

**Touring Exhibitions Group  
Meeting of the Executive and Advisory Boards**



**13 October 2021  
Meeting held online  
APPROVED MINUTES**

**Present:**

Nicola Coleby (Chair) – NC  
Janine Parrish – JP  
Emma Dakar – ED  
Elena Saggars – ES  
Sonja Kielty – SK  
Felicity Sylvester – FS

Maria Ragan – MR  
Natalie Patel – NP  
Karen Lewis – KL  
Alanna Davidson – AD  
Miranda Stacey – MS  
Katie Morton – KM

Charlie Alexander – CA  
Ann Barnes – AB

Dana Andrew – DA  
Andrew Deathe – AJD

Apologies received from: Sandy Wood – SW; Aaron Rossi – AR

**1. Review of Action Register from April meeting**

1. KM was welcomed back from maternity leave. She will return to full-time work from December 2021 and until then a transitional phase will operate with TEG, where MR will continue in the vice-chair role, with KM stepping back in from January 2022.

1. NP had contacted all Committee members to ask if they were planning to stay on at the AGM. MS confirmed that she would like to stand for a vacant place and will therefore be staying on when Alice Lobb returns from maternity leave (contenders for election notwithstanding).

Andrew Bullock of National Museum Liverpool will be co-opted to the Committee at the AGM, following his agreement to join.

2.1.x8 The Privacy Policy has now been updated and is on the website.

2.1.7 Minutes for past Committee meetings will be available via the website for three years from now onwards, and by request from the Coordinator after that time has elapsed.

2.4 Committee members who wish to become trainers for the Professional Development programme should let DA know, and recommendations for other trainers also sent to DA.

3 DA arranged for all Committee members to have a chance to attend the MuseumNext Digital Exhibitions Summit online in December 2021. Anyone requiring the link to register should contact AJD.

3 NC and MR will attempt to speak to Committee members they have not yet spoken to before the January 2022 meeting, as part of the skills audit.

4 The proposed collaboration on a seminar for January 2022 with Artist Rooms will not be going ahead.

5 Committee members are reminded to pass contacts in academic organisations to AB to help promote the new Educational Membership category.

7 CA is in the process of deleting old and disused @TEG email addresses.

7 CA reported that we have received no further requests for usage statistics from our website but that she will be drafting a policy for handling such requests.

## **2. Risk Assessment and Recovery Plan**

The Risk Assessment has now been updated as a general one, rather than a specifically Covid Risk Assessment. Covid matters will still be covered but the ongoing document will now be a general one for the organisation. NP asked that if anyone has any comments or suggestions for the plan, they are forwarded to her.

Similarly, the Recovery Plan will continue, with a view to phase it out over the next 12 months as we emerge from the pandemic.

NP thanked everyone for their assistance with preparing the 2021 AGM and for being willing to continue with the Committee. She also encouraged everyone to attend and to encourage others to do so, so that we can ensure the meeting is quorate and able to validate the appropriate documents for the Charity Commission. The meeting will be held at 12.30pm on 21<sup>st</sup> October 2021. NC thanked NP for her work in organising the event. AB said that she would encourage Corporate members to attend the AGM while at the Marketplace.

## **3. Membership**

MS asked if TEG membership was limited to British organisations only or if it could be promoted abroad. AB said that international membership was possible but numbers fluctuated considerably because much of the work we do is focussed on Britain. She pointed out that TEG members referring the organisation when speaking at conferences or releasing reports certainly helps and MS asked if there were formal links between TEG and ICOM, ICEE or other similar organisations. AD is on the committee of ICEE and DA works with ICOM, and both offered to help foster links. DA thought that ICEE probably wanted to run their own professional development programme but that we could suggest collaborating with them on individual aspects. MS said that the British Council were also keen to promote similar training and may be open to working together. NC said that although our core base is in Britain it would be good to expand in the international market, which AB backed up, saying that post-pandemic, we will need to look at recruiting new members.

MS asked about which organisation compete in the same sector as TEG. NC again pointed out that our training programme and our strategies are a particular strength. Vastari and TEO are both more commercially orientated, and this is reflected in their membership and

the direction of their seminars, and NC feels TEG is better placed for serving the public sector.

MS asked if TEG had considered broadening its remit by including temporary exhibitions and partnerships. Her experience is that collaboration between organisations is increasingly common, rather than the model of one organisation creating a showing that other simply host or hire in. Also, by redefining TEG's Professional Development programme to include temporary exhibitions which do not tour, we could perhaps use knowledge that we already have, i.e. creating an exhibition, to appeal to new members who perhaps do not host exhibitions toured from other venues. NC said that her employer in Brighton and Hove was now concentrating on bought-in exhibitions but that some partnership exhibitions were under development too. DA pointed out that the most popular Prof Dev course offered by TEG was for Strategic Interpretive Planning, which is equally as relevant to non-touring temporary exhibitions. Partnerships was also a well-demanded course. AB said that the Handbook and Marketplace were also good supports for temporary exhibitions and partnership projects. NC suggested that we keep TEG as a brand name but add a strapline to show that we are relevant to the broader exhibition environment, which was supported by KL. It was suggested that a 'pivot' and a new strapline for the organisation was considered and looked at in future marketing meetings, or a possible Committee away-day.

AB will continue to chase lapsed members who have not renewed in the past couple of years. She will also use a list of academic courses created by JP to publicise the new Education category of membership to students.

#### **4. Professional Development Programme**

NC thanked DA for how much she has achieved with the Art Fund-supported Prof.Dev. programme and online activity in the past year.

MS asked if there are similar organisations to TEG working in other countries. DA said we don't think there is anything comparable in Europe. The House of European History in Brussels had said that they found TEG's resources a goldmine because of this. In North America a sub-group of AAM has the same role as TEG but they are relatively quiet. TEO and Vastari both have an international focus, as does ICEE. None of them are quite in the same area of Prof.Dev. as TEG focuses on.

MS asked about a mention in DA's report of a research project that Art Fund had carried out into touring exhibitions in Britain. DA explained that the research was commissioned a couple of years ago and we are currently awaiting its publication, delayed by Covid. She did not know if TEG had applied to carry out the work but it does seem to be entirely about our field of expertise. ACE have said that they would like us to carry out a similar survey, although they must be aware of Art Fund's project. DA said that TEG were not consulted by those running the project, which could be indicative of us needing to raise our profile.

MS asked how TEG plans to make money from Prof.Dev. in the future, after a year of providing it for free through the Art Fund grant. DA said she envisioned an inverted pyramid of training provision, with a broad range of rudimentary training sessions at the top, offered free to members and at fairly low cost to non-members, funnelling down to more in-depth,

longer sessions at increased costs or possibly available to members only, to enhance interest in what TEG offers but also increase membership through the encouragement of benefits. Both MS and NC agreed that shorter sessions would be popular and cheaper sessions would attract more interest. DA said that she was very aware of the need to develop new content for training as well but she was not sure how we could go about funding that at the moment. AB pointed out that we need to have new content to both attract new members but also to keep the older ones, who may have already undertaken much of what we are currently offering. NC said that the seminars and panel discussions were great but that the time and cost to organise them is an issue. DA said this again an area where we could work with other colleagues from the sector to create new resources and to increase TEG's profile. AB added to this, saying that we could encourage Committee members to speak and present at events organised by other, similar, organisations. DA suggested letting university courses know that representatives from TEG could be available to make presentations to students, again raising our profile and potential new members. ED said her experience with Craftspace showed this was a well-received and useful practice.

MS asked if any form of accreditation through TEGs Prof.Dev programme was planned. DA said the idea of certificates of completion was proposed, rather than accreditation. This was generally appreciated by the Committee as a good way forward.

NP asked if we entered into partnerships to create new Prof.Dev content, would we then need to split the income with them as well. DA negotiating a flat fee for the partner would be the easier approach. NC said that we would also have to make sure that we had the rights over the material as well to protect our place in the training market.

DA raised that Prof.Dev. marketing on social media should be content driven i.e., reflecting exactly what we are publishing or providing.

General interest was shown in DA's discussions with Welsh Government concerning a bespoke session on 'virtual' exhibitions. If TEG can fast track the idea to create a Digital Exhibitions workshop that would be suitable (or could be easily adapted) for online delivery to museums, galleries and libraries in Wales then they would be interested in booking 2 – 3 sessions. They are also considering booking one or more sessions on Strategic Interpretation Planning for Engaging Exhibitions but cannot fund the development of sessions. ED offered to share a link for a recent digital exhibition at Craftspace and said they had also had some training from the Audience Agency about creating digital content across the organisation. JP also had some experience of doing digital exhibitions on a small scale. Everyone agreed that experience showed that time to create such shows was the biggest issue to factor.

## **5. Website**

CA reported that the support package from Surface Impression had now run out of time and should be renewed. The package had lasted much longer than expected, leading to a long-term saving in expenditure. The renewal was agreed to by Committee.

Website statistics show that peaks in use and views of the website coincide with the sending of newsletters and the AGM papers. Marketplace pages were in the top ten page views for the quarter.

CA will remove the now redundant link to the TEG Facebook page and replace it with a link to our LinkedIn profile. There was discussion about whether we should also add a newsfeed and Twitter-feed to the site (there is already a link to Twitter but not publication of tweets). AB said that our old website had a newsfeed that promoted members' news when they added it and it would be nice to reintroduce that. This matter was deferred for discussion in the next meeting.

DA has been having problems with the seminars@TEG email address, which CA is investigating.

A discussion of how easy or not it is to find TEG's website through search engines took place. CA said that optimisation is something we should investigate, particularly as 'TEG' is what many people search for us as and it relates to a large number of other businesses and organisations, meaning that we can get lost in the pages of results. NC asked if CA to talk to Surface Impression to ask if they can help with this. CA said she would have a look at the site herself first to see if there was anything she could do first but then speak to Surface Impression.

## **6. Marketing**

DA asked if the Marketing report could follow a template format in future, including figures from the previous quarter to enable quick comparison. A template format, similar to that used by CA for the website report, would also, hopefully, be quicker to create each quarter.

AB asked if the Marketing Social Media rota had been drawn up and KL said that it hadn't, or that what had been in place had only run for a short time. NC said that a rota needs to be set up for at least a month or six weeks in advance, so that gaps can be filled. She also asked if everyone on the Committee, not just the Marketing Sub-Group could help. NC suggested a meeting to be held after Marketplace 2021 to plan a rota and this was agreed. NC and AJD to arrange. All Committee members to be invited and asked to volunteer to run social media for TEG for one week at a time. KL also requested that more images are collected for use on social media, as the bank we use is quite small. DA has carried out some tidying of the Trello board used to programme social media marketing.

## **7. Financial Situation / Budget**

AJD reported that the budget was pretty much on track as predicted for income and expenditure at the end of the second quarter. Membership income was very marginally higher than predicted.

DA had made some suggestions for a rearrangement of the Prof.Dev. budget lines in both income and expenditure and also some different ones of recording expenditure connected to grants. These were reflected in the spreadsheet provided to the Committee and helpfully reduced the number of lines to keep track of.

NC mentioned that they had been a few small items of expenditure that had been added to the budget, such as an extra charge by the accountants for producing two sets of accounts for 2020-21, when TEG became a CIO. This has resulted in a small income to the projected annual deficit from c.£15,500 to c.£16,300.

NC asked why the majority of the Marketplace ticket sales weren't showing under income. This is because Eventbrite do not pay out until after an event has taken place. The money should be in the account by early November.

There was some brief discussion around the sustainability of the organisation at the current rate of annual financial loss. TEG could not survive two more years without increased income through activities or grant aid. NC said that the Finance Working Group would be reconvened and work on an Arts Council grant application started by November for submission in 2022.

DA had circulated a budget report for the Art Fund project. MS asked if it would be possible to work out a rough valuation of the project per attendee, by simply dividing the grant income by the number of participants. ED said such figure might be useful for future grant applications. DA said that it was difficult to draw a meaningful figure for future planning as the Art Fund workshops were free to attend, somewhat skewing the numbers compared to what we might expect at a paid-for workshop. DA said that she was starting work on costing the development of new workshops and how long it would take TEG to recoup those costs and start making a profit. Initial projections suggested that if 20 people (10 members/10 non-members) attended a course, and trainee and Prof.Dev. manager fees were taken into account, TEG would make about £300 per workshop, before accounting for development of the resource. This is based on a charge of £59 for members, £79 for non-members. NC thought this was reasonable and that we would not be able to increase those fees. She also pointed out that DA had given many days of work for free while she was receiving support from the Government Covid support scheme for freelancers. The covered more than 18 days work, which shows how much time and cost the Prof.Dev. programme needs.

A new mandate for changing signatories to the bank account had been provided by AJD. This was voted on and agreed unanimously according to the following wording:

#### **1. Authorisation**

*"It was resolved that a banking relationship will be maintained with National Westminster Bank PLC (the Bank) in accordance with the mandate and that:*

- *The individuals identified as Authorised Signatories may, in accordance with the Signing Rules:*
  - *Sign cheques and give instructions for Standing Orders, Direct debits, electronic payments, banker's drafts and other payments on the accounts even if it causes an account to be overdrawn or exceed any limit*
  - *Sign, accept or endorse bills of exchange.*
- *Authorised Signatories identified in the Signing Rules for unlimited amounts may, in accordance with the Signing Rules:*
  - *Sign agreements for electronic products, including payment systems, and appoint or remove administrators and operators of those electronic products. The Organisation authorises the administrators and operators to*

*exercise the powers detailed in the terms of each electronic product. These powers may be extensive and include the power to make payments and access information on behalf of the Organisation, and in the case of administrator, the power to appoint and remove other administrators (with the same powers) and operators.*

- *Any Authorised Signatory may give other instructions or requests for information to the Bank in relation to the accounts; opening accounts with the same Signing Rules and Authorised Signatories; closing accounts; or other banking services or products*
- *The Bank may accept instructions that do not have an original written signature provided the Bank is satisfied that the instruction is genuine. Acceptance will be subject to any other agreement the bank may require for those instructions.*
- *The mandate will continue until the Customer completes a new mandate / passes a new Authority advising the changes in the authority on the accounts."*

## **2. Signing rules**

*"All financial transactions from the Touring Exhibitions Group NatWest Business Accounts, which require signature, will be agreed by any two of the three authorised signatories."*

## **3. Authorised signatories**

*"The authorised signatories will be the Chair, Treasurer and Secretary of Touring Exhibitions Group, as appointed at the AGM.*

*The current holders of the offices and signatories as of 13 October 2021 will be:*

*Chair – Nicola Coleby*

*Treasurer – Janine Parrish*

*Secretary – Natalie Patel"*

AJD will send a copy of these minutes to the bank in order to start the process of changing signatories to NC, JP and NP, removing any former signatories. The process should enable TEG to sign up to Stripe for online payments and also to hold a Debit Card for payment of suppliers. Currently these are paid by Secretariat and the costs reclaimed.

NC reported that the Funding Working Group hasn't met since the spring, but the current budget appears to be on track.

## **8. Marketplace 2021**

DA explained how 'Zoom Events' works and that it will be the platform on which Marketplace 2021 will be run. ED asked if Closed Captioning (CC) would be available. DA said that a trial using Zoom's own CC software was not very successful and Rev.com was being trialled during the present meeting. The services of a professional to type CC was approximately £120 per hour which would border on £500-600 to cover only the main sessions of Marketplace. There was a general consensus that this was a cost we could not cover at this time but that consideration for CC and other accessibility issue should be given to all future TEG events, and also when creating funding applications to ensure that costs were able to be met.

This discussion was extended to other Equality, Diversity and Inclusion indicators. NC suggested this needs to extend to the Committee as well, pointing out the low level of

gender and ethnic diversity. SK asked if it was something that we could specifically advertise for recruits to fill posts. NC questioned if we had capacity to organise that and wondered if the matter could be raised at the AGM. NP said that in the past we have used social media to attract before an AGM to attract nominees for Committee places and we could do that again in the future, directed to target audiences. She also said that we could use co-opting of new Committee members to speed up the process. KM recommended approaching MuseumDetox as an organisation that may be able to help us with recruiting. NC mentioned Culture& as another possible help. NP offered to draft a text for the AGM, saying that TEG will be looking to recruit, and ED offered to set up an EDI Working Group. NP and MS offered to join the Group. SK offered to send NP a copy of the Bradford Museums advert for a Young Ambassador which could be tweaked into a draft for the recruitment notice for TEG.

NC said that she will film her opening and closing speeches for Marketplace 2021, to mitigate against the risk of her Zoom connections failing during the event. MR and NC will share the duty of wrapping up at the end of each day.

AB ran through the programme of activities and speakers for Marketplace 2021. In many ways the preparation time for this event was more work than for a 'normal' Marketplace. Most members of the Committee have some role in the event and are urged to double check the processes and make sure they understand what is happening. AB will be creating a running programme for each day including introductory texts, which will be sent to everyone. A pre-event meeting will be held for everyone on the first day at 9.30am. ED and FS were thanked for organising the virtual tours with four international members. The tour hosts and all contributors have been sent detailed instructions on how to join each session. NP confirmed the details of the AGM and again appealed for all Committee members to attend if possible.

Further discussion on the technology took place during the present meeting. NP, NC, SK and ES all volunteered to contribute to the Zoom chat during Marketplace sessions in order to encourage participation. A practice session on Zoom has been arranged for Friday 15<sup>th</sup> October at 11am.

The need to publicise the event was emphasised and everyone was encouraged to do so through their own networks. AJD updated on ticket sales and mentioned that sales had stalled with none in the week before the current meeting. However, sales combined with speaker and Committee attendance did mean that numbers at the event should be around 100, broadly similar to previous years.

An advert for Marketplace 2021 was placed with Museums Association, to be sent out with one of their e-newsletters. Unfortunately, it was sent late on a Friday afternoon and we did not feel that we had fair coverage because of that. The MA agreed to re-run the advert at no extra cost on an e-newsletter sent on a Wednesday afternoon. The cost of the advertisement, plus the commissioning of Warmbread Design to create the animation did not result in enough ticket sales to cover itself but the venture was viewed as an experiment into the value of such advertising.

AB asked for some decisions on the format and dates of Marketplace 2022. There was debate on whether to run the event as two half days (28<sup>th</sup> April p.m. and 29<sup>th</sup> a.m.) or one single full day. Content and themes were also discussed. KM suggested that we concentrate

on a very focused theme for April 2022 and then return to a broader approach at future events, which was accepted as sensible.

AB asked for decisions to be made by the end of November. (A meeting was subsequently held on 8<sup>th</sup> December).

Marketplace 2021 was coming in at slightly under budget, but DA pointed out that the figures did not include Secretariat fees for their time, which is accounted for under core budget. AB reiterated that the amount of time spent on this event meant that there would be limits on the amount that could be spent on Marketplace 2022, most of the work for that taking place within the same financial year as Marketplace 2021.

#### **9. Minutes of the last meeting: Matters arising**

Minutes of the last meeting were approved and AJD will post them to the website.

#### **10. Any other business**

Andrew Bullock of National Museum Liverpool had submitted a biography which was forwarded to all Committee members in support of his nomination for co-opting to the Committee. This received a unanimous vote in favour. NP will inform Andrew of the result and AJD will send him the Induction Manual and invitations to future meetings.

All Committee members were reminded that there is an obligation in the Induction Pack to attend at least 50% of the full Committee meetings each calendar year. Usually this would be two out of four meetings, although there have been far more held in 2021 due to the unusual circumstances of the pandemic.

#### **11. Date and location of next meeting**

The next meeting will be held online via Zoom, at 1pm on Wednesday, 12<sup>th</sup> January 2022