

Executive Committee Meeting and Pre-Meeting
7th February 2019, Arts Council England Offices, Birmingham
10.00-12.00 and 12.30-16.30
DRAFT MINUTES



Present:

Jason Williamson (Chair) – JW	Emma Daker - ED
Dana Andrew – DA (until midday)	Ann Barnes, – AB (from 10.50am)
Nicola Coleby – NC	Karen Lewis – KL
Julie Biddlecombe-Brown – JBB	Alice Lobb – AL
Roz Bonnet – RB	Janine Parrish – JP
Charlotte Dew – CD (from 10.50am)	Natalie Patel - NP
Sonja Kielty – SK (until midday)	Maria Ragan - MR
Katie Morton – KM	

Apologies were received from Helen Jones, Vanessa North and Asako Yokoya.

Helen Waite (BMAG Exhibitions Intern) joined the meeting as an Observer.

Pre-Meeting Notes - TEG Awayday Next Steps

It was confirmed that the aim of the meeting was to review where we are – following yesterday – to lead into new strands of work/tasks identified at the end of the session.

It was confirmed that the working parties are:

- CIO (Charitable Incorporated Organisation): **JW, JBB, DA**
- Website: **AB, NC, AY**
- Marketplace: **AB, KM, ED, NP, CD**
- Membership: **RB, AB**

Past working parties have included:

- Events and Professional Development (as and when needed, different people as required)
- Marketplace- depends where it is being held. Key committee members **AB** and **CD**
- Publications (revise handbook/manual)

Following the awayday the outstanding tasks and confirmation of working groups was undertaken:

It was agreed that marketing needs to be looked at now that the website is complete, to distribute tasks. It would be useful to have a marketing group – **no action confirmed**.

For committee meetings it was agreed that minutes should be read (before meeting) and agreed. That from the working groups, one-person will update at the meeting, to maintain continuity for committee with projects; not everything needs to be fed back in further detail.

It was agreed that the tasks identified at the awayday are somewhat chronological; they will inform each other. **RB** suggested it would be good to understand the current decision-making process to inform the work on roles and responsibilities.

The Risk Register should be a constant working group because it is live and needs to be maintained.

It was agreed that the Risk Register will be a standing item at every committee meeting. It will include financial, people and sector risks. Items will be resolved and removed, other items may be added on. Each risk will be allocated a rating (red, amber, green) according to the how likely it is to happen and how damaging it could be.

The person responsible for managing risk will depend on the risk and linked to working/task groups.

MR and **SK** were added to Risk Register task group.

It was agreed that roles and responsibilities and the constitution should be looked at on regular basis in line with 3-5-year strategy; needs based e.g. when someone leaves

MR queried the term of committee roles. It was confirmed that they are: 3 years for an ordinary member, then it is expected that if an ordinary member stays on, they will assume an officer role.

Action: **JBB** to circulate terms and list of roles in the next week.

It was noted that the Chair's role was reviewed more recently when Jason was elected 2 years ago.

RB and **AL** were confirmed as the working group for Roles and Responsibilities, with input from **JW**, **JBB** and **NC**, as they have started discussing the process for replacing the chair.

Action: **RB** and **AL** will be looking at the roles of chair, secretary and treasurer and will present them to the committee at the next meeting. It was noted that the chair's role needs to be reviewed as a priority to advertise in March to the committee.

The benefits of having an external chair were questioned, and what the charity commission rules say: they may outline how long terms can be etc. - a Board of Trustees rather than a committee. It was discussed that as the committee roles are all voluntary roles it is difficult for someone to parachute in.

It was confirmed that the constitution states that it is necessary to be member of the TEG committee for 3 years (written, but not tight, by implication) before becoming chair, but there may be members of TEG who are ready and able to be chair.

It was agreed that as there is so much to do this year, it would not be the right time to change how the chair is elected – at the moment it needs to be someone who has been actively engaged.

JBB confirmed that 42 days' notice are required before the AGM, to invite nominations for election, so this need to be done by 6 March 2019. The status of the current committee as regards nomination are:

- Chair (**JW**) – standing down 2019
- Vice chair – vacant
- Secretary (**JBB**) – due to stand down in 2020 (**JBB** hopes to stay on committee in new job, but is waiting for confirmation)
- Treasurer (**NC**) – stand down or be re-elected for second term in 2019
- Membership Officer (**RB**) – stand down or be re-elected 2020
- Publications Officer – vacant (the necessity of this role was questioned, it has traditionally concerned the online Handbook/Manual)
- Events Officer (**KM**) - stand down or re-elected 2020
- Marketing Officer (**KL**) – consecutive two-year terms up for re-election 2020

It was noted that regulations will change if TEG becomes a CIO: the minimum requirement for this is a chair, secretary and treasurer and board of trustees, it was thought that the term for these roles is 3 years.

There currently 9 ordinary members of the committee: **VN** is stepping back and **HJ** to take on an officer role or step back. To maintain same numbers on the committee two new ordinary members will need to be elected at the 2019 AGM.

The merits of inviting more ordinary member were discussed, and the potential for more than two new ordinary members, if other step into officer roles.

The issue of the TEG dropbox folder being too large for use when people have free dropbox accounts was noted. **CD** outlined that the process agreed at a previous meeting would be for working groups to use an independent dropbox folder, and for this to be uploaded to the main dropbox for archiving at the end of the project. It was agreed that the chair@dropbox.org.uk email could be connected to a business dropbox account paid for by TEG; this action has not been taken forward yet.

For the purposes of business continuity, it was agreed that **CD**, **AB**, the **Chair** and **RB** would have access to the full TEG dropbox folder. The former three paid for by TEG. **Action: AB** and the **Chair** to open business dropbox accounts, **CD** to send **RB** an invite to the TEG dropbox.

It was noted that the following secretariat contracts need reviewing or developing from scratch:

AB - Membership Manager / Web Development Manager

AY - Web manager

CD - Administrator

CD - Professional Development Manager

David Lewis – Management of the Mailchimp account and newsletter

Specific amounts of time and tasks need to be allocated to roles, as they have not been reviewed in a considerable amount of time in some instances, and the rate of pay - £130 per day – has not changed in 15-20 years e.g. **CD**'s contract does not refer to the newsletter or Marketplace responsibilities. **AY**'s contract should be specific about the statistics needed and what they are used for e.g. identifying pages that are not used, so should be taken down or developed.

For the ACE contracts the a-n for rates of pay – based on years of experience – were consulted and a rate of £200 per day was agreed. ACE do not publish rates of pay, but for the application you had to state what you had based the rate of pay on.

NC noted the need to review day rates in consultation with other financial factors.

Action: DA to consult Sector Support Alliance group to benchmark freelance day-rates for organisations like TEG.

Action: CD to share a link to the dropbox folder containing all of the current committee role with the whole committee.

Action: CD to give **ED**, **NP**, **JP** and **RB** access to the TEG dropbox.

It was agreed that a paid TEG marketing role is still required, linked to the website work. This would involve working much more on the front end of the website and being proactive. It was agreed to extend Dave's contract to include this for a trial period at the last committee meetig, but this has not been taken forward yet.

NC spoke to **AY** about a year ago, and **AY** confirmed she is happy doing the work to the backend of the website.

It was discussed that TEG has a Facebook account, but it is not used, a Twitter account which is little used (especially since the end of ACE funding, which enabled this) and do not have an Instagram

account. Dealing with social media would be part of the responsibilities assigned to an outward looking marketing/web role.

It was agreed that going forward it would be good to include social media information on TEG joining instructions. These additional tasks will help raise TEG's profile.

The work to be undertaken by **the Induction working group – comprising ED, JP & NP** was discussed.

JBB stated that it is hard to pick up a new role and easy to drift on without an induction. At present induction is only provided when really required. **RB** outlined that a workflow is needed to show how the induction is undertaken/completed; induction packs need to be clear about what is expected, then this will retain organisational knowledge. There are two elements to the induction; general, plus role specific information. The induction information should also include what happens when you step down.

JW noted that the induction team is separate from the Role and Responsibilities working group, but they need to connect.

Action: working groups to keep a log of activity to show progress.

The Constitution working group comprises JBB and DA. It was reported that the working document is in reasonable shape, and notes a number of questions relating to mission, values etc.

It was agreed that this work needs to link in with CIO work. For this it is necessary to complete the work on the vision etc. started at the awayday, and to check everything is in line with the Charity Commission requirements.

It was agreed that the deadline for this work is the 9th April, as the changes need to be proposed at the next AGM, and members must receive the details 24 days in advance. If this is not undertaken in 2019 the process will be prolonged even further. The key question is: what amendments are need to meet the needs of the charity commission?

The Decision-Making working group comprises KM and NC.

It was agreed that the work of this working group does not need to be taken to the AGM. It will develop a structured process for the sign-off of decisions.

This will help with the lack of clarity about action in between meetings, which is not clear at present. Clearer roles will clarify decision making process. This activity links in to changes to how the meetings run.

JBB noted the usefulness of www.appearin.com software for multiway skype-type calling. This could be used to assist connectivity between actions.

It was discussed that there needs to be a system for:

- Managing conflict of interest
- Being clear about what the secretariat has a mandate to do

CD noted that at the moment members of the Secretariat can feel exposed as there is not a clear sign-off process or line-management.

DA stated that the committee should be informing the direction of the organisation and in turn the tasks the Secretariat is asked to undertake tasks.

The Meetings working group comprises **SK** and **KL**.

KL noted a commitment to trying to meet with **SK** before the next meeting, so a proposal for more efficient meetings e.g. highlight issues for decision, can be made. This may mean there is a different format for papers.

It was agreed that a primary issue is the lack of time for forwarding planning in TEG's usual committee meetings.

MR spoke about this as an issue at the ICOM meeting and how at the accreditation meetings she attends, much more is achieved at the annual a multi-day meeting, than the 4 day-long meetings, as there is an opportunity to have a greater discussion.

A range of potential changes to meetings mentioned were:

- Fewer committee meetings
- Comments before hand
- One longer meeting a year
- Keeping regular business tighter
- Having a system for introducing new committee members, to ensure everyone knows each other

RB suggested that until the change to CIO is complete, TEG should have an extraordinary meeting every year.

The Risk Register working group comprises: **JW, MR** and **SK**

A document will be developed for review at each committee meeting.

Action: working group to have the risk register document ready for review at the next committee meeting.

The merits of an April committee meeting were discussed and it was agreed that it would be useful to confirm all last-minute Marketplace arrangements and to review the work of the working groups.

London was agreed as the location, on the 26th March, 12-4pm. Ideally one representative from each working group will be present, at minimum. The following committee members indicated that they thought they would be available to attend.

DA – Constitution

AL – Roles and Responsibilities

KM – Decision making

KL/SK – Meetings

JW/MR/SK – Risk Register

NP/ED/JP – Induction

AB - Marketplace

The following venues were discussed: Arts Catalyst, RSA (**MR**), Hauser and Wirth, Goldsmiths' Centre and House of Illustration. It was agreed that the House of Illustration be asked first.

The work necessary to complete the new mission and values was discussed. It was thought that the mission is OK, but the values need further work. Tamsin Russel and Kate Smith are typing-up the awayday notes. It is likely that the new mission will feed into the revised constitution.

The merits of having values were debated. It was suggested that they can be useful when dealing with complaints and to inform funding applications.

It was agreed that the membership would not be consulted in the process of establishing the values, as this could undermine confidence in the organisation.

Other organisation's values can be looked at for comparison e.g. ICON, MA, ICOM

Action: Constitution task group to look at mission and values ready for further discussion at the next committee meeting.

It was agreed that reviewing TEG's name would be a task for next year. **KL** suggested the name could be changed to 'The Exhibitions Group', so the acronym could be kept the same: TEG.

Committee Meeting

1. Minutes of the last meeting

It was noted that **MR**'s name was spelt incorrectly; **CD** to amend.

2. Matters arising from minutes

NC noted that the contract for marketing, for David Lewis had not been taken forward; this will now be undertaken in line with the work on Roles and Responsibilities.

It was noted that there is a need to combine **AB**'s list of web tasks – which also identifies the tasks **AY** undertakes – with the list that **KL** shared. **Action:** AB to send the list to the working group.

Action: NC to issue a contract to AY for Feb-April 2019.

Action: AB is yet to offer corporate sponsorship opportunities to corporate members who are not new, but will undertake to do this soon.

MR confirmed that the Scottish Museum conference not going ahead his year. Details of the Welsh one are pending, and **MR** will share them when available.

3. Marketplace 2019 Planning

AB and **CD** visited Thinktank prior to the meeting. The table layout was confirmed; 32 tables can be accommodated - 18 of their tables, and 14 hired-in. In addition to this there will be a seating area for the AGM, and a catering area.

Thinktank has a purpose-built reception which TEG will be able to utilise.

It will be possible accommodate the committee/speaker's lunch in event suite, prior to the seminar.

Tours update:

KM has confirmed all of the arrangements for the two tours at BMAG.

ED is waiting to hear from one person, to be able to confirm the tour of Digbeth, Minerva works and Grand Union, which are 15 mins walk from Thinktank.

It was agreed that there would be 20 places on each tour; **Action:** CD to set-up Eventbrite. ED checking re numbers and to inform CD if the recommended number is different from the 20 agreed.

ED and **KM** will coordinate the tours on the day, supported by:

Thursday:
NC with **ED**
RB with **KM**

Friday:
NP with **KM**

Pre-Marketplace Seminar:
CD invited input into the final speaker selection and format.

It was agreed that David Wright should be asked to speak about the commissioning connected to the History of Homelessness project in Durham. As part of this artists, design, build and architects were commissioned. **Action:** JBB to put David in touch with CD.

And that there be a panel discussion comprising:

- Alex ? – from Brighton Museums – **Action:** NC to ask, and put CD in touch.
- **KM** and an independent graphic designer. **Action:** KM to ask the graphic designer and out CD in touch.
- **ED** and Juneau Projects – information received and confirmed.

Seminar speakers will be offered travel expenses, and an honorarium of £50 if they are self-employed.

NP has contacted 14 people so far in connection with the 5-minute-share. **Action:** CD to continue sending details through as bookings are received.

Action: KM will contact a colleague regarding tours of Thinktank on the day of the Marketplace.

Methods for encouraging delegates to stay-on during the afternoon of the Marketplace were discussed and it was decided that there would be:

- 2.15-2.30pm: a keynote talk from a Royal Collection representative regarding the Leonardo drawings project. **Action:** KM to contact the Royal Collection to see if some would be available.
- 2.30-3pm: a second session of 5-minute-share slots. **Action:** NP to offer these slots to those who are on the waiting list after the Pre-Marketplace seminar slots have been allocated.

JW – in the context of the risk register - asked what happens if a tour guide is unwell; **Action:** KM to brief colleagues and ED to note contact details for tour 2 guides.

Action: RB to contact MDO's to ask them to promote the Marketplace.

KL – to tweet. If this is undertaken off-site, committee members will need to send content. The hashtag will be #tegmarketplace2019

On Thursday 2nd May, it was confirmed that: **AB, KM, Helen Waite, ED, NC?, MR, CD, RB, JW?, JBB?**, would be available to stuff delegate packs 9.30-10.30.

Helen Waite suggested the Warehouse Café, Digbeth – veggie and vegan – for the meal on the 2nd May. **Action:** Helen to research capacity and costs. It was agreed that any deposit for dinner would be taken via Eventbrite, to avoid the issues faced last year re capacity/the opportunity for non-committee members to join in.

It was confirmed that the following committee members would be attending the Seminar and Marketplace: **JW, MR, KM, RB, JW,NC, JBB, NP, ED** (standholder)

Action: DA, SK and HJ are asked to confirm whether they will be attending.

Action: RB to contact National Programme Managers to encourage them to attend marketplace.

4. Website / New Website Development

AB noted that there are no points for discussion.

NC asked if committee member information could be added to the website, as it appeared on the old website e.g. job role, experience etc. **Action: AB to look into whether this is possible.**

Action: AY asked to create a secretary@teg.org.uk email address, for JBB to use whilst she is changing jobs. This can then be handed on to the next secretary etc., each time the person in the role changes.

Action: KL to look at how the AGM and nominations to the committee were announced last year via e-newsletter, and let JBB. **KL** advised that single subject emails tend to gain more 'opens' than multi-subject ones.

Action: AY asked to look at whether it is possible to report which webpages are not currently being looked at, to help inform future website development.

It was noted that visits to the 'About Us' webpage have dropped; this can be interpreted positively, demonstrating that people understand what the site/TEG is about without consulting this page, or negatively as reduced usage. It is not possible to determine which is true from the statistics.

The committee questioned why referrals from other websites have dropped off. It was agreed this is probably because they still have links to the old website and these links are now broken. It was agreed that undertaking the reconnection of links etc. should be part of the job role for the outwards-looking marketing post.

Corporate members should be asked to reciprocate links on their website.

TEG needs to create a LinkedIn page, so committee members can link to this. [Helen Waite has since report that a page exists, but it needs to be updated].

5. TEG at Large – 2019 Opportunities

JBB shared with the committee that she had met Anders Ingram, Research Editor for the Dictionary of National Biography (DNB), on the train to the awayday – he saw her using the database. He is very interested in TEG – they spoke about DNB initiatives online around anniversaries etc. – and to attend Marketplace and see how he can support the sector. The DNB is a subscription-based service, well researched and a reliable source. Institutional membership costs £80, if you write an entry, you gain free access.

The MUSON meeting will be held in Zurich, from Oct 3-5 2019 (the same dates as the MA conference). **AL** will also present on behalf TEG, if she attends for the Barbican.

ED suggested making information about TEG available to delegates at the Making Futures conference in Plymouth, at the end of September 2019. **Action:** ED to let CD know how many leaflets would be needed.

Action: CD to enquire about the cost of a leaflet insert for the AIM conference.

Action: CD to confirm a Marketplace leaflet insert for the March ICOM conference.

The committee was asked to continue to send ideas for promotional events and opportunities after the meeting.

6. Preparing to Borrow and Professional Development Programme

The committee agreed that **CD** can deliver two days training in Doha for UCL in April, pending confirmation of the right Insurance and emergency contacts. It was suggested that **CD** Make contact with British Council office for advice.

The committee unanimous agreed to the renewal of **CD's** Professional Development Manager contract on the same basis as last year.

7. Membership

AB noted a small increase in membership.

The lapsed members list was reviewed and it was noted that:

- Artsdepot don't have a gallery any more
- Staffordshire Borough Council - the gallery has closed and there is just one person left: **Action:** ED to contact
- NCCD and Aberystwyth Arts Centre: **Action:** ED to follow-up
- Redcar lost all staff

JW – apologised for not following up organisations he committed to at the last meeting. **JW** has been finding/recommending new members in Scotland through natural business.

Action: AB to share email addresses, where follow is confirmed.

JBB spoke to 25 MA students in Durham last week, about student membership. They confirmed that the best fit would be a subsidised membership rate for the first 3 years of their career.

RB and **AB** – have been talking about membership pricing structure. Given amount of work to be done, this review could be undertaken in time for the 2020 AGM.

A complaint from a member about an exhibition sourced through the TEG website was discussed. Since the complaint has been received, a reminder of the standards TEG asks members to meet was included in the newsletter, recommending for example, visiting/viewing an exhibition in advance of receiving it. Images had been requested, but have not been forthcoming from the member who complained.

Action: **CD to email the person in question and say the committee is interested to see a bit more to help it think about what advise members in the future.**

AY has shared that she believes it is possible to updated the membership benefits pop-up on the website.

8. Marketing and Communications

Action: KL to carry over the action regarding a paper on sponsorship opportunities from the last meeting and to prepare the paper by 18th March to go out with the papers for the 26th March committee meeting.

Action: AB to send sponsorship information from the 2018 marketplace to KL.

9. Financial Situation / Budget

CD confirmed TEG's financial position is positive, with higher than anticipated income from professional development activity and steady/slightly increased membership income. Current projections suggest that income will exceed expenditure by £6,000 in the current financial year.

10. AOB

JW is stepping down at the AGM in May 2019. **JBB**, **NC** and **JW** have been having a fruitful discussion about possibilities for his replacement. **NC** is considering the role of chair and Janine Parrish the role of Treasurer. **JBB** is negotiating with her new employer and hopes to be able to stay on in the role of Secretary for the next year.

The current situation has identified an issue with succession planning; it is believed that TEG should start to look at the role of vice chair. Between now and 2020, **JBB** would like to be working alongside someone who would step into the secretary role. For an ease of transfer from one role to another, there needs to be a process of shadowing.

JW has been speaking to Alanna Davidson - a potential representative from National Museums Scotland - about attending Marketplace and being part of the committee, as well as the new Director of Inverleith House – Eleanor Gallant, a previous committee member.

Laura Turner from York Museums is interested in becoming an ordinary member.

RB asked if it was worth putting out an advert out about opportunities on committee; this could help to diversify the committee.

JBB to ask anyone standing for a short biography, so those voting have the information.

Action: If a member of the committee is interested in standing for chair or vice chair, they should let **JBB** know by the 22nd February.

Action: **JBB** to share a committee role list, to check who would like to stand in next elections and notify those who gave apologies of the opportunity to put their name forward for Chair, Treasurer, Vice-Chair etc.

11. Date and location of next meeting

It was agreed that the next committee meeting would take place in London on the 26th March, from midday-4.00pm. The agenda will be arranged to enable **KM** to leave early. It is hoped that at least one member of each working group, established during the awayday will be able to attend the meeting and update on progress. **CD** to confirm a venue; the House of Illustration or the Goldsmiths' Centre were agreed to be good options in the vicinity of King's Cross Station.

To be certified as a true record of the meeting.

Signed

Jason Williamson
Chair, Touring Exhibitions Group

Date 8 February 2019