia as a teaching and learning tool in the UK, with content production as an output but not the key outcome of this work.

We are currently collaborating with a range of prestigious higher education institutions in the successful delivery of Wikipedia in the Classroom, with these partnerships set to continue in 2018. In particular, our Wikimedians in Residence at the University of Edinburgh and the University of Oxford are proving crucial in unlocking the potential for Wikimedia in higher education and developing success at scale. Over the next year we will also continue to

develop resources and materials for educators to support their work with Wikimedia and education, and facilitate networking and peer-learning opportunities amongst Wikimedians, lecturers, researchers, teachers, learners and others working at the intersection of Wikimedia and the formal education system.

Our ongoing advocacy work within the higher education sector is important in normalising the use of Wikimedia in both undergraduate and postgraduate study; and this is supported by key partners acting as ambassadors for our work and speaking compellingly about the value of Wikimedia within universities, such as Melissa Highton, Assistant Principal Online Learning at the University of Edinburgh. However, there is more work to be done to make the case amongst educators that Wikimedia can be an incredibly useful tool in developing the 21st century skills required of students (and also important for educators) such as information and digital literacy, academic writing and referencing, critical thinking, literature review, writing for different audiences, research skills, communication skills, collaboration and online citizenship.

Wikimedia UK is increasingly working with the research community to embed open knowledge into research projects and encourage open access to research outputs and data from an early stage - with particularly notable success with this approach through the residency at Oxford University - and to support the use and reuse of higher education open research outputs beyond the academic sector. We are also exploring the potential to engage with and promote Wikimedia to research support officers within libraries and education institutions - as they are often key to managing research outputs - and to build links with Research Councils. This area of work cuts across our other programme strands, including the promotion of open knowledge and opening up diverse content.

Education and Learning is a relatively new programme strand for Wikimedia UK and whilst we are increasing our reach and profile within the higher education sector, the mainstreaming of Wikimedia within the UK schools system is a longer term ambition. Given the scale and diversity of the schools sector within the UK - with around 25,000 settings in total - we need to be mindful of our capacity to engage with schools in a meaningful way. Our current strategy is therefore to develop and deliver a small number of pilot projects from which we can draw key lessons and success criteria for working with young people and Wikimedia, in order to develop shared resources, make the case to policy makers, and cascade learning (for example through teacher training within the UK or through global movement sharing). All of our work in education and learning link to the United Nations [Sustainable Development Goal](#) to ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Quantitative indicators for 2018/19 across all programmes (with baseline metrics)

Indicator	2016/17 Actuals	2017/18 Targets	2017/18 Actuals	2018/19 Targets
Participants	4021	4000	6252	5,200
Newly registered editors	896	1000	1094	800
Articles added/improved	474,030	90,000	408,947	202,000
Volunteer hours	19,278	16,000	17,981	18,300
Total direct engagement	72,529	54,145	85,601	65,550
Leading volunteers	203	145	275	250
Female % of above	35%	33%	49%	38%
Volunteers would recommend WMUK	72%	85%	81%	85%
Volunteers feel valued by WMUK	82%	80%	76%	80%
Volunteers have developed new skills	68%	75%	81%	75%
Images/media added to Wikimedia Commons	45,554	20,000	27,207	20,000 (plus mass uploads)
Images/media added to Wikimedia pages	2864	2000	8456	3,000
% used in content pages	13%	10%	32%	15%
New articles added	368,467	8000	50,798	30,000
Digital media reach	68,259	50,000	79,074	60,000
Responses to consultations	4	3	4	3
Policy change affected	5	3	3	3

5. COMMUNICATIONS

A three year communications strategy for Wikimedia UK was developed and agreed in 2016, line with our overall organisational strategy and with input from the staff team, trustees, volunteers with specialist knowledge and expertise and the wider community. The strategy details our plans and priorities in terms of communications over the next three years and should be read in conjunction with this plan. Wikimedia UK's communications support the delivery of our overall organisational strategy, with the planned outcomes of these activities being to:

- Increase Wikimedia UK's **profile, reputation and influence**
- Increase **public awareness and understanding** of open knowledge
- Demonstrate our **impact and value** to funders and partners
- Engage new and existing **participants, volunteers and members**

Based on these outcomes, our communications priorities for 2016 - 19 are to:

- Develop the Wikimedia UK **brand**
- Increase our **social media** presence
- Improve **online information** about Wikimedia UK and open knowledge
- Increase positive **media coverage** of Wikimedia UK

Our stakeholders and target audiences are described in detail in the communications strategy but broadly consist of:

- Wikimedia UK community and the wider global Wikimedia movement
- Partner organisations
- Funders and supporters
- Potential new partners, funders and participants
- Readers/users of the Wikimedia projects
- Related sectors (culture, education, technology and the open movement)
- Print, broadcast and online media
- Central and local government

Wikimedia UK has created a set of key messages aligned with the Wikimedia Foundation's movement wide messaging strategy, as follows:

1. Wikipedia is a not-for-profit website built on the contributions of volunteer editors and owned by the Wikimedia Foundation, based in the US.
2. Wikimedia exists to make knowledge open and freely available.
3. Wikimedia UK is the national charity for the global Wikimedia movement and enables people and organisations to contribute to a shared understanding of the world through the creation of open knowledge.
4. Wikimedia UK is a leading organisation within the open movement and is committed to the ideal of a world in which every single human being can freely share in the sum of all knowledge.

5. Wikimedia UK is helping to build an inclusive online community and ensure that the Wikimedia projects reflect our diverse society and are free from bias.

We have also developed a set of key messages about Wikimedia UK, which will form the core of our brand positioning statement, as follows:

1. Wikimedia UK works in partnership with the cultural and education sectors and other organisations to make knowledge freely available, usable and reusable online.
2. The work of Wikimedia UK, and our partners and volunteers, is significantly increasing access to knowledge about the UK and the people that live here, with a focus on underrepresented subjects and content.
3. Wikimedia UK is an educational charity and supports learners in the UK to understand and engage with open knowledge.

6. FINANCES AND FUNDING

This business plan is being developed at a time of continued strain on both public and private finances in the UK and globally, accompanied by ongoing cuts to central and local government funding which are having serious repercussions for the wider voluntary and charitable sectors, as well as the cultural partners that Wikimedia UK works with and our own fundraising efforts.

The budgeted income for Wikimedia UK in the financial year 2018/19 is £731,000, compared to a budget of £651,250 and an actual income of £690,927 in 2017/18. This higher budget reflects a growth in our grant from the Wikimedia Foundation of over 10% and increasing success in securing gifts in kind from partner organisations. Whilst our income from major donors, trusts and foundations is growing more slowly than we anticipated at the start of this strategic planning period, income from individual donors (not including those over £1000) remains relatively steady, with an overall attrition rate of 3.49% during 2017/18 compared to 5.42% in 2016/17 and 6.83% in the previous year.

Over the three years of the plan, our key financial drivers are as follows:

Year 1 (2016/17) - Consolidate the more stable financial position achieved in 2015/16 by creating a break-even budget for 2016/17 and ending the year without drawing on our reserves. Renew contact with our individual donors, increase the amount of resources we are able to leverage through gifts in kind and develop our capacity for fundraising from trusts and foundations.

Year 2 (2017/18) - Continue to maintain our reserves position by achieving a steady growth in individual donations (including major gifts), Gifts in Kind and income from trusts and foundations, growing our programme delivery budget and maintaining similar levels of operational spend whilst ensuring a smooth, well-managed office relocation

Year 3 (2018/19) - Increase funding from sources other than the Wikimedia Foundation, ensuring that the latter represents less than half of our overall income (with a target ratio of

no more than 40% WMF funding and at least 60% from other sources), and expand the programmes team with the appointment of a dedicated Scottish Co-ordinator.

Wikimedia UK's Reserves Policy was reviewed and updated at the start of the 2016/17 financial year, with the target of holding between three and six months of operating costs in reserve. Our current reserves position is 4.6 months, all in free, unrestricted reserves.

Our internal reporting mechanisms for major risks adhere to Charity Commission guidelines, with our risk-rating system based on best practice and reviewed regularly by the Audit and Risk Committee, and all major risks reported to the full board.

7. THE WIKIMEDIA COMMUNITY

For the purposes of this plan, the Wikimedia Community is made up of volunteers, members and editors of Wikipedia and the other Wikimedia projects, and the Wikimedia UK staff and trustees; with some people connected with the charity fulfilling several of these roles at once. This community is absolutely crucial to the whole Wikimedia movement, and central to the work of Wikimedia UK. The successful delivery of this business plan will depend in great part to the extent to which the charity is able to recruit, retain, support and develop volunteers, providing them with a range of ways in which to engage with the Chapter and with the Wikimedia Projects.

Wikimedia community members play many vital roles in Wikimedia UK's work, including:

- Hosting, organising and leading edit-a-thons or other training events with partners
- Contributing mass uploads to Wikimedia Commons
- Participating in the Board as an elected or co-opted Trustee
- Participating in Board Sub-Committees as a non-board member
- Participating in the Evaluation Panel, which approves grants and other projects
- Developing project proposals for consideration by the Evaluation Panel
- Organising and/or participating in a working group
- Being an ambassador for open knowledge and WMUK within their own community
- Speaking at events or conferences on behalf of the charity
- Responding to community consultations and strategic development and planning
- Involvement in public policy and advocacy work

As indicated above, volunteers form part of the development and decision-making processes of the charity at every level, including our board, sub-committees, the evaluation panel and working groups.

Working groups are made up of interested and knowledgeable volunteers who get together to work on specific areas of work in relation to WMUK, and can undertake voluntary activities that forward the mission of the organisation with light-touch support from the staff team. Working groups can also be incubators for more substantial pieces of work that would benefit from the involvement of the programmes team or other staff, and for which funding is required; either from the charity's core budget or from an external funding source.

The ways in which the charity supports and develops volunteers and editors is outlined elsewhere in this plan, under the Community Programme, but primarily includes the provision of training to develop volunteer skills and the distribution of small project grants, as well as signposting to other opportunities that may be of interest within our own or other organisations.

8. STAFF AND BOARD

Wikimedia UK has a strong, supportive and involved board of trustees of 10 members, made up mainly of people elected by WMUK members, with some co-opted members. Meetings of the full board are held quarterly, attended by trustees and the Senior Management Team. The board and senior management team also have an annual away day, with plans to involve other staff in these meetings in future, as appropriate. Volunteers are encouraged to attend board meetings as observers if they would like to, however some sessions may be held 'in camera'.

There are currently two board sub-committees which also meet quarterly. The Governance Committee meets a month before the full board and is responsible for looking at governance issues in detail, and the Audit and Risk Committee meets shortly in advance of every board meeting to examine financial material in detail and report back to the full board on any issues and recommendations. Membership of both these sub-committees is made up of both trustees and external members, following a change to our Articles in 2015 that has enabled us to invite specialist volunteers onto our committees. Both meetings are attended by the Chief Executive, with the Director of Finance and Operations also attending ARC.

In addition to the two sub-committees, towards the end of 2015 the charity established a Partnerships Advisory Board, convened and chaired by the Chief Executive, to advise the staff team and board at a strategic level about partnership working. The group has a particular focus on the education and GLAM (galleries, libraries, archives and museums) sectors, but with a broader remit to explore where there is the greatest potential for WMUK to deliver its strategy and achieve maximum reach and impact.

Wikimedia UK has a small but growing staff team. The charity is led at an executive level by an experienced Senior Management Team comprising a Chief Executive, Director of Finance and Operations and Head of Programmes and Evaluation. With the planned appointment of a part time staff member in Scotland, by March 2018 the staff team will include four Programme Co-ordinators, with two based in the London office and dedicated staff in both Scotland and Wales. A Communications Co-ordinator reports in to the Chief Executive, and at the start of the 2018/19 financial year there are three assistant level posts within the organisation, each reporting to a member of the Senior Management Team. The organisation remains committed to staff development and will continue to encourage those who work for and with us to seek out opportunities to develop their skills, experience and networks. The staff team and board are each currently made up of 60% women, and we are keen to become a more culturally diverse organisation - particularly given our strong strategic focus on diversity and equality across our programmes.