

Sustainability Working Groups Report

August 19th 2017, Outer Library, 11am.

PowerPoint presentation:



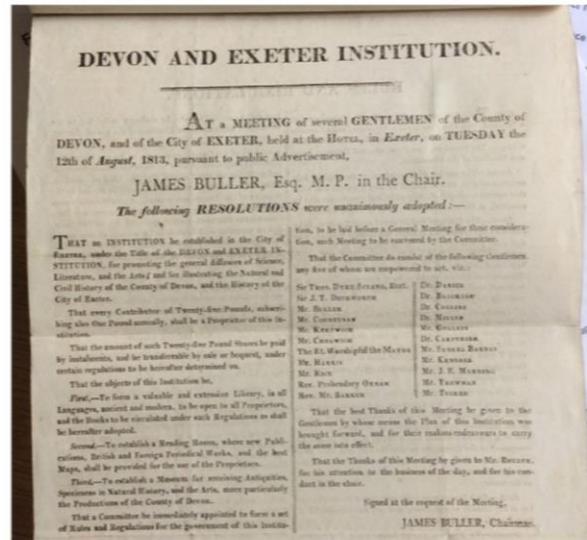
The Next Chapter

Sustainability working groups
Report 2017

Our members



Our founding purpose



Our charitable objects

- 'The advancement of **public education** particularly in the History, Literature and Arts of the County of Devon, the City of Exeter and of the South West of England generally and particularly by the provision and maintenance of a Library, Reading Rooms and educational facilities'
- 'The advancement of heritage by the **preservation** of number 7 Cathedral Close Exeter for the public benefit as a building of historic and architectural interest and value.'

Our development project 2015-2018

Funded by HE / HLF / small grant making trusts and private donation

- A restored and structurally secure roof
- Conservation and care of the collection
- Interpretation -including the website and portable displays
- A learning and engagement programme
- Volunteer development
- Freelance contractors
- Staff

Specific outcomes delivered in each area

Impact

- Impact in each area continues to be measured by an external evaluator – interim document available at the library desk and members' area of the website - final report available next year

Additionally:

- The evaluation documents have supported the DEI to become a Charitable Incorporated Organisation and made good our relationship with the Charity Commission
- University relationship has been re-established and we are finalising a 10 year strategic funding agreement – document available at the library desk and in the members' area of the website

How to build on this work?



Approach to sustainability

- Consultative working groups
- Involving staff and volunteers
- Involving membership
- Involving stakeholders
- Focussed on the NEEDS

Today in context

- Outcome from today to be reported to the new Project and Programme Committee on September 6
- Committee to agree development proposals and options
- Board of Trustees to review
- Process to be reported to the wider membership at the AGM on October 26
- Proposed plan to be agreed at Board of Trustees meeting November 2017
- Project and Programme Committee to take proposals forward

Findings from working groups

Findings - Books, maps and works on paper

Essential

- Deliver charitable objects and founding purpose
- Space – this has reached a critical level
- A catalogue system for illustrations and works on paper
- Stabilise the environment, temperature fluctuations and air circulation

Desirable

- Rationalisation of classification schemes -in progress
- Need to recognise those whose preference is to access information electronically whilst ensuring that important primary source material is retained

Findings - Books, maps and works on paper

Achievable within our current library programme

- Disposal and duplicates policy. *Does not apply to historic collection*
- Cease taking house clearance items and books
- Review the need for reference materials
- Review periodicals

Findings – Fine and decorative art

Essential

- A full inventory of works
- Re -valuation for the purposes of insurance

Priority

- A fine and decorative art collection catalogue (with images)
- All oil paintings are in need of cleaning and restoration
- A condition report - the exact condition of each painting is unknown

Findings - Fine and decorative art

Desirable

- There is little known about the significance of works of art
- There is inadequate display space for decorative art items

Achievable short term

- Inventory
- Insurance
- Housekeeping in relation to decorative art pieces

Findings - Building

Essential

- Deliver charitable objects and founding purpose ie preservation of the building
- Upgrade fire safety - in progress
- Upgrade electrical works - in progress

Priority

- Open and reclad the cupola in the upper reading room
- The floor in the inner library needs structural support
- The gallery in the outer library needs structural support
- The spiral staircase is structurally unsound
- Stabilise the environment, temperature fluctuations and air circulation
- The upper gallery glass cases need restoration
- Upgrading the Members' facilities particularly the lavatories
- The need for lecture space /flexible space for educational activity and larger gatherings

Findings - Building

Desirable

- Increase access to the front ground floor rooms
- A hall reception was explored
- A lift would be desirable
- Unify upper reading rooms

Achievable within current programme

- Moving stock in order that air may better circulate / treating mould
- Drop down projector screen instead of free standing - done
- Fire resistant storage for rare books and archival materials
- Replacement of flat cases with upright cases
- Increased access to the garden

Findings – Programme of activity (Members)

Essential

- Deliver charitable objects and founding purpose
- Continue to diversify membership and encourage broader age range
- Opening hours reviewed
- Membership retention
- 'Member only' benefits better explained
- Ongoing volunteer opportunities and development
- Fundraising events

Desirable

- Daily use rate for non Devonians
- Saturday membership option
- Increase members confidence in using the collection
- Enhance the entrance hall / office area welcome

Findings - Programme of activity (public programme)

Essential

- Deliver charitable objects and founding purpose
- To raise the profile of the DEI 'for the general diffusion...'
- Coordinated programme across Cathedral Green sites

Desirable

- More in depth and higher profile events such as debates and radical thinking
- Musical events in the library - baby grand piano

Achievable in the short term

- Investigation of other spaces on Cathedral Green
- Usage policy for St Martins / Pearson room / Law Library – in progress

Findings – Programme of activity (Teacher consultation - Schools)

Priority:

- Deliver charitable objects and founding purpose
- Find ways of meeting the demand
- Address the restriction of numbers on site and session content
- Continued access to primary sources is key – hands on experience not screens
- Expanding and enriching the curriculum (KS1 and 2)
- Focused enquiry questions and research skills (KS3 and 4)

Achievable short term:

- Formalise offer – in progress
- Clear offer for specific key stages – in progress
- Catering for those not in main stream schooling
- Continue and enhance outreach programme

University - strategic funding agreement with its own activities

How to meet the needs – future project options:

- Short term collections and programme projects within existing funds
- Short term small grants for individual activities
- Short term – preparing for a major capital bid with a development grant
- Longer term - delivery of major project encompassing capital works and activities which could be phased
- Longer term – delivery of major activity project

Or

- Do nothing further

Sources of funding

- **Plurality of funding is key**
- Heritage Lottery Funding
- Architectural Heritage Fund
- Grant making trusts – Garfield Weston, Clore, Lindbury Trust, etc
- Philanthropic donations
- Commercial income
- Major gifts and legacies

Open Floor

- Comments
- Priorities and options
- Feedback to evaluator
- Staying in touch

Thank you



DRAFT

Open Floor discussion

Chair – Katharine Chant

Staff - Emma Dunn, Anne Howard, Mary Noon

Evaluator – Christina Dixon

Members:

Margaret knight

Derek knight

Bob Higham

Peter Wadham

Margot Swift

Tony Smit

Paul Auchterleonie

Shane Cormie

John Reeves

Kai Kin Yung

Ruth Mcleish

Ros Palmer

Nigel Howard

Nigel Baglin

Elaine Allaway

H Rowe

Bill Leedham

Richard Crangle

Jim Pilkington

J Downing

A Browne

CM North

Apologies:

John Manley-Tucker

Simon Timms

Todd Gray

Peter Wingfield-Digby

Sandra Bond

Lindsay Roderick

DRAFT

Following the PowerPoint presentation the assembled were invited to make comment:

NB requested that the documents mentioned in the presentation be available in the members' area of the website – ED to action (copies also at the Library desk)

BL noted the practical issue of the cliff edge - or slope – as grants expire. Could reserves be used to sustain activity?

KK sought clarification that illustrations and sculpture had been considered in collection working groups and AH confirmed that they had.

DK highlighted that we have been concerning ourselves with the immediate conservation need but that there was a greater 'narrative' to be explored in the collection.

Items are being discovered that are not on the catalogue and the richness of the collection needed to be explored further.

PA commented that in the past three years there had been a physical change in the library due to repair and conservation but also a radical change in thinking which was driving the institution forward. In order to sustain this thinking the two posts (Programme Manager and Librarian) were clearly needed. Any future plan would be in need of professional staff and this must be built in. Is a priority to look at sustaining the professionalism?

EA noted that it was huge effort for the current staff to sustain the day to day business - what is sustainable for staff to deliver on top of this, without additional staff posts? Volunteers could only do so much – how much would the number of member subscriptions need to increase in order that we covered our costs?

Is the priority to increase membership? Does there need to be a funding plan with targets?

It was noted that the DEIs runs at a loss – with subscriptions only covering the most basic running costs.

It was estimated that we need 200 new members to be financially sustainable and this was generally thought to be achievable.

DK noted that there was a limit to the capacity of staff to deliver new initiatives - volunteers are able to help but you don't get the continuity or reliability. Strategic planning and events impinge of the day to day running

MS noted that the DEI must look to ways of becoming self-sustaining - Could the collection be used to generate income – ie the Bridgeman Art Library or similar. Could we generate commercial income with the sale of prints and images to make the collection pay?

AH noted that we are digitising certain items as part of the current project and that she has received a quote to digitise the diocesan architectural drawings – ED noted it would be possible to create a 'shop' to embed on our website.

BL had received feedback that some potential members of working age would be more likely to join if it were possible to pay by monthly direct debit. Is there a way of making the subscription more attractive with gift aid options?

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MS asked if we could offer group subscriptions more widely and questioned what other reciprocal arrangements could be made?

MN commented that we needed to look at the ground floor laterally. Our principle rooms with Cathedral views were a loo and an office. Could these become more accessible with some reconfiguration - bookable rooms with Cathedral views which could earn income and double as booked lined education space?

JR commented that tours of the library and the welcome were key drivers to encouraging members to join - but the hall is not the most welcoming space and could be reconfigured far more attractively.

Making use of other spaces such as the Cathedral and St Martins was noted by ED

MS noted that events such as a literary festival would raise the public profile of the DEI.

BH suggested a group offer and publicity for the whole of Cathedral Green

BH noted that perches on the gallery would help when using large books for a short time, to save bringing them downstairs.

BL noted that Society of Antiquaries published extensively and gave research bursaries / fellowships - could this happen at the DEI?

MN noted that there were many younger middle aged - 25s -50s employed people in Southernhay. Could we offer a version of group membership to a firm?

The working population are at work when we are open - could we shift opening times to 10.30 to 6.30 so that people can pop in on the way home?

ED noted a greater demand than supply for school parties and lecture space – could we look at expanding the footprint into the neighboring law library?

BL noted a sense of belonging and that individuals joined to belong to something that they identified with.

KC How do we move forward?

Group reviewed the 'future project options' slide

General consensus on:

- A full structural survey – gallery, floors, side return to be explored
- Feasibility study for a lift for moving stock and also to people unable to use the stairs – ie a future capital project

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- Conserved books were still in vulnerable condition - ten year management and maintenance plan needed. Addressing Environmental conditions is an absolute priority
- The reception area could be more visible and welcoming
- Focus group for 'hand-picked' working age people who would be interested in becoming members – to gain a better understanding of their needs and what would entice them to take a subscription
- The need to strengthen and build up Cathedral Green sites and spaces and working in partnership to build capacity for events
- The need for a five year plan / funding strategy – possibly to be delivered by Programme Manager
- Staffing needs for the above to be built in at the outset – KC noted a staffing working group had been set up

Summary comments

Christina Dixon, Independent Evaluator.

Grant making bodies – in this instance the HLF - work to a theory of change and this underpins the type of work they will support. The ideal is to see an impact in thinking within an organisation.

The DEI have approached and are delivering this project in the right way in terms of using it as an opportunity for self-examination and not simply paying lip service to the outcomes - four years ago this conversation wouldn't have been possible - and this is a huge tick for you in terms of seeking further grant funding.

END