

The Devon and Exeter Institute Strategy Session Notes 10th July 2019

Purpose of the session

- To collectively Identify three **10 year goals** from each of our four working committees.
- To **identify vision ideas or words** against which the Institution will cross reference and measure all activity to support its future direction.

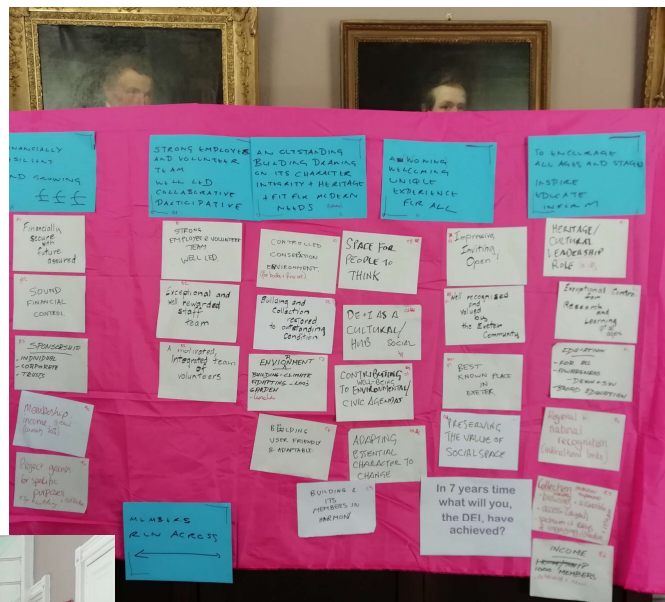
It was noted that covering the following objective in the time allowed was considered too ambitious and would naturally follow on in further discussions from today's session.

- To consider options for our future **management/delivery structure**

In addition to session aimed to consider what extent the institution wishes to:

- Professionalise** – explore the balance of the roles and responsibilities between professional staff and the management board
- Commercialise** – to run all income generating activity to full capacity
- Diversify audiences**– to consider the balance between paying membership and social inclusion and furthering our charitable objects

*Under watchful eyes
Trustees and Staff deliberated.*



Strategic Goals: our consensus

“In 7 years’ time what will you, the DEI, have achieved?”

A. Financially resilient and growing (£££)

- 1) Financially secure with future assured.
- 2) Sound financial control.
- 3) Sponsorship
 - Individual
 - Corporate
 - Trusts
- 4) Membership income grows (currently 70%).
- 5) Project grants for specific purposes, especially building and collection.

B. Strong employee and volunteer team - well led, collaborative, participative.

- 1) Strong employee and volunteer team, well-led.
- 2) Exceptional and well rewarded staff team.
- 3) A motivated, integrated team of volunteers.

C. An outstanding building drawing on its character, integrity and heritage and fit for modern needs.

- 1) Controlled conservation environment (for books and fine art).
- 2) Building and collection restored to outstanding condition.
- 3) Environment:
 - Building climate,
 - Adapting - loos
 - Garden
 - Lunches
- 4) Building user friendly and adaptable .
- 5) Space for people to think.
- 6) DEI as a cultural/social hub.

- 7) Contributing to wellbeing/environmental/civic agendas.

- 8) Adapting essential character to change.
- 9) Building and its members in harmony.

D. A ‘wowing’, welcoming unique experience for all.

- 1) Impressive, inviting, open.
- 2) Well recognised and valued by the Exeter community.
- 3) Best known place in Exeter.
- 4) Preserving the value of social space.

E. To encourage all ages and stages – inspire, educate, inform.

- 1) Heritage/cultural leadership role in city.
- 2) Exceptional centre for research and learning at all ages.
- 3) Education:
 - For all
 - Awareness (Devon and southwest)
 - Broad education
- 4) Regional and national recognition (international links).
- 5) Collection:
 - Immersive experience.
 - Browsing (display) and accessible.
 - Access (digital).
 - Spectrum of ways of engaging/creative and relevant.
- 6) Income – 1000 members – retained and new

The strategic goals above can be drawn into a vision statement along the lines of:

The DEI encourages all ages and stages to inspire, educate, inform!

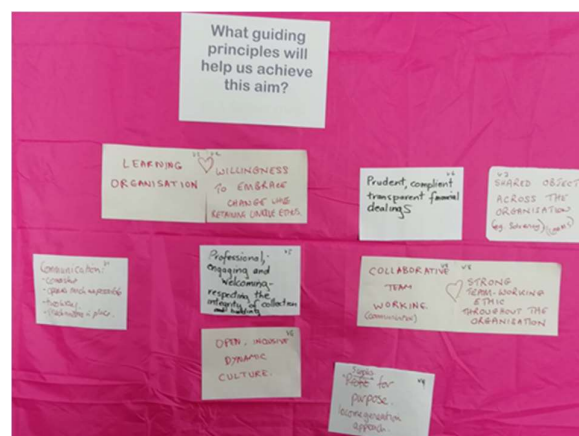
Our outstanding building draws on its character, integrity and heritage and is fit for modern needs so that we offer a ‘wowing’ and welcoming unique experience for all.

We are a financially resilient and growing organisations run as a well led, collaborative, participative organisations by a strong employee and volunteer team

Guiding Principles

“What guiding principles will help us achieve the aim?”

1. Communication:
 - *Consistent.*
 - *Open as much as possible.*
 - *Two way.*
 - *Mechanisms in place.*
2. Leaning organisation/willingness to embrace change while retaining unique ethos.
3. Professional, engaging and welcoming -respecting the integrity of the collection and building.
4. Open, inclusive, dynamic culture.
5. Prudent, compliant, transparent financial dealings.
6. Shared objectives across the organisation (.g solvency, communications).
7. Collaborative team working (communication)/strong teamworking ethic throughout the organisation.
8. Surplus for purpose income generation approach



Raw text from this exercise:

Welcoming ✓✓ ✓✓	Valued ✓	Clarity ✓✓	Organised ✓✓ ✓✓	Openness ✓?
Friendly ✓✓ ✓✓	Inspiring ✓✓	Transparent ✓✓	Leadership ✓✓	Adaptable ✓✓
Accessible ✓✓	Vision ✓✓	Transparency ✓✓	Good leadership ✓	Embracing change ✓✓
Inclusive ✓ ✓✓ ✓✓ ✓✓	Conservation Management ✓✓✓	Integrity ✓✓	Good Management ✓	Relevant to contemporary needs ✓ ?
Celebrate achievements ✓	Uniquity(?) [ness?] preserved ✓✓	With integrity ✓✓	Collective Responsibility ✓ ?	Receptive to new technologies ✓ ?
Collaborative ✓✓ ✓✓	Green approach ✓✓	Forthright ✓	Planning ✓✓	Growing and learning ✓✓
Collaborative Working ✓✓✓	Strong cultural/creative identity ✓✓	Honest ✓	Hard work ✓ ?	As a team ✓✓
Engaging ✓	Contributing to society ✓	Communicative ✓✓	Professional ✓✓	Willing to learn ✓✓
Compassion ✓✓	Education ✓✓	Decisive ✓✓	Excellence ✓✓✓	Seek out best practice ✓✓
Sharing ✓✓	Experience ✓✓	Respect ✓✓	Prudent ✓✓	Lateral thinking ✓
	Achievement ✓✓	Dedication ✓✓	Attract expertise ✓✓	Creativity ✓✓
	High Standards ✓✓	Compromise ✓✓	Sustainable ✓✓✓	Training ✓✓
		Good communications ✓	Compliant ✓✓	
			Put solvency as highest objective ✓ X	

Next steps...

- 1) What staffing structure do we need to deliver all this?
- 2) 'Try out' the values to see if they 'fit'
- 3) Use the strategic framework to inform a new business plan:
 - Refine it
 - Use it as a structure
 - Think about the budget required to achieve it
- 4) Include business plan in the round 2 bid to the NLHF – aiming for a bid on 21st October and the Round 2 submission 1 year later.
- 5) Benchmark against other organisations and libraries

In 3 words 'What inspired me to get involved with the DEI?



Session facilitated by Diana Moore & Samantha Peters