

Looking forward...

creating the craftspeople and collectors of the future

Business Plan 2009-13 Executive Summary

Introduction

The Devon Guild of Craftsmen is an educational charity, established in 1955 as a membership organisation by a small group of makers. In the 1980s the organisation purchased the Riverside Mill in Bovey Tracey and took the step of employing professional staff to manage the newly registered charity. In 2004, redevelopment work was completed at Riverside Mill in order to deliver a fully accessible environment, higher quality programming and increased revenues. The Devon Guild has now grown to a membership of over 250 makers, with 400 supporters as Friends, up to 30 staff and over 114,000 visitors each year.

The Guild works to fulfil its vision through:

- Engaging with and supporting the finest makers in the South West
- Promoting the highest standards of craftsmanship and design
- Creating opportunities for a wide audience to appreciate craft and learn through making
- Being locally relevant
- Developing its role as a national centre of excellence for contemporary craft

Devon Guild Limited is a commercial concern which exists to generate the maximum financial return by undertaking trading activities in furtherance of, and compatible with, the mission of the parent charity.

Learning

Audience Development

Fundraising

Diversity & Equality

Operations



Organisational objectives

The challenge that the Devon Guild faces over the next five years is to develop the economic, cultural and social contribution of craft and design to the region whilst also maximising revenue generation to repay borrowing and build reserves. The Business Plan provides the framework within which this will be achieved and focuses on the following key strategic aims:

- To secure financial stability following redevelopment costs
- To enable new learning initiatives
- To improve support for Members and aspiring makers
- To develop new audiences
- To consolidate role as a regional centre of excellence
- To develop national role and presence
- To make the organisation an exemplar of good practice in management and governance

The organisational aims will be achieved through five key areas of activity, each of which has its own strategy and specific objectives. Action plans and individual staff work plans ensure that the objectives are met through clear, measurable actions that incorporate ongoing monitoring and evaluation.

The five areas of activity are:

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Learning

Our aim is to stimulate and support lifelong learning and promote a wider understanding of contemporary craft through accessible high quality learning experiences. The Guild will provide opportunities that engage and involve a wide spectrum of people, inform and inspire, and offer the highest

quality of provision in crafts education. The Guild will seek to forge partnerships, deliver accessible opportunities out of the gallery and further develop its initiatives with relevance and links to formal learning needs. We will also encourage visitors and local communities to view the Riverside Mill as an important, relevant and useful learning resource and we will develop appropriate professional and personal development for Members and other makers.



image: Michelle McQuinn mosaic residency at Stoke Gabriel

The Learning objectives will be achieved through four strands of activity: Exhibitions, Lifelong Learning, Schools and Continuing Professional Development for makers.

Audience Development

The Guild has a strong commitment to increasing the understanding, appreciation and enjoyment of contemporary craft. The Guild wishes to increase access by removing the barriers which prevent people gaining the maximum benefit from their involvement with the organisation. Through the *Audience Development Strategy* and *Action Plan* the Guild has a demonstrable commitment



image: Sara Roberts residency at Stoke Hill, Exeter



image: Anne Claxton, exhibitor in Get Fresh and Associate Member

to the development of a wider, more diverse and larger audience and to reaching new audiences and achieving greater loyalty from existing audiences.

The Guild will achieve this through specific actions that address five categories of audience: Members, supporters (eg Friends), visitors to Riverside Mill, remote users, and the wider audience - regionally, nationally and internationally - who engage with the Guild through its role as a craft sector development agency.

Fundraising

Diversification of income streams is a key part of any risk reduction strategy. The Guild must have a coherent fundraising mix that takes into account long, medium,

and short-term needs and does not rely too heavily on one or two sources of funding. Effective fundraising will give the Guild the means to deliver essential services, plan for the long-term sustainability of the organisation, communicate our cause and establish long-term relationships with supporters.

Fundraising activity will centre around grant giving bodies, developing sponsorship opportunities, maximising individual donations and earning income through our existing assets. To do this we also need to develop the required skills and organisational capacity for sustainable fundraising, ensure good planning and robust financial management and ensure we are compliant with codes of Good Fundraising Practice.



image: John Makepeace (A Devon Guild touring exhibition in 2010)

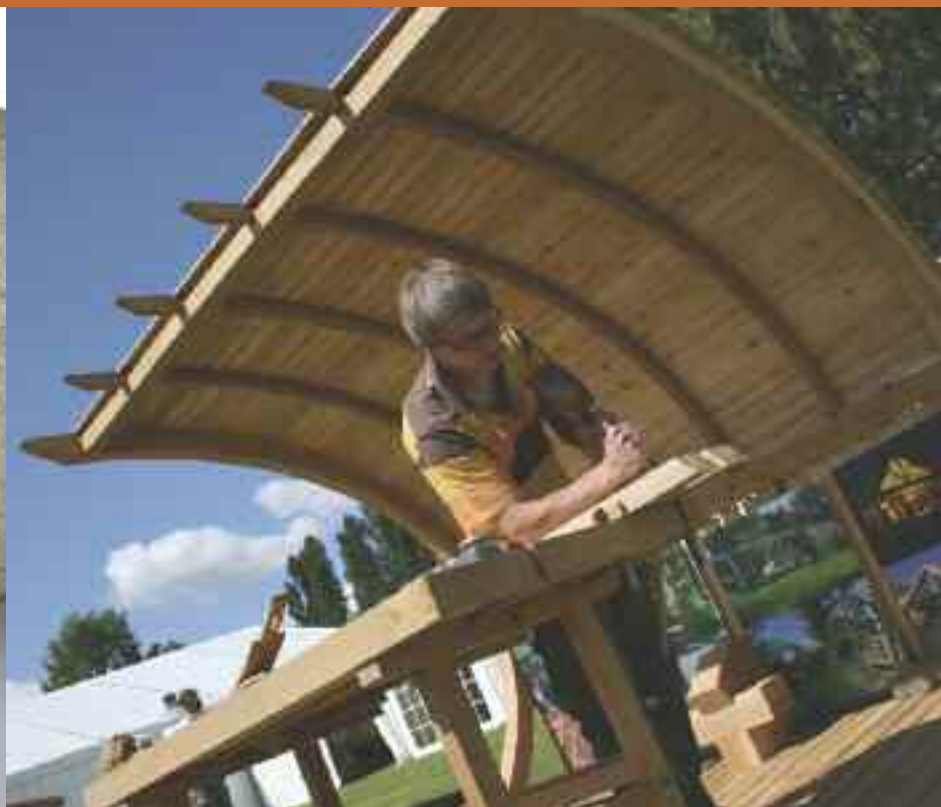


image: Andrew Trotman at The Contemporary Craft Fair

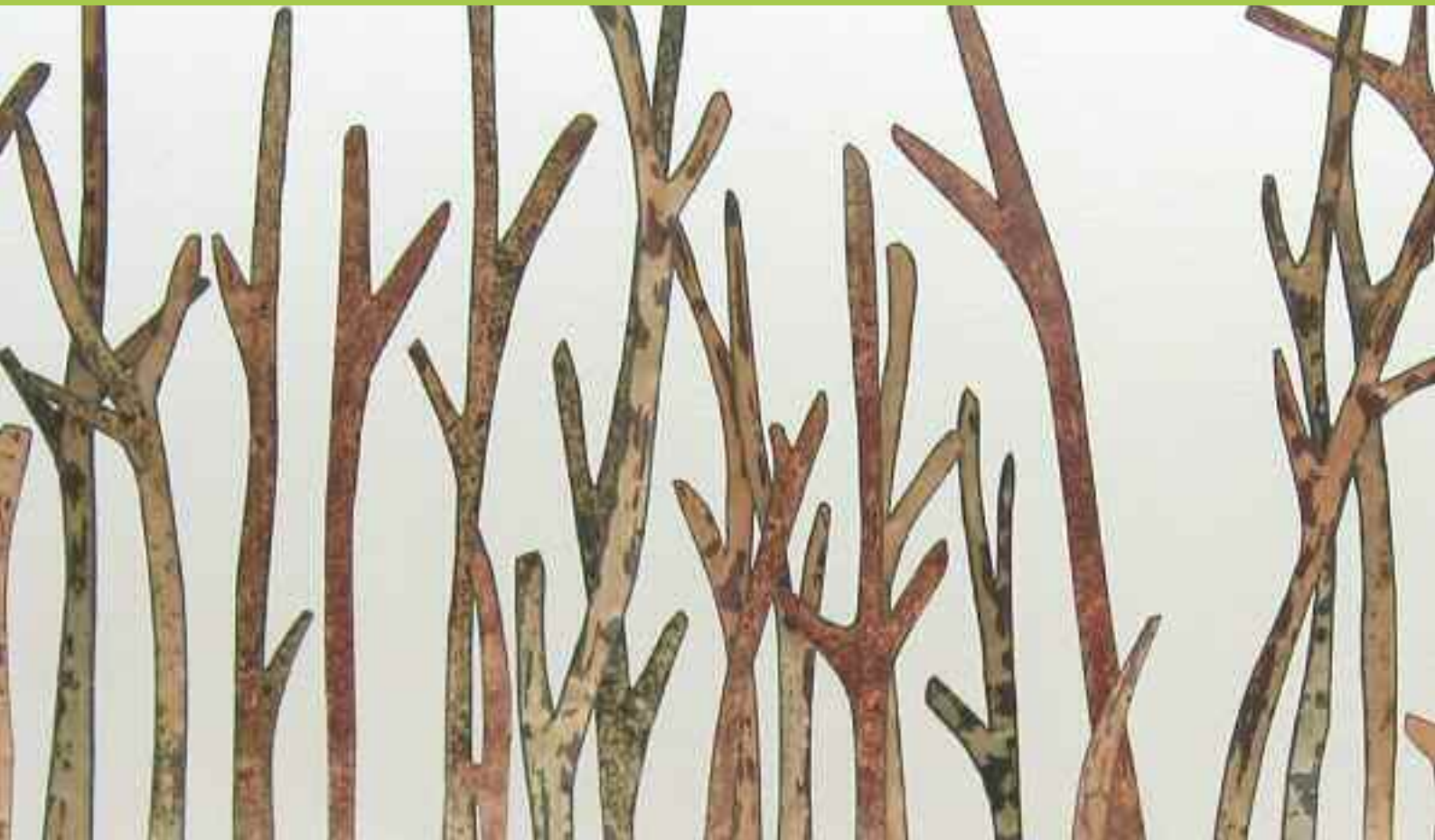


image: Janine Partington, Member

Diversity & Equality

The Devon Guild believes that diversity is about the recognition and valuing of difference in the broadest sense. The Guild recognises that people with different backgrounds, skills, cultures and experiences bring fresh ideas and perceptions that benefit the organisation and all of its stakeholders. The Guild is working to embrace difference, listen to and meet the changing needs of its visitors, Members, staff, partners and all audiences.

Overall we are committed to ensuring that our delivery of services and employment practices reflect the highest possible quality standards, including a strong commitment to equality and diversity.

The full Devon Guild of Craftsmen
Business Plan 2009-13 is available on
request from devonguild@crafts.org.uk

Registered charity no. 296568

Operations

In developing a planned approach to the sustainability of the organisation, it is important to recognise that effective financial management goes hand-in-hand with wider skills development. With all this comes the capacity to access, manage and plan for new income opportunities. We will work to ensure that the skills and competencies of staff and board are developed to achieve their potential and ensure the organisation follows good practice in its management and governance.

As a priority the Guild will develop clear and appropriate processes so that work is carried out consistently, standards are maintained at the highest level and the needs of those with an interest in the organisation are met. In tandem with this, we will continue to review risk and work to improve the underlying profitability of the charity and the trading subsidiary.