

Wikimedia UK Board Meeting

15th June 2017, 6pm - 8.30 pm, Development House

AGENDA

Housekeeping (6pm)

1. Apologies
2. Declaration of interests
3. Approval of minutes of the previous meeting
4. Matters arising

Chief Executive reports (6.20pm)

1. CEO quarterly report
2. Quarter 1 2017/18 Performance Report

Board Committee and Financial Reports (6.50pm)

1. Govcom update
2. ARC report and papers, including:
 - Q1 Financial Management Report
 - Board Commentary
 - Office Move - update on progress/terms of lease
 - Major Risks Register

Chair Election (7.20pm)

1. Election of prospective Chair of the Board of Trustees

Consent items (7.30pm)

1. Annual Report and Accounts for 2016/17
2. AGM
 - Update
 - Approve [board resolutions](#)
 - Agree [draft minutes of 2016 AGM](#), to present to the meeting

AOB (8pm)

Board In Camera discussion (8.10pm)

Close (8.30pm)

Board Meeting Minutes - 11th March 2017

The meeting was held at Development House, London. The meeting opened at 10:00 with Carol Campbell in the Chair.

Housekeeping

Present: Board Members: Carol Campbell, Greyham Dawes, Josie Fraser, Nancy Bell, Lorna Campbell, Jordan Landes, Doug Taylor, Kate West, Nick Poole.
Wikimedia UK staff in attendance: Lucy Crompton-Reid, Daria Cybulska, Davina Johnson

Apologies: Michael Maggs

Declaration of interest

No declarations of interest were made.

Minutes of the previous meeting

Minutes from Board Meeting on 10th December 2016 were approved without amendment.

Matters Arising

None

Chief Executive's Report

LCR presented her CEO report and highlighted the team's significant achievement against global metrics, especially content. The board discussed the targets for 2017/18 in the light of the year end results and LCR and DC confirmed that these still felt appropriate. The board also discussed the metrics which were slightly under target and DC clarified some points relating to the leading volunteer metric.

LCR summarised other key points in her report relating to staff and upcoming events. She highlighted the advocacy work she is undertaking in response to the proposed new copyright framework directive, and confirmed that Wikimedia UK was a signatory to the Communia letter on the potential impact on education. It was agreed that LCR would have explicit delegated authority to represent Wikimedia UK at in person meetings and make comments.

LCR reported an increase in media requests, which is generally a positive indicator of the charity's growing profile; however the recent Daily Mail issue was discussed at length. The board agreed that the lines of communication between Wikimedia UK and the Foundation need improving and asked LCR to discuss this with them. It was also suggested that we could take a lead on establishing contacts between key media personnel across the broader Chapter network.

Digital outreach is going well and the development of the branding and visual identity guidelines is nearly complete. These will be shared with the board once finalised, hopefully by the end of March.

LCR gave an update on movement strategy including her involvement on the global steering committee and plans for UK participation. The strategic direction for the movement will have been determined by August, just before the UK board awayday, so that will be a timely moment to consider our own future priorities within this context.

Quarterly Performance Report

Daria reported on Q4 and drew attention to a few particular highlights. These include the Welsh programme, which is delivering on diversity both in terms of the Welsh language and heritage but also gender - reaching gender balance in December, a very significant achievement. Our work in terms of indigenous communities and cultural heritage is growing, for example with the Cornish project in partnership with the Hypatia Trust.

Advocacy and promoting open knowledge continues to be a key area and we are very pleased that both the University of Edinburgh and Bodleian Libraries have extended their residencies, funding these fully themselves.

The Wikimedian in Residence programme continues to growing and there is an increasing expectation about the skills and knowledge that residents bring. We held a summit in November bringing residents together to share learning and practice and are developing (globally usable) resources.

Our lead volunteer metrics is 203 for the year, which DC has analysed to reveal that this represents 150 individuals. This includes key people from partner organisations as well as lead Wikimedians involved in UK projects and programmes.

The volunteer engagement survey was highlighted by DC, which shows, in addition to the metrics included in the QPR, that:

- 95% of respondents are likely to continue volunteering
- 74% felt that there were appropriate opportunities for them to volunteer
- 70% developed new skills

DC to circulate more information about the survey (which has just been completed and analysed).

The board discussed the survey and asked how the feedback will change the way in which we work, and whether the website in its current state is accessible and engaging enough. LCR and DC both mentioned more work is needed on website development including the volunteer portal. The need to unpack the skills question was raised and this will be taken into account when designing next year's survey.

Overall, the board was very pleased with the huge growth in terms of delivery as recorded in the metrics, but some trustees were still concerned about the lack of a clear business model; particularly if this growth is to continue.

Fundraising update

LCR referred to the more general fundraising and membership update at the last board meeting and reported that plans for developing the membership were in progress, but that

the last quarter had seen a focus on individual giving, addressed in this paper.

There has been a very positive response to our email campaign to individual donors, with 465 declaring Gift Aid as a result of the emails sent in December and February. We have established a closer connection to donors and NF is responding personally to all the emails and phone calls that we've received (which run into their hundreds). LCR thanked NF and DAJ for their work on this and made particular mention of Richard Nevell, who is providing crucial support despite fundraising not actually being part of his job role.

The board congratulated the team on this work and were reassured that our individual donors are now fully aware that they are supporting Wikimedia UK, rather than directly funding Wikipedia.

Policy Update

The board discussed the policy update and schedule shared by LCR. One or two trustees were concerned that the decision previously reached by GovCom and approved by the board to delegate some policies to the Chief Executive was not appropriate. LCR responded that although she had made some changes to those policies that were agreed to be operational, responsibility for the delivery of (and compliance with) these policies remained with the board as the employer. After some discussion it was agreed that the matter should be referred back to GovCom, and that if necessary the board would need to review and formally approve the policy updates made.

Policy Reviews

LCR reported that she had reviewed and updated the five policies in question and sought input from MM before consulting with the community, after which she incorporated most feedback received from volunteers. The board thanked LCR for her work on these policies, each of which was considered in turn as follows:

Safe Space Policy: LCR explained that this had been created as a response to a new requirement in our annual plan grant agreement with the Foundation. The board observed that safe spaces can be seen as a way of stifling debate and free expression, however LCR and DC responded that in practice it would be about ensuring inclusion. It was agreed that the policy should state that this is a requirement of the Foundation. The policy was approved subject to these changes.

Equality, Diversity and Inclusion Policy: It was requested that the protected characteristics be listed in the same order as they are in the 2010 Equality Act. The policy was approved subject to these changes.

Safeguarding Policy: The policy as it stands is compliant with legal requirements but falls short of best practice, which would be for all personnel interacting with children and young people to have DBS checks. LCR will re-write the relevant section of the policy to enable flexibility but with an emphasis on adhering to best safeguarding practice. The policy was approved subject to these changes.

Donation and Grant Acceptance Policy: It was agreed that the threshold for board approval should be £25,000 across all forms of donation, and that the Chief Executive should have

the delegated authority to accept a donation, even where risks have been identified, of up to £5000. Essentially the policy needs amending to reflect the fact that unsolicited donations are the potential issue, not applications to trusts and foundations (for example). The policy was approved subject to these changes.

Volunteers Policy: Approved with no changes

Strategic Plan Update – consent item

This was felt to be a very clear and strong strategic plan, and was approved by the board.

(In Camera session)

GovCom

The proposal from GovCom to discontinue with the formal role of Board secretary (currently vacant) was accepted.

The board discussed succession plans and the need to appoint or elect a trustee with financial skills and expertise to take over from CC as Chair of ARC.

MM's decision to stand down as Chair at the AGM was also discussed, and the need to identify the specific skills and experience the charity would like in a new chair at this point in its development. LCR offered to update the Chair role on the wiki and incorporate some points relating to the current strategic plan, to help provide a steer to the board.

It was noted that there is a power to co-opt another Board member, however it was generally felt that ideally Wikimedia UK would elect a Chair from the existing board. It was also noted that this was usually done immediately after the AGM, once the new board was elected. The rotation of board members was discussed and will be less of an issue this year because the length of a trustee term has been increased from two to three years.

Delegation of planning was discussed and it was agreed that LCR would take on any administration involved with expressions of interest going to Carol, as Chair of ARC and Vice-Chair of the board.

The motions proposed by GovCom for the AGM were approved.

LCR will lead on the AGM again this year and will produce the timeline within the next few weeks. She will also propose a motion for life membership.

There was a discussion about compliance with new data protection legislation that will require explicit consent for communications. This is an ongoing issue that LCR will lead on with support from NF and DAJ.

ARC report

CC updated the Board, highlighting the increase in reserves and plans going forward.

There was a discussion about whether the £15k contingency was enough, given that this is meant to cover additional office costs and leave cover (including but not limited to planned maternity leave during the year). It was agreed to discuss this following the office move

agenda item.

The board looked at major risks, and it was noted that these will need to be disclosed in the annual report, with details of how the charity is mitigating risk. LCR observed that in the light of volunteer metrics from 2016/17, we may be overstating the likelihood of the volunteer-related risk.

Office move

DAJ talked through her papers on the office move and highlighted the key options. She acknowledged the significant support provided by Nicola in getting to this stage.

Generally, the feeling amongst the board was that despite the small saving on rent offered by the Grayston Centre, Europoint was the better choice overall for various reasons including the building reception and the smartness of the the immediate area. At Europoint the charity would also have its own office rather than sharing a space with another organisation as at Grayston.

The board that the final decision should be delegated to LCR but that the board should be made fully aware (by email) of the costs it was committing the organisation to; with a comparison of Europoint and Grayston including one off and ongoing costs.

The impact on the current financial year was discussed, particularly in the light of the draft budget for which the current contingency would not be sufficient for a move to the more expensive option. It was agreed that the charity was in a good position to tolerate a small planned deficit and that a revised budget should be circulated to reflect this.

The lack of a clear financial model for the charity's future growth was raised at this point, and the need to monitor the budget carefully going forward.

CC thanked the Senior Management Team for all their work on the board papers and closed the meeting.

WMUK Board Meeting June 2017

Chief Executive's Report

1. Overview

The first quarter of the year was a particularly busy period for the Chapter. At a personal level, participation in external events and conferences featured highly in March and April, with the Wikimedia Conference in Berlin (which Daria, Michael and myself attended on behalf of Wikimedia UK), OER17 (attended by me, Daria and Richard Nevell as well as a number of our Wikimedians in Residence, our trustee Lorna Campbell plus of course Josie Fraser) and the EU Advocacy meeting in Brussels.

2. Programmes Report

The comprehensive Quarterly Performance Report provided as part of the board papers provides detailed quantitative and qualitative analysis of the charity's progress towards our strategic goals and metrics in the first quarter of the year.

Please note that the quantitative indicators have been revised slightly for 2017/18, with the principal change being that we are no longer using global metrics. These have been replaced by three shared grant metrics (GM 1 - 3) and two grant metrics defined by Wikimedia UK (GM 4 - 5).

During the first quarter of the year we have continued our successful momentum with some key metrics, as follows:

- Total participants were **1735**, nearly half our annual target of 4000
- There were **279** newly registered editors, of an overall target of 1000
- **49,591** content pages were created or improved, over half our 2017 target of 80,000
- Estimated number of volunteer hours was **5,459**, against a total target of 16,000

3. Staff and Board Update

Our new Finance Assistant, Richard Matthews, has been confirmed in post and is working on Tuesdays and Wednesdays. We have also appointed (subject to references) a part time Programme Evaluation Assistant to cover Karla's maternity leave, Agnes Bruszik. Agnes has a very strong background in project management and evaluation, and will be joining the team on 16th June, working three days a week (usually Mondays, Thursdays and Fridays).

We are currently advertising for a trustee with specialist financial expertise to join the board later this year with a view to becoming the new Chair of ARC. The deadline for expressions of interest is 22nd June and we have taken out specialist paid advertising through Prospectus, as well as free advertising on trustee recruitment sites.

The appointment of a new Chair of the board of trustees for Wikimedia UK is on the agenda later in this board meeting.

4. External Relations and Advocacy

I was very pleased to give one of the keynote speeches at the Open Education Resources Conference in April, which Josie co-chaired. Martin Poulter storified the Twitter activity during my speech and two illustrators produced images inspired by my speech which have been widely shared online. Following the speech I was invited to give a similar talk in Mexico by Guadalajara University, although I declined the offer and instead introduced the university to Wikimedia colleagues in Mexico and Argentina.

Robin and National Library of Wales resident Jason Evans gave a talk at CILIP Cymru's conference in May, and I will be speaking at the CILIP conference in Manchester in July. I've also just discovered that my proposal for this November's DCDC conference has been accepted. *Discovering Collections, Discovering Communities* is a collaborative conference series between The National Archives and Research Libraries UK which brings together the archive, library, museum and academic sectors; and my presentation will be on engaging new audiences through open knowledge.

In April I attended the annual Wikimedia public policy and advocacy meeting (known as the 'Big Fat Brussels meeting') organised by Dimi Dimitrov, the EU Policy Director whose post is part-funded by Wikimedia UK. The notes from this very useful and positive meeting have just been posted on wiki so I will share these separately by email with my own reflections for what this means for the UK.

8. Engaging with the global Wikimedia movement

We have continued to engage with the movement strategy process, the second cycle of which comes to an end on 12th June. The third and final cycle will run from mid June to mid July - somewhat later than initially scheduled - so will now encompass our AGM. This will therefore be a good opportunity for us to have a community-wide discussion about the emerging movement strategy with staff, board members, members, editors and others. I successfully applied to the Foundation for a small grant (of \$1165) to support a salon-style dinner for partners and other stakeholders in July to discuss the movement strategy.

10. Key external meetings and events attended (since the last board meeting)

- Wikimedia Foundation Annual UK Fundraiser at the ICA
- Meetings with visitors from Wikimedia Brazil
- Wikimedia Conference
- EDs meeting in person and online
- Meeting with Foundation programmes staff
- OER17
- Big Fat Brussels meeting
- Meeting with Jane Finnis at DCMS
- Charity Governance Awards Reception
- Byline Festival

WMUK Quarterly Performance Report 2017/18 - QUARTER 1

1. Summary of quantitative indicators to date

INDICATOR		Past results		2017-18 targets	QUARTER 1
		2015-16 actual	2016-17 actual		Actual
1. Total audience and reach	GM4	N/A	72,459	54,145	37,334
2. Number of newly registered users	GM 2	366	931	1,000	279
3. Total participants	GM 1	N/A	N/A	4,000	1,735
4. Number of leading volunteers		70	219	145	87
5. % of leading volunteers who are women		N/A	34%	33%	35% (30)
6. Estimated number of volunteer hours	GM5	N/A	19,896	16,000	5,459
7. Volunteers would recommend WMUK		80%	72%	85%	Annual target
8. Volunteers feel valued by WMUK		70%	82%	80%	Annual target
9. Volunteers have developed new skills		70%	68%	75%	Annual target
10. Images/media added to WM Commons		20,797	45,554	20,000	2,000
11. Images/media added to WM article pages		2,217	2,898	2,000	264
12. % of uploaded media used in article pages		11%	6.4%	10%	13%
13. Content pages created or improved, across all WM projects	GM 3	13,072	476,592	80,000	49,591
14. Number of articles created		6,712	369,443	8,000	31,265
15. Digital media reach		N/A	68,259	50,000	35,512
16. Responses to consultations		4	4	3	1
17. Policy change affected		3	3	3	0

Achieved	Target has been achieved or exceeded
On track	On track to achieve the target
Opportunity for improvement	Some progress has been made towards achieving the target, but the target is not on track
Attention required	Little or no progress has been made towards achieving the target

2. Progress against our Strategic Goals

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

Content achievements in the first quarter of the year have been led by a database release of 30,000 items supported by Magnus Manske. The remainder of the 'articles improved' came from a diverse portfolio of projects, including student editing and smaller-scale data work. Most of the images donated come from the NLW residency, where the media chosen has been thematically linked with other wiki work taking place in Wales.

The projects we are delivering are becoming increasingly interconnected, particularly in terms of minority languages. A highlight of Q1 was the WiciPop project (led by NLW and funded by the Welsh Government) which aims to improve Wikipedia content about Pop music and popular culture. The project brought together a series of projects and mobilised other partnerships, including:

- A member of the screen and sound department at NLW received Wikipedia editing training so that he can improve/create articles as part of his work archiving and recording Welsh music and film
- Through the work of our Wales Manager, Sain Record Company has agreed to release c. 1,700 of 30 second sound clips and album covers to Wikimedia Commons (upload in progress)
- Professional photographs of 55 Welsh bands released on an open license by S4C/Ochr1
- 241 donated images of Welsh bands were uploaded to Commons
- 15 Welsh articles on Welsh pop music released on an open license by Bangor University and Coleg Cymraeg Genedlaethol.

Other projects of significance in Wales include the release of 30,000 listed buildings from Cadw (supplementing the Historic England release last year which supported our Wiki Loves Monuments initiative), and the start of the WiciMon project (focusing on coding skills of young people in Anglesey over two years).

In order to circulate the growing body of Welsh content, we have supported Carl Morris to run a development project to improve the visibility of Welsh Wikipedia. The project began at the end of 2016-17 and concluded in Q1 2017-18. This involved setting up a Twitter bot for @Wikipedia. With regular updates, the account is being used to 1) increase the number of people interacting with content in Welsh 2) send more visitors to Welsh Wikipedia 3) promote the creation of new articles 4) encourage people to add descriptions to images related to Wales.

With so much focus given to the programmes in Wales, we wanted to get a better understanding of the audiences we are serving. For this reason we ran a survey of Welsh Wikipedia's readers, to learn more about what motivates people to read Welsh Wikipedia, how they perceive its content, and the demographics of this group. Welsh Wikipedia has a large audience with 750,000 page views in March 2017 alone, and it's the first time the readership has been surveyed. The WMF's reader survey from 2011 allowed us to make comparisons between Welsh Wikipedia and English Wikipedia, with the Welsh Wikipedia performing better in terms of reliability of content, neutrality, and depth of content. Breadth of content, neutrality, and ensuring text is written in an accessible way are factors in ensuring that infrequent readers consult Wikipedia more frequently. Wikimedia UK can directly effect the first of these factors through its work with partners such as the National Library of Wales and generating thousands of articles as has been accomplished over the last few years. There has been a long-standing assumption that better

quality content leads to more readers; this survey has provided evidence that this is a factor in encouraging infrequent readers to consult Wikipedia more regularly, providing a strong case for adding more content to Wikipedia. In summary, we saw how the use of Wikipedia and perceptions of it varied according to the reader's background. Generally, readers felt that the information is accurate and reliable, and that Wikipedia gives a good overview of some topics.

Taking inspiration from the developments in Wales, the Gaelic Wikipedia project has so far focused on galvanising the editor community and developing an editing training project. While at Edinburgh University, the resident has been setting up a project focusing on source texts such as the Biographical Dictionary of Scottish Women, taking inspiration from the Dictionary of Welsh Biographies led by NLW last year.

Other projects active in the 'Celtic Knot' were the Cornish Hypatia Trust project, and Scottish Libraries Information Council with whom we are currently recruiting for a Wikimedian in Residence. To strengthen all of those projects, and amplify our work on minority languages, we have planned our first Celtic Knot language conference with Edinburgh University, which will be held on 6th July 2017.

In terms of the gender gap, some key events included:

- Open Education Resource Advisor at Edinburgh University led her first editathon at the Gender, Global Health and Justice Editathon. Despite the partnership being focused on education, in its second year it now works across all our strategic goals.
- Wellcome WIR held an editathon focusing on key women from Royal College of Nursing
- We continued actively supporting Art+Feminism initiative across institutions this year, running fewer events than last year but with more success in terms of content creation. These events have helped us build better relationships with art institutions.
- Following on from Oxford Food Symposium activities in previous years, this is part of a series of three events over first half of 2017 at the British Library and Bodleian library in Oxford. This training and editathon attracts academics in the field of food history. It is not an exclusively gender-focused event, though attendance is 100% women and the content of food history is largely a story of missing women. It is a relatively nascent area of study, and we are engaging with an international group of academics who are producing high quality content in an area that is poorly documented on Wikipedia. Additionally, although it started at the British Library, thanks to our links with the Bodleian and the Symposium's links with Oxford, we were able to expand the initiative beyond London.
- Women's Classical Committee virtual meetups. After a successful editathon in January 2017 the group wanted to continue contributing, and set up regular monthly meetups to edit collectively. In April the WCC held an in-person session at the Classical Association conference, helping the profile of the project amongst classicists and sustaining interest. The plan is to continue with these monthly editing sessions, enthusiastically organised by the WCC, with an in-person editathon in Manchester in September.
- We have run several light training events and presentations to various Kurdish community groups in London as a capacity-building and information-gathering exercise. We have had expressions of enthusiasm and are at a planning stage where we will determine how we deliver anything more extensive and ambitious.

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

With the benefit of several well established Wikimedians in Residence active at the start of 2017, we were able to achieve very encouraging progress towards making organisations more open, and secure sustainability beyond their posts.

- At the Bodleian, the resident is working with a person delivering a newly created role of a GLAM Programme Manager. He explained how Wikimedia platforms could help embed GLAM resources in education and learning, and as a result a pilot project for sharing museum data is being planned.
- At Edinburgh University, the primary liaison in the Digital Skills Team received 'Train the trainer' workshop from the resident, so that the team can deliver wiki training going forward in order for a sustained involvement with WMUK post residency.
- The advocacy/ambassador functions of both residents were exemplified by another project we supported in Q1. Back in 2016 they presented at Edinburgh's Repository Fringe on Wikimedia and universities, including how libraries can work with Wikimedia. One of the attendees took some of the ideas back to the library he works for at the University of Leeds. The university have hired a student to act as a short term Wikimedian, with a focus on linking Wikipedia content to the library's collections - benefitting Wikipedia readers by highlighting further high-quality information and the library by pointing visitors towards their site - and improving articles related to the collection.

Significant partnership advocacy meetings or talks included:

- We were represented extremely well at the OER17 conference, with our CEO and many residents contributing to the programme
- We reached an audience of 40,000 people in Q1, 35K of which were people engaged with on social media. A very significant number of participants were reached through conferences and talks - e.g. 267 people attended Lucy's keynote speech at OER17, 00 people attended Alice's presentation of the outcomes of the residency, 100 people attended Jason's presentation on 'Delivering a paper about Wikidata and Cultural Data' at this year's Digital Past Conference.
- Wellcome WIR attended the OCLC Research Library Partnership Meeting at the British Library where she presented her outcomes
- Gaelic Wikipedian hosted a visit from the Member of the Scottish Parliament for Skye, Lochaber, and Badenoch, Kate Forbes who is a Gaelic speaker and is interested in our project. The WIR also attended a meeting at the Digital Cultural Heritage Network.
- Taking a full benefit from running a Women in Food event at the British Library, we engaged in a discussion with the BL around the future of our collaboration with them. We have had consistent activity with the BL over the last few years, with events around Europeana Sounds and the Oxford Food Symposium, and BL staff have voiced interest in further training and integration of Wikimedia activities to expand on the Wikipedian in Residence project, which was 5 years ago. We are interested in what could be achieved now, with our organisation with such greater experience of running these projects and with all the developments in Wikimedia since then and will be hoping to work with the BL in a more intensive way, focusing on sustainable change in the organisation.

Our general awareness raising and media work has been boosted by the Fake News theme, and we also submitted a response to a government consultation on Fake News during Q1. Our work on EU advocacy has been relatively quiet aside from planning meetings with UK partners in the open knowledge sector, some UK

government advocacy on the EU copyright proposals through this group (with the IPO and DCMS), and our CEO's participation in the Wikimedia EU Advocacy meeting in Brussels in April.

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

This period saw other significant developments in our education work. The [education portal](#) on the WMUK website continues to develop, with content on our current partners so that others can learn about the landscape of Wikimedia in higher education, and building resources such as marking rubrics and lesson plans to further share resources. In addition to the existing courses using Wikimedia in the classroom this quarter (Edinburgh, Portsmouth, ICL, QMU) this quarter saw the first time that York and Swansea have run modules incorporating Wikipedia editing. Using Wikipedia to translate content as part of individual assignments is being trialed on the Welsh translation course at Aberystwyth University.

It's clearly a great potential route to widening your audience - far in excess of any journal article! - and to have meaningful engagement with others passionate about this subject - as shown by the 57 edits to our page by 28 editors.

-- Dr Jennifer Crane, people's history of the NHS, University of Warwick

The WIR at Edinburgh continues to support courses at the university and discuss with other module leaders the possibility of integrating editing in their courses. As part of this, he hosted a 'Teaching with Wikipedia' session for course leaders to share their work and good practice. He is also preparing case studies on each of the modules he supports, in addition to a piece for the *University of Edinburgh Journal* about the residency (publication due in Q2).

With a significant amount of delivery in the university sector, we were able to highlight our achievements on several platforms, most notably at the OER17 conference. For example, the Edinburgh University WIR delivered four talks on Edinburgh Residency, Content Translation, WikiCite project and a workshop on Gamifying Wikimedia. For a Wikimedia Education blog post by Martin Poulter and Sara Mortsell see https://outreach.wikimedia.org/wiki/Education/Newsletter/April_2017/OER17

In Q1 Wikimedia UK and Middlesex University hosted the WMUK education summit for people working or interested in Wikimedia and education. A full write-up is available [on our blog](#).

A noticeable trend in our recent education work has been engagement with wider academia and **researchers**, boosted by in depth education institution work via our residents.

- In Oxford, 3238 new entries were created on Wikidata from the Oxford Research Archive dump. The resident and an ORA staff member added thesis links to 40 Wikipedia articles and their corresponding Wikidata nodes using the import of doctoral thesis data from the ORA. The process has also been documented.
- At Wellcome, the resident worked on a case study based on the People's History of the NHS Editathon (Nov 22, 2016), to support Wikimedians in advocating for the use of Wikipedia as part of an academic impact and engagement strategy.
- In Edinburgh, Gavin Willshaw, Digital Curator is looking to upload selected other PhD theses and open books to Wikisource in the upcoming months.

- In Q1 we signed a memorandum of understanding with a Foundation funded residency called WikiFactMine (a project using peer-reviewed bioscientific literature as a primary resource for informing Wikidata and Wikipedia editors of relevant citation-supported facts).

3. Community (volunteer engagement and community health)

Volunteers were actively involved in our programmes in Q1, with almost 300 new editors being engaged with in our events. This came from across our programmes, and includes 80 students working on a Stirling University media course. Volunteers and programme participants contributed a significant 5,500 hours - including almost 1000hrs from Wikipedia in Classroom participants and 250hrs from the National Library of Wales volunteer programme. Our lead volunteers contributed 500 hours helping us deliver our programme.

As highlighted, National Library of Wales continues to link its volunteer programme to Wikimedia projects, with several volunteers supporting projects such as Welsh Translation Project, Welsh Biography Online (both articles and data), and new volunteers being trained. This innovative approach was picked up by the Wikimedia Foundation, who invited NLW to co-author a chapter of volunteer engagement with Wikipedia in Libraries for a book being prepared by OCLC.

In terms of training and developing our volunteers, as part of a longer term strategy of increasing and enabling our Wikidata community, we held a training session covering the use of tools and queries in Q1. We had a mixed ability group, and representatives from local GLAMs which led to a lot of interesting discussion and orientation on the still open questions of what Wikidata is for. The challenge now will be to balance training with meetup style events, while serving the community that needs training and the community that benefits from discussions.

We are also planning an 'outside of London' Train the Trainer course later in the year, and to supplement that, a networking and a refresher event for existing trainers to facilitate connections between volunteers.

4. Telling the story of Wikimedia UK

On 20th February this year Wikimedia UK held an Education Summit in partnership with Middlesex University, attended by around 45 students, educators, academics and Wikimedians. Our keynote speakers were Melissa Highton, Director of Learning, Teaching and Web Services and Assistant Principal for Online Learning at the University of Edinburgh, whose high-level overview of the impact and strategic case for a Wikimedian in Residence was complemented perfectly by Stefan Lutschinger's more practical but no less compelling keynote speech focused on his own approach to Wikipedia in the curriculum. Stefan is Associate Lecturer in Digital Publishing at Middlesex University with whom Wikimedia UK worked closely in planning the event.

Following the keynote speeches the summit broke into three workshop spaces, with the volunteer Nav Evans and Wikimedian in Residence at Edinburgh University, Ewan McAndrew, running a practical workshop on Wikidata; Wikimedia UK's Richard Nevell and Hephzibah Israel, Lecturer in Translation Studies at Edinburgh, giving a presentation on Wikipedia in the Classroom and the use of the Outreach Dashboard; and an unconference space facilitated by Andy Mabbett. After that were a series of Lightning Talks, with Wikimedians including Fabian Tompsett, Charles Matthews and Clem Rutter giving talks alongside others working with Wikimedia in cultural and educational institutions, and a number of Stefan's students; all of whom who had worked on Wikimedia assignments as part of their undergraduate course.

Following lunch and networking, the attendees of the summit again broke into three workshop sessions, with another unconference space, a presentation by Dr Martin Poulter and Liz McCarthy on working together on a Wikimedian in Residence programme at Bodleian Libraries and now across the University of Oxford, and Josie Taylor and Lorna Campbell leading a session on curating Wikimedia's educational resources. Finally, we gathered together at the end of the day in a plenary discussion to share key points from each session, and to start thinking about future developments. For Wikimedia UK, some key action points emerged, including the need to:

- Develop and share our thinking in terms of education, particularly how we prioritise this work and what support we can offer teachers and learners
- Support existing Wikimedia education projects and nurture new ideas
- Build on the work that's been started in terms of curating and creating resources and redeveloping the education pages on the Wikimedia UK site
- Continue to provide opportunities for people working within education and Wikimedia to come together virtually and in person to share practice
- Share models of good practice, case studies and learning

For more details of the summit please read the post on Wikimedia UK's blog:

<https://blog.wikimedia.org.uk/2017/04/wmed17-wikimedia-uk-education-summit-a-roundup/>

5. Implementation challenges and learning patterns

Having worked on the Wikipedia in Classroom course in a focused way last year, we are gathering reflections about its strengths and challenges. One of the main challenges for classroom courses is sustainability. This can take many forms, including turnover of teaching staff. Course leaders may take sabbaticals or change posts, and during the handover and ensuing changes it is possible that the Wikipedia aspect of courses may be dropped. We have faced these transitional periods at Queen Mary University London and the University of Edinburgh. At QMU, the Research Methods (Film Studies) has been using Wikipedia editing since 2013. Since it was introduced the module changed from optional to compulsory, and the Wikipedia aspect has helped students with their research skills. At the University of Edinburgh's Translation Studies course the module had two successive course leaders go on sabbatical. The course had included Wikipedia editing for just two semesters, and was an innovative approach to the module when introduced. The key factor in ensuring the module retained the editing aspect was advocacy from the Wikimedian in Residence and the previous course leaders.

In terms of disseminating our learning, we were able to promote our innovative work on Wikimedian in Residence programme. Following on from our Wikimedian in Residence Summit in November 2016, which gave us insight into common problems and possible solutions, we took some of our findings to the Wikimedia GLAM Coordinators meeting in Paris in February. We have identified workflows, and common problems faced by our WIRs and also other GLAM project workers. We were able to further discuss this and link up to other resources at the WMCON in Berlin. We continue to work on this, and will also be feeding the results of contacting former WIR partners for some data on the longer term effects of residencies which we are working on currently. The basis for this WIR impact research is an exploratory survey, which we were able to construct with help and expertise from Edward Galves (WMF).

ARC Report/Minutes of meeting of 7th June 2017

Attendees

Carol Campbell, Greyham Dawes, Megan Griffith Gray, Lucy Crompton-Reid, Davina Johnson, Nicola Furness

Apologies

Jordan Landes, Kate West, Alastair McCapra

1. Notes of previous meeting and matters arising

The Finance Policy is in the process of being updated and will be reviewed by ARC and the board in September, allowing time for community consultation beforehand.

As fundraising is closely related to the charity's business model, this will be explored in more detail at the board away day in September.

Data protection compliance has been added to the risk register in order to keep it at the forefront of our minds and will be researched more thoroughly as the new legislation becomes clearer. This will also be added to the September ARC meeting agenda.

2. Statutory Accounts for 2016/17

The draft statutory accounts were discussed, particularly in the light of the updated SORP requirements and the FRS102.

Greyham, Carol and Megan commented on the substantial difference in spending on Programmes and External Relations in 2017 compared to 2016, which Lucy should be prepared to explain if questions were asked about this at the AGM.

A discussion was held around the unusual change in NI contributions, and the reason for this will be clarified.

The accounts are nearly final, however there is a point of disagreement between Greyham and our Independent Examiners, concerning the adoption of Section 1A. This will be discussed by the board unless we are able to reach a resolution with KS before then.

ARC agreed that they were happy for the draft statutory accounts to be presented to the board, notwithstanding some minor amendments needed and the issue outlined above.

3. QFMR for Quarter 1 (based on reforecast budget) and commentary

The draft budget for 2017/2018 was agreed in December 2016 but due to the office move, Karla's maternity leave and interim cover and increased Gift Aid this has been forecast in Q1. Greyham asked what the difference was and Lucy clarified that the original budget had been breakeven but that, following discussions at the March board meeting, the reforecast

budget had an operational deficit of £12,000 (including a contingency of £10,000). ARC confirmed that they were happy with the reforecast budget which reflected the board's decision to move to a more expensive office space.

Greyham suggested it would be pertinent to highlight the reforecast budget to the Foundation. Carol asked that it was also highlighted at the beginning of the commentary.

The contingency has been reduced back to its original 10k as the extra amount that had previously been included to account for the office move has now been appropriately allocated.

Davina and Lucy asked for Greyham's advice regarding a Gift in Kind made by the Welsh Government to the National Library of Wales to support a partnership project involving Wikimedia UK, that we will report on in terms of metrics. Greyham confirmed that since the funding has not been gifted directly to us we should not recognise this in our accounts, as per the guidance in FRS102.

4. Office Move

Davina spoke to the office move reporting that we gave notice to Ethical Property on 30th May 2017 and our last day in Development House will be on or before 31st August 2017. We have appointed Stone King as our solicitors and have received the lease and other documentation which is currently being reviewed. We have a month to sign the lease and three months to take possession of the new office. The only significant cost in terms of refurbishment of the new office will be a glass partition to create a meeting room. ARC agreed that they were happy to consult on this capital expenditure via email.

5. Risk Register

Lucy spoke to the updated risk register confirming she has made the changes discussed at the previous meeting. New risks on this register include the low number of members (which has been increased to a major risk in the run up to the AGM) and the risk of Wikimedia UK failing to keep abreast of changes in data protection legislation. As touched upon in matters arising, this has been added to the risk register as an amber risk to ensure that it remains a current concern. The relating policies will then be updated in line with the new legislation.

6. Appointment of new Chair of the Board

Following a discussion at the March board meeting, Lucy and Carol redrafted the Chair role description and person specification and emailed all trustees with regards to the appointment of a new chair of the Board. There were two expression of interest, one candidate making it clear that he would withdraw should there be a female candidate. In light of this, the board will vote on appointing Josie Fraser as our new chair of the Board at the next meeting, followed by an official handover at the AGM in July.

7. AOB

Carol complemented Davina on her competence and diligence.

There was also a consensus to agree to ARC meeting dates along with Board meeting dates a year in advance.

NF

June 2017

Wikimedia UK

Statement of Financial Activities

Three months to 30 April 2017

			ACTUALS				BUDGET (REFORECAST)				VARIANCES							
Income			project-direct	staff-direct	Oncost by %	project-total	project-direct	staff-direct	Oncost by %	project-total	project-direct		staff-direct		Oncost by %		project-total	
NL			£	£	£	£	£	£	£	£	£	%	£	%	£	%	£	%
Grants	4012	Annual Plan Grant	74,375			74,375	74,375			74,375	0						0	
Donations	4000	Donations Received	50,290			50,290	51,250			51,250	(960)						(960)	
Gifts in Kind	4300	Gifts in Kind	30,780			30,780	28,000			28,000	2,780						2,780	
Fundraising	4003	Fundraising	8,400			8,400	10,000			10,000	(1,600)						(1,600)	
Gift Aid & Other income	4002	Gift Aid Claims	7,611			7,611	7,500			7,500	111						111	
	4001	Membership Income	110			110				0	110						110	
	4010	Conference Income	-			0				0	0						0	
	4100	Bank Interest Received	-			0				0	0						0	
	4500		-			0				0	0						0	
	4999	Other Miscellaneous Income	6			6				0	6						6	
			7,727			7,727	7,500			7,500	227						227	
TOTAL INCOME			171,571			171,571	171,125			171,125	446						446	
Dept			direct costs	staff	overhead	projects	dir.costs	staff	overhead	projects	direct costs		staff costs		overhead		project cost	
			£	£	£	£	£	£	£	£	£		£		£		£	%
	50	Volunteer and Community Support	840	12,791	6,918	20,549	1,700	15,154	9,144	25,998	860	51%	2,363	16%	2,226		5,449	21%
	60	Partnership Programmes	35,263	25,697	30,936	91,896	35,313	26,882	33,743	95,938	50	0%	1,185	4%	2,807		4,042	4%
	80	External Relations & Advocacy	6,710	17,095	12,081	35,886	8,100	12,898	11,392	32,390	1,390	17%	(4,197)		(689)		(3,496)	-11%
			42,813	55,583	49,934	148,331	45,113	54,934	54,279	154,326	2,300	5%	(649)		4,345		5,996	11%
	70	Fundraising	3,980	9,211	6,694	19,884	4,375	10,288	7,955	22,618	395	9%	1,077	10%	1,261		2,734	12%
Projects and Fundraising totals			46,793	64,794	56,628	168,215	49,488	65,222	62,234	176,945	2,695	5%	428		5,606		8,730	5%
Staff costs			110	Staff costs	96,479		96,656				178	0%	15,874					
Governance			101	Governance	2,851	6,741	2,650	4,171			(201)	-8%	(2,570)	-62%				
	105	Statutory Accounts & tax returns	2,000	5,162		1,875	7,633				(125)		2,471	32%				
			4,851	11,903		4,525	11,804				-326	-7%	-100	-1%				
Administration			90	Finance	193	3,479	250	5,259										
	102	Office	14,979	917		17,225	1,871				2,246	13%	954					
	104	Office move		3,618		0	1,122				0		(2,496)					
	106	General Contingency				2,500	0				2,500		0					
	108	Planning & other admin		10,761			11,379				0		618					
	111	Other staff costs	4,920	1,006		6,300	0				1,380	22%	(1,006)					
Admin total			20,093	19,781	0	26,275	19,631	0			6,126	23%	(1,930)	-10%				
Admin+Governance			24,944	31,685	0	0	30,800	31,434			5,800		(2,030)		(3,769)			
Admin+Governance+Staff costs			121,422	96,479	0	0	127,456	96,656	0		5,800	5%	13,844	14%			0	
Total expenditure			168,215				176,945											
Net Surplus/(Deficit)			3,356		£	3,356				-	5,820						9,176	
					Reserves b/f	200,292					200,292						0	
check sum: difference to department report			0		Reserves c/f	203,648					194,472						9,176	

ANALYSIS	actual	budget	notes
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Wikimedia UK
Quarterly Financial Management Report
Balance sheet as at 30 April 2017

	Three months to 30 April 2017		Prior Year 31 Jan. 2017		Change	
	£	£	£	£	£	£
Fixed Assets						
IT Equipment	2,914		3,439		-	
Furniture	-		-		-	
		2,914		3,439	-	525
Current Assets						
Debtors and prepayments	10,903		14,473		(3,570)	
Cash in Hand & Bank	312,017		205,732		106,285	
		322,920		220,205		102,715
Current Liabilities						
Trade Creditors	3,327		10,681		- 7,354	
Other Creditors and accruals	118,860		12,672		106,188	
		122,187		23,353	-	98,834
Current Assets less Current Liabilities		200,733		196,850		3,883
Total Assets less Current Liabilities		203,647		200,291		3,356
Long Term Liabilities		-		-		
Net Assets		203,647		200,291		3,356
Reserves						
Reserves brought forward	200,291		165,210		35,081	
Surplus/(Deficit) for the period	3,356		35,081		- 31,725	
		203,647		200,291		3,356
		203,647		200,291		3,356
		0				

DEBTORS			
Debtors control account			-
Sundry debtors	Rent deposit	1,282	
	other	-	1,282
Staff loans (STL)			2,760
Gift Aid	(actual)		5,176
Prepayments			1,685
			10,903
CREDITORS			
Creditors control account			3,327
Accruals		9,235	
Deferred income		99,167	108,402
PAYE and Net pay			8,866
Pension Fund Control			1,590
			122,186

Wikimedia UK

Commentary on QFMR for the 3 months to 30th April 2017

Overall position

As detailed below, a number of events have led to the need to reforecast the budget for 2017/18, previously shared with the board in draft form. In particular the move to a more expensive office, approved by the board in March 2017, has led to increased office costs and the creation of a new budget line for office move costs. The Quarterly Financial Monitoring Report shared with these papers - and this accompanying commentary - is therefore based on the reforecast budget.

The result at 30th April 2017 is a surplus of £3.4K, compared to a (re)budgeted deficit of nearly £6k at this point in the year; with this variance is mainly due to small composite underspends and savings.

Balance sheet

The Q1 reserves position shows an increase of £3k over the opening position, including £2.5k unused contingency. The first tranche of our Annual Plan Grant from the Wikimedia Foundation (£173,542) was received on 7th March and has been partially deferred.

Reforecast budget

Several events have led to the need to reforecast the budget previously shared with the board in draft form.

Following the board's agreement to the acquisition of a lease on an office in the Europoint Building, the budget for office costs is reforecast to £71k. A separate budget of £10.5k has been created for office move costs.

The staff costs budget has been reforecast to account for maternity leave and the costs of interim cover.

The forecast for income from Gift Aid has been substantially increased following our drive to increase Gift Aid declarations (see below), and we have taken the opportunity to adjust other income lines according to current expectations.

The contingency for the year, originally budgeted at £15,000 to take account of the office move and anticipated staff leave, has now been reforecast at £10,000; as the known costs related to the move and maternity leave have been incorporated into the relevant budget lines.

SoFA

Income

Three months of the Annual Plan grant (£74k of £174k) has been recognised as income for Q1. We have been advised by the Wikimedia Foundation that the balance of the grant for 2017-18 will be remitted in June. This change avoids the Foundation splitting grants over its own accounting period (ending 31 July). Donations at £50k are close to forecast, with fundraising income (£8.4k) at 84% of the reforecast target of £10k per quarter.

Gift Aid

Gift Aid claims are up to date and the process is now refined to take approximately 1.5 hours per month.

As previously noted, in December a pilot email was sent to 900 existing donors who had not given a Gift Aid declaration, with a further email to the balance of 3,149 in February. These emails generated the following result:

	Donors targeted	New Gift Aid declarations	Back-dated claims made	Increase in Gift Aid - monthly	Increase in Gift Aid - quarterly
December	900	73	£3,447	£61	£23
February	3,149	352	£15,713	£299	£103

The claims for arrears have been accounted for in the months the claims were submitted to HMRC at which point they were considered probable income on the basis that our current error rate for claims is nil.

Gifts-in-kind

Included as reforecast are gifts from the Edinburgh University of £11k, the Wellcome Library (£4k), the Bodleian (£6k) and the National Library of Scotland for the Gaelic Wikimedian (£6k). All of these are in relation to salaries and expenses for Wikimedians in residence. In addition £4k has been recognised in respect of free training places provided by the CIPR.

Expenditure

Department	Direct costs £k	Staff costs £k	Narrative

Volunteer support	0.9	2.3	A combination of these usually not reportable underspends together with an overheads allocation variance of £1.9k gives rise to a project line variance of £5.1k
External relations & advocacy		- 4.2	The overspend on staff time in external relations and advocacy is the result of increased programme co-ordinator time on this area of work, plus a very externally facing quarter for the CEO.

Financial Prospects

Whilst it is hard to draw any concrete conclusions about our financial prospects from the first quarter of the year, we are ending the quarter in a relatively positive position.

It's worth bearing in mind that our finances this year are likely to be aided by the one-off backdated claims for Gift Aid; although the higher proportion of donors who are signed up to Gift Aid also means an increase in Gift Aid recovery on an ongoing basis, compared to previous years.

Our rent costs this year are essentially being suppressed by a rent-free period in the new offices and so will be higher in 2018 - 19, for which we need to start planning a corresponding increase in income over the next few months (in the run up to our first draft budget for next year, which will be part of our Annual Plan Grant application).

Wikimedia UK

Office Move

Update on progress and terms of lease

Background

At its meeting on 11th March 2017 the Board authorised the executive to begin negotiations with the landlord of Europoint, 5-11 Lavington Street SE1, with a view to securing a lease on ground floor office 1.

Progress

Since March we have:

1. Through Third Sector Property (TSP) negotiated terms more favourable than the initial offer, particularly as regards a rent free period and the amount of the rent deposit
2. Given notice to Ethical Property Ltd to end our lease of our office in Development House on 31st August 2017
3. After comparative quote and negotiation, engaged Stone King to review the lease and deposit deed.
4. Obtained comparative quotes for the office move.

Main terms of lease

The main terms of the lease on the Europoint office are (including VAT where applicable):

Term	5 years with a break exercisable by WMUK after 3 years
Rent	£44,194 per annum (negotiated from £45,144)
	Service charge Currently running at c. £6,750 p.a. and to be capped at £ 11,880 p.a. (originally quoted at £6,177)
	Rent-free period Three months from taking possession plus further two months if the break is not exercised
Possession	Within three months of receipt of legal papers
Completion	Within one month of receipt of legal papers
Rent deposit	£20,000 (negotiated from £26,374)
Rates	are payable direct to Southwark BC

DAJ 1.6.2017

AGM 2017 Board Update

1. Agenda

Arrivals and Welcome (10.30 - 11.00am)

10.30 - 10.50am	Arrive, tea and coffee
10.50 - 11.00am	Welcome and overview of the day (Lucy)

Morning sessions (11.00am - 12.45pm)

11am - 12.45pm	Movement Strategy Discussion (led by Lucy)
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OR

11am - 12.30pm	Wiki Takes Bloomsbury (using the Commons uploader)
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Lunch (12.45 - 1.30pm)

Sharing practice and celebrating achievements (1.30 - 2.30pm)

1.30am - 1.45pm	Introduction to Wikisource (Fabian Tompsett)
1.45 - 2.15pm	Lightning Talks (5 minutes each):
2.15 - 2.30pm	Wikimedian of the Year/Set up for AGM

Wikimedia UK Annual General Meeting 2017 (2.30 - 4.30pm)

2.30pm	Welcome, and introduction to the AGM (Chair)
2.40pm	Approval of 2016 AGM minutes (Chair)
2.45pm	Board report (Chair)
2.55pm	Finance report (Treasurer)
3.00pm	Activity report (Chief Executive)
3.10pm	Resolutions (Chair)
3.25pm	Explanation of election procedure (Tellers)
3.30pm	Questions to candidates and election (Tellers)
4.00pm	Questions on reports (Chair/CEO)
4.20pm	Announcement of election result (Teller)
4.30pm	Closure of formal business

Post AGM event

Train the Trainer refresher and networking event

2. Resolutions

An invitation to bring forward resolutions for consideration at the AGM was sent to all current members on 30th May. The deadline of 9th June has passed with no member resolutions brought forward.

The following ordinary resolutions are being proposed by the board for the 2017 AGM, subject to approval by the full board at the June board meeting. These have been on the wiki since the middle of May and members are entitled to propose amendments to resolutions until 30th June.

1. A motion to appoint board members

The [Election Rules](#) require an election of board members at this meeting.

This meeting **resolves** to hold an election in accordance with the Election Rules and to appoint the elected candidates as members of the Board of Trustees. Should some of the newly-elected Directors be required under [Article 16.3](#) to retire at the next or the next-but-one Annual General Meeting, such Directors shall be those who receive the fewest first preferences. In the event of a tie, the teller shall draw lots.

2. A motion to note the annual report and accounts

This meeting **resolves** that the annual report and accounts be noted.

3. A motion to set membership fees

The [Membership Rules](#) require the membership fees to be reviewed at each AGM.

This meeting **resolves** to maintain the membership fees unchanged for individual members at £5 per year and for all member organisations at £100 per year.

4. A motion to appoint auditors

At the 2016 AGM Kingston Smith LLP were appointed as the company's independent examiners. Following changes to the conditions attached to our Wikimedia Foundation grant we are now required to obtain a full audit, and we once again need to appoint auditors.

This meeting **resolves** to appoint Kingston Smith LLP as auditors until the next AGM, and to authorise the directors to determine the auditors' remuneration.

3. Trustee Elections

This year there are three board members whose first term is coming to an end, all of whom have expressed their desire to stand for a further term:

Michael Maggs
Nick Poole
Doug Taylor

We will be emailing all members on or before 22nd June with the final agenda plus a call for board candidates. All members who wish to stand for election at this year's AGM will need to submit their nomination by 30th June.

4. Members

The deadline for new members to join the charity in time to vote in the AGM is Friday 7th July, and we are therefore working towards this date in terms of our current membership campaign, with a target of having 500 members of the charity at this point. Our key membership activities currently include:

- An email to all former members (over 600) encouraging them to rejoin. This was sent on 14th June and we may repeat this in early July.
- An email to all 3500 donors encouraging them to become members. There have been a number of technical issues connected to this but we are hopeful that the message will go out during the week beginning 19th June.
- A social media campaign via Facebook and Twitter, launching next week
- The creation of an inter membership flyer (this was prepared specifically for the Byline Festival which resulted in our first organisational member)
- An invitation to our partners to become organisational members, to be sent by email during the week beginning 19th June.
- The creation of a new membership pack for members to be sent by post. This will be sent with delegate packs for new members who join in the next month.

Lucy Crompton-Reid
15th June 2017