

Background

This plan identifies our key priorities and tasks for the DEI for the next three years when the University of Exeter funding contract is due for review.

The proposed plan is based on the outcomes of the Sustainability Working Groups reported in 2017, by interim and final evaluation of the HLF funded development project and by Board discussions and decisions.

The plan will be implemented by the Board of Trustees and by our existing staff:

Librarian, Partnership and Programme Manager, Library Assistant, Housekeeper

*Note that three staff are on temporary grant funded contracts, two of which expire in 2020 and one in 2019

In consultation with our stakeholders:

Members

Volunteers

University of Exeter staff and students

Exeter Cathedral, RAMM and other heritage partners in Exeter

External funding bodies

Charity Commission

Association of Independent Libraries

Devon Heritage Centre

Our key priorities are to deliver our charitable objects, which are:

- 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 of and maintenance of a Library, reading room and educational facilities
- The advancement of heritage by the preservation of number 7 Cathedral Close Exeter and its decorative and fine art collection for the public benefit as a building of historic and architectural interest

We will preserve the DEI as an historic subscription library and continue to expand and develop DEI services, programme, activities and facilities in keeping with our charitable objects above.

In the next three years, we will do this by:

- Establishing and maintaining strong administration of our subscription income
- Strengthening and sustaining membership levels with regard to new membership, age profile, retention levels, usage of facilities and services
- Ensuring a core level of funding and a good standard of financial management to underpin our charitable objectives and work towards self-funding our key staff post(s)
- Continuing to offer a professional library service and associated activity
- Continuing our established programme of reclassification, digitisation, preservation and conservation
- Developing our agreed programme with the University of Exeter and establishing other key partnerships

- Continuing our established learning programme and public engagement activity
- Addressing structural, environmental and spatial issues through further externally funded projects
- Underpinning our work by training and developing our volunteers and staff

We will achieve this through the following action plan

1	Ensure that the governance and operation of the DEI is fully participative, inclusive and conforms to Charity Commission standards (Lead: Chair)		
	Tasks	Target	Timescale
1.1	Ensure effective communication with members and other stakeholders	Regular newsletter production	
		Participation by members in the AGM	
1.2	Ensure informed and effective BoT	Review Management structure including standing committees Chairs Committee meet quarterly	May 2018 Annually
1.3	Re-invigorate trustee recruitment, participation and training	Review of meeting times for Board meetings	At annual meeting of BoT
		Establish an ongoing recruitment programme for trustees to ensure succession planning and recruitment of specialist skills	May 2018 onwards
1.4	Ensure that Equality issues are considered in all DEI activities	Review Policies and Procedures Ensure that Equalities Impact Assessments are undertaken for all new Board proposals	April 2018
1.4	Ensure compliance with Charity Commission requirements	Complete CIO conversion issues Complete CC annual report (2017 completed)	July 2018 Annual report annually in April
1.5	Develop and maintain planning strategy for the DEI	Regular review of the Forward plan Develop longer term strategic goals	Standing item at Chairs Cttee By AGM 2018
1.6	Review and update DEI policies and procedures	Reviewed by Chairs Committee for monitoring at the Annual meeting of BoT	Annually

2.	Achieve a balanced operational budget and sustain this year on year (Lead: Hon Treasurer/ Hon Secretary/ FHR & Membership Cttee)
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	Tasks	Target	Timescale
2.1	Meet budget and audit deadlines	Draft budget agreed	July 2018
		Audits completed	Aug 2018
		Financial report for AGM prepared	Sept 2018
2.2	Review and update finance procedures to reduce financial administration and costs	Develop system of automated payments into and out of the DEI	Sept 2018
		Resolve Gift Aid and VAT budget issues	Sept 2018
2.3	Oversight of bookkeeper, accountant and audit services	Ensure services are delivered within agreed budgets	June 2018
2.4	Improve private hire marketing and facilities	Update marketing material on the DEI website	Sept 2018
2.5	Regularly review utility expenditure to minimise costs	Telephones, gas and electricity reviewed and implemented	Sept 2018
2.6	Develop use of volunteers to manage membership renewals and all non-financial functions	Recruit xxx no of volunteers	
		Develop joint working practices between Office and Library	
		Develop volunteer training programme	
		Create a working Office Admin manual	June 2018
2.7	Maintain and improve subscription income and encourage more donations of all kinds	Review subscription charges annually	May 2018 -
		Encourage and facilitate legacy planning	
2.8	Develop operational funding for key staff post(s)	Increase contribution to library staff salaries from core income	June 2018 onwards

3.	Develop and strengthen our membership base (Lead: Membership Secretary)		
	Tasks	Target	Timescale
3.1	Improve membership retention	Ensure timely membership renewal notices are issued and follow up procedures	April 2018
		Prepare monthly Board reports	April 2018

3.2	<p>Improve diversity of membership and encourage broader age range membership</p> <p>Promote group/corporate membership</p>		<p>June 2019</p> <p>July 2018</p>
3.3	<p>Review of WebCollect procedures</p> <p>Define and regularise University membership (eligibility, duration, method)</p> <p>Clean up existing data of University members.</p> <p>Review key fob use and holders</p> <p>Consider trained volunteer involvement</p>	Suggest and implement improvements to the subscription pages	<p>July 2018-</p> <p>June 2018</p> <p>June 2018</p>
3.4	Create an innovative newsletter	Board approval required	First edition March 2018
3.5	Review marketing and publicity policy	Establish clear responsibilities and activities	July 2018

4.	Develop and conserve the DEI buildings, historic library and decorative and fine arts collections (Lead: Librarian/ Chair Libraries Cttee/ P&P Manager/ Chair P&P Cttee)		
	Tasks	Target	Timescale
4.1	<p>Re-organise shelving and study spaces</p> <p>Review shelf guides</p>		<p>Aug/Sept 2018</p> <p>September 2018 -</p>
4.2	Catalogue the collection (with images)	Digitisation project with UoE (illustrations / prints collection)	May 2018-
		Digitisation project with Met Office	June 2018-
		Continue retrospective and current cataloguing of bookstock	

4.3	Ensure sustainable cataloguing capability at the DEI	Support for Library Cataloguer role	
4.4	Stabilise the environment, temperature fluctuations and air circulation	Tiny Tag installed, measurements being taken Further grant application	April 2018 Survey heating system
4.5	Identify priority books for re-binding	Ongoing Invigorate 'Adopt a Book'	
4.7	Submit funding bids for discrete library projects	Identify external funding opportunities	Sept 2018-
4.8	Audit and inventory of collection	Increase volunteer participation in care of the working furniture collection	May 2018
4.9	Insurance re - valuation	Fine and decorative art collection revalued	May 2018
4.10	Cost a rolling programme of re-decoration	Identify priority areas	Sept 2018-
4.11	Fine Art restoration and re-hang	Phase one – engravings and prints Phase two – oil paintings subject to further grant funding	May 2018 -
4.12	Continue the work of the library preservation team	Working with volunteers and university students	Sept 2018 onwards
4.13	Develop interpretation (displays etc) to include diverse perspectives and audiences		Sept 2018 onwards
4.14	Implement major structural and environmental improvements	To be identified by grant funded projects (see 6.5 below)	To be identified

5.	Strengthen and develop national and local partnerships (Lead: P & P Chair and P&P Manager)		
	Tasks	Target	Timescale

5.1	Develop the agreed programme for the University of Exeter		
5.2	Further develop and formalise the relationship with RAMM		
5.3	Coordinated programme across the Cathedral Green sites and wider Exeter partnerships		Jan 2019
5.4	Investigation of the use of other spaces for DEI use		July 2018
5.5	Continue to develop the programme of learning and engagement on site and in the community	As in P&P Manager's programme	
5.6	Develop publications programmes	Publishing output	June 2018-

6.	Develop and submit further funding bids for capital works and associated activity plan (Lead: P&P Chairs and P&P Manager)		
	Tasks	Target	Timescale
6.1	Submit HLF project enquiry application		Autumn 2018
6.2	Member and stakeholder consultation		Sept – Dec 2018
6.3	Submit development grant application		Feb 19 - Sept 19
6.4	Development Phase		Sept 19 - Sept 20
6.5	Commence delivery phase of grant funded capital project		Sept 20

7	Ensure the continuity and efficiency of all DEI services: (Hon Secretary and others)		
	Tasks	Target	Timescale

7.1	Develop HR resources and policies	Ensure CPD for all staff Set up and implement annual staff appraisal system Identify Line managers and responsibilities	June 2018-
7.2	Maintain daily Courtenay Room luncheon service	Ensure Housekeeper absences are covered by volunteers or alternative paid services	April 2018 -
7.3	Maintain and improve the general presentation and cleanliness of the DEI buildings and garden	Develop and implement Quick wins	
7.4	Ensure that Fire Safety routines are regularly reviewed and carried out		
7.5	Ensure an effective reception service to members at all times - in office or library	Ensure library and office volunteers trained to the same standards.	April 2018 -
7.6	Maintain effective communication channels to members	Ensure regular contributions are made through the Website, Mailshots and newsletter Review Telephone and broadband systems to improve internal communication	
7.7	Improve the operational efficiency of the DEI office	Create Office Manual Review and implement electronic and paper filing and storage systems (compliant with GDPR)	May 2018-
7.8	Develop the programme of talks and social events for members	2018-9 programme published Increase fundraising activities Promote new afternoon talks programme	
7.9	Develop the DEI website and other forms of social media	Increase the number of hits, establish regular staff contributions	

Projected budgets 2018-2021

	2018-9		2019-20		2020-21	
	Income	Expenditure	Income	Expenditure	Income	Expenditure
DEI	92860	87581	95000*		97375*	
Grants carried over	30500		22000			
UoE grant	25000		25000+			
Other donations, grants						

*Based on a 2.5% yearly increase in income