



# **The Devonshire Association**

## **Three Year Plan**

### **2018 – 2020**

**Final Version**

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## 1. Executive Summary

The Devonshire Association's mission is to explore and celebrate all aspects of Devon.

Members are passionate about Devon and fulfil the Association's mission through the study, debate, and exchange of information and ideas on all matters concerning the county of Devon; in particular, the cultural identity of Devon and the recording of its distinctiveness, through research, recording and publication.

The Association is in good heart and on a sound financial footing. Membership is steady. Our Sections are particularly vibrant. The *Report and Transactions*, Volume 149 being the latest in the series, and other publications, are an important part of our legacy. Governance arrangements have been enhanced; risks have been identified and assessed. Financial projections to 2020 have been prepared.

The Review which came to fruition in 2016 led to the identification of a number of actions under six main headings:

- Celebrating Devon
- Promoting and Fostering Membership
- External collaboration
- Communication and Publicity
- Publications
- Administering a federal organisation

Good progress has been made in taking initiatives under these headings forward in 2017. These headings continue to set the context for actions planned for 2018.

## 2. Introduction

The Devonshire Association is a voluntary organisation, established in 1862, dedicated to the study of all things related to Devon. The Association is a registered charity and the members of the Executive Committee are its Trustees.

With a county-wide membership of 1,200, the Association's activities involve talks and study visits through a number of geographically based Branches and special interest Sections, an annual President's Symposium, a three-day Conference held each year in a different town, and the publication of research through its annual *Report and Transactions*. The *Report and Transactions* have been published since 1863 and are the greatest single source of information anywhere about the county.

Over 100 activities are run each year in all parts of the county: talks, exhibitions, excursions, walks, field trips, symposia, concerts and courses.

The Business Plan is intended to give shape to the Association's ambitions and to give members and others an understanding of our purpose, priorities, plans and financial standing.

The Executive reviews and updates the Plan each year. The 2017–20 Plan was developed in consultation with the Association's Forum, described in section 5.4, and this update for 2018–2020 takes forward that Plan.

### **3. Mission Statement**

The Association's mission is to explore and celebrate all aspects of Devon.

### **4. Objectives**

The Association's objectives, set out under Rule 2 in our Rule book published in 2004, "are to further the study of science, literature and the arts in relation to the geographical county of Devon and to promote the exchange of ideas between those engaged or interested in such study with a view to education of the public".

We prefer to express this using more contemporary language as:

"Our objectives are the study, debate and exchange of information and ideas with those living or interested in Devon on all matters concerning our county; in particular, the cultural identity of Devon and its distinctiveness, through research, recording and publication."

These objectives are delivered through the activities of the Association's Sections and Branches:

Sections: Botany, Buildings, Entomology, Geology, History, Industrial Archaeology, Literature & Art, and Music

Branches: Axe Valley, Bideford, East Devon, Exeter, Plymouth & District, South Devon, Tavistock & West Devon

In addition, there are recorders for Dialect & Folklore and Mammals.

Publications also form a significant part of the Association's enduring legacy. Most recently, the Association published *A New Flora of Devon* in 2016.

### **5. Central Governance**

The Association seeks to be transparent about its governance arrangements recognising there is some complexity in the way we are organised.

#### **5.1 Patron**

The Association's Patron is Diana, Dowager Countess of Devon, who raises the profile of the Association by lending her name to it.

#### **5.2 President**

Each year an individual is appointed as President of the Association, at the invitation of the Executive Committee. They need not be a member of the Association, serve for one year, and preside over the Annual General Meeting.

The President for 2017–18 is David Fursdon, Lord Lieutenant of Devon; our President elect for 2018–19 is Dame Suzi Leather; and in 2019–20, John Allan.

The key activities of the President are to give a Presidential Address on a subject of their choice; hold a President's Symposium on a subject close to the heart of the President with speakers of his or her choosing. The President may attend one or more Executive Committee meetings at the Committee's invitation. It has become customary for the President to attend the twice yearly meetings of the Forum which enable them to meet Branch and Section representatives. The President will often meet members at gatherings organised by Sections and Branches.

### **5.3 Executive Committee**

The affairs of the Association are managed by an Executive Committee. The Committee's role is to ensure smooth running of the Association and to plan ahead recognising that Branches and Sections operate in a semi-autonomous way.

The Committee comprises the Chairman, Vice-Chairman, Honorary Treasurer, Honorary Secretary and Honorary Editor together with six members of the Association. Each Committee member is a Trustee of the Association. Details of the Committee's members are set out in the Appendix.

In 2017, the Executive Committee, in line with Charity Commission expectations, agreed policies relating to Conflicts of Interest; Risk Management; Complaints; Vulnerable Beneficiaries; Pay; and Investment. These policies are published on our website. A further draft policy relating to Volunteer Management will be subject to consultation at the March 2018 Forum.

The Association's annual return to the Charity Commission, including the Financial Accounts, have been submitted on time over the past number of years and is currently colour coded by the Commission as green. Other details about the Association required by the Commission are updated in timely fashion. Guidance from the Commission is reviewed periodically and where necessary brought to the attention of the Executive Committee.

### **5.4 Forum**

Representatives of the Branches and Sections meet twice each year, usually in March and October, in a Forum. The aim is to meet and share information so as to establish stronger bonds across the Branches and Sections, and with the Executive Committee, and to provide input on the Association's plans and activities.

## **6. Branches and Sections**

### **6.1 Governance**

On the application of at least five Association members, the Executive Committee may authorise the formation of a local Branch or of a Section to pursue the objectives of the Association in a particular field.

As stated above, Branches and Sections are semi-autonomous, with each having their own committee, typically including Officers such as Chairman, Hon. Secretary and Hon. Treasurer, who organise their annual programme of events. Branches and Sections operate their own finances and are required to submit accounts, verified by an external examiner, of income and expenditure in the preceding year.

While Branches and Sections are free to choose their areas of specific interest, study, and research, it is a necessary part of our governance arrangements that they are part of a wider whole and subject to the Rules of the Association. Any rules that Branches or Sections may make only become operative upon the agreement of the Executive Committee.

One aspect of the Executive Committee's role is to sustain and nurture the Branches and Sections, who may receive an annual grant determined by the Committee.

Members may join as many Branches and Sections as they wish. In general, the membership of Sections is growing while that of Branches is static or in decline.

## 6.2 Aims and Objectives

The aims and objectives of Branches are essentially those of the Association; that is to further the study of varied aspects of the county of Devon.

The aims and objectives of Sections are set out below.

### Botany

To promote the study and enjoyment of Devon's wild plants including bryophytes, lichens and fungi by:-

- Organising an annual programme of field meetings, including some aimed at beginners;
- Encouraging and supporting both members and the general public in improving their identification skills;
- Recording the distribution of plants, lichens and fungi in Devon, producing annual reports on significant finds and encouraging the publication of results;
- Offering expert assistance at events run by like-minded bodies showcasing Devon's wildlife.

### Buildings

To promote the appreciation, conservation and recording of the built heritage of Devon by:

- Organising visits to significant Devon buildings as educational events and to assist thereby in generating income for the continued upkeep of those buildings;
- Identifying and recording buildings under threat from development or neglect, particularly traditional agricultural buildings;
- Arranging study and training days on researching, conserving and recording buildings;
- Acting as a partner organisation in support of the conservation of ancient buildings, particularly churches;
- Offering social events for the sharing of interest in buildings and their artefacts;

### Entomology

To promote the study and recording of insects, and spiders in the county through

- Organising meetings, talks, exhibitions and publications;
- Running field trips often in association with other specialist groups;
- Meeting with other DA Sections to demonstrate and learn about the inter-relationships with other disciplines;

With at least ten specialists in different Orders within the insect class, the Section caters for a wide range of interests. Recorders include national experts in their field and the Section is the major collective source of entomological expertise in Devon.

### Geology

To interest a wide range of people in geology, by

- Offering an annual programme of three lectures and a range of field trips, including day trips in South West England, weekend and week-long trips which may be based elsewhere in the UK or Europe. Trips have experienced leaders able to explain the geology and its interpretations in an understandable manner.
- Showing links between Devon geology and that of adjacent areas of Britain and Europe;
- Maintaining close links and collaborating with other geological societies in South West England.

## History

To promote an interest in the study of past events in Devon, by

- organising an annual programme of events, visits and educational activities;
- educating members and where appropriate encouraging research;
- engaging with universities, like-minded organisations in Devon, and other Devonshire Association sections and branches.

## Industrial Archaeology

To promote the study and awareness of Devon's industrial heritage by:

- Encouraging the study, research and recording of the industrial past of Devon;
- Arranging talks, visits, exhibitions and field days concerned with industrial archaeology;
- Assisting members and others with fieldwork and research;
- Publishing and disseminating news and research concerned with industrial archaeology both to members and the general public;
- Pursuing the most appropriate approach to documenting industrial archaeology material relating to Devon.

## Literature and Art

To encourage the knowledge, appreciation and enjoyment of the contributions of Devonians past and present to literature and the visual arts, and of writing and art inspired by Devon, by

- organising an annual programme of events which may include talks by writers, illustrators, art historians and contemporary artists;
- visiting libraries, galleries, museums and artists' studios.

## Music

To promote and recognise music that is indigenous to, or inspired by, the county of Devon, through performance and study of all styles of music and musicians that demonstrate a connection with the county and its particular qualities.

This is achieved by a programme of performances, talks and demonstrations to inform, educate and entertain.

The annual Living Tradition Concert, celebrating the folk music, song and dance of the area, has been held in each corner of the county.

Illustrated talks by local composers, instrument makers and songwriters give insight into the creative arts and the crafts of music making.

## 7. Staff and premises

### 7.1 Registrar

The Association employs a Registrar to assist in its business. The Registrar, Dr Bridget Gillard, commenced her role in September 2015 and her office hours are typically Monday to Thursday 8.30 am to 12.30 pm. The Registrar reports to the Hon. Secretary.

The Registrar works with members of the Executive Committee in promoting the Association and the benefits of membership, and carries out a range of administrative activities typical for a membership-based voluntary organisation. The Registrar attends the Symposium and Annual Conference and a key part of the role is face to face contact with Branches and Sections and also with external parties.

The principal duties of the Registrar are to act as minute secretary for the Executive Committee, Forum and other meetings; support the Conference, Symposium and other events; develop good relationships with officers across the Association; promote membership of The Devonshire Association; establish relationships with other Devon-based bodies; act as the initial point of contact for enquiries from within and without The Devonshire Association; maintain the membership database, and financial records; support publication and distribution of *Transactions* and DA News.

### 7.2 Premises

The Association's offices are located at Chitterley Business Centre, situated between Tiverton and Exeter in converted farm buildings, having moved there from Uplands Business Centre in Exeter, in October 2016. The office address is Unit 10, Chitterley Business Centre, Silverton, Exeter EX5 4DB.

## 8. Membership profile

### Ten Year statistics

	2008	2009	2010	2011	2012	2013	2014	2015	2016	May 2017	1 yr change	10 yr change
Full Members	952	981	980	969	1017	1069	1083	1081	1033	1033	-	+81
Associate Members	196	193	179	158	153	154	148	142	128	126	-2	-70
Life Members	62	60	61	59	56	57	57	59	59	53	-6	-9
Honorary Members	2	1	2	2	2	2	2	2	4	4	-	+2
Institutional Members	67	68	67	67	66	64	60	60	60	60	-	-7
Student members	3	3	2	2	1	1	0	0	3	3	-	-
TOTAL	1282	1306	1291	1257	1295	1347	1350	1344	1287	1279	-8	-3
New members	98	115	100	87	119	125	102	79	84	100		
Resignations/lapses	44	70	100	106	59	58	79	65	114	89		
Deaths	18	21	15	15	22	15	20	20	27	19		

Total membership has remained broadly at the same level over the past ten years with a range between 1,200 – 1,350 members. New members range typically between 80 and 120 each year and roughly match the number of lapses/resignations and deaths in the year. In 2017, those whose subscription payments were not up-to-date were contacted. Inevitably, this led to some deciding not to continue membership and at year end, total membership stood at 1,224.

Within the total membership, full members make up an increased proportion compared with ten years ago. Full members now make up 81% of the total and Associates 8%. The proportion of Associate members was 15% ten years ago. Associate members do not receive a copy of *Transactions* and hence pay a lower subscription.

A number of the initiatives set out in section 11 and specifically in section 11.2, are aimed at widening awareness of the Association and attracting new members.

## 9. Financial management

The Association is on a sound financial footing with funds including investments of about £250,000.

Long-term investments have been and continue to be invested in the stock market on advice from Walker Crips Stockbrokers Ltd, obtained on a regular basis.

The Deposit account is held in the COIF Charity Fund.

Total income is between £40,000 – £50,000 per annum and comes principally from subscriptions, investment dividends, and organised events such as the Annual Conference and President's Symposium. These events are targeted to at least break-even.

The Association's income is, on occasion, supplemented by legacies.

Expenditure principally relates to the costs of employing the Registrar, office premises, the cost of producing *Transactions* and the events referred to above. The activities of Branches and Sections broadly break-even each year. Costs are managed through seeking competitive quotes from external suppliers, such as for printing.

The subscription rate was increased by 25% to £25 for a Full Member with effect from 1 January 2016, the first such increase since 2004. Looking ahead, subscription rates will be reviewed at least every three years.

The Association holds public liability insurance for the activities and events undertaken by Branches and Sections included in the published Diary.

The Association's Financial Accounts are presented at the AGM, included in the *Report and Transactions* and are available for inspection, on request to the Registrar.

## 10. Risks

The Executive Committee has identified eight significant risks facing the Association, not ranked in order of priority:

- Being unable to find replacement Branch and Sections office holders
- Loss of computer records
- Lack of access to office premises
- Competition from other bodies
- Unable to find Executive Committee office holders
- Loss of key staff
- Fall in value of investments
- Engaging in loss-making activities

The Executive Committee, in its regular meetings and activity, seeks to mitigate these risks, as far as possible.

## 11. Significant Actions Planned by the Executive

Actions planned over the next three years are set out below. These actions may be adjusted by the Executive Committee in the light of opportunities and circumstances. Costs are indicative.

### 11.1 Celebrating Devon

Action	Next Steps	Timing	Led by	2018 Cost	2019 Cost	2020 Cost
DA historic photographic archive	Create database	2018	Helen Wilson	Nil	Nil	Nil
Special events	Determine how best to support Mayflower 400	2019 or 2020	Peter Beacham	N/a	Aim to be self-funded	Aim to be self-funded

### 11.2 Promoting and Fostering Membership

Action	Next steps	Timing	Led by	2018 Cost	2019 Cost	2020 Cost
Recruitment of new members	2018 recruitment initiative including:- <ul style="list-style-type: none"> <li>➤ Create database of those willing to display flyers/leaflets</li> <li>➤ Create supply chain for replenishment</li> <li>➤ Establish media contacts willing to receive DA material</li> <li>➤ Use Social Media</li> </ul>	2018	TBA	£500	Nil	Nil
Promote DA to other groups	Registrar to seek invitations to deliver talk	2018	Registrar	Nil	Nil	Nil
DA officers to feel well supported	Build Branch and Section Officer profiles; Respond positively to support requests; Induction for new officers.	2018	Nick Wells/ Bridget Gillard	Nil	Nil	Nil
Update office IT and other equipment	Implement new booking system	2018	Brendan Hurley/Bridget Gillard	£400	£400	£400
	Purchase office and presentational equipment			TBC	TBC	TBC

### **11.3 Collaborative Projects**

Action	Next steps	Timing	Led by	2018 Cost	2019 Cost	2020 Cost
Build relationships with relevant external bodies to foster co-operation, and share expertise	Focus of 2016 Forums:  March – Archives October – Museums	2018	Peter Beacham	Nil	Nil	Nil
Geology of Devon publication	Work collaboratively with Ussher Society and Geology Society	Publish in 2019	Malcolm Hart	TBC	Aim to be self-funding	Nil

### **11.4 Communication**

Action	Next steps	Timing	Led by	2018 Cost	2019 Cost	2020 Cost
DA News	Continue to publish 2 paper editions pa; link closely with website; revise internal format	2018	Exec support team	Nil	Nil	Nil
Website	Develop further and add more Devon links  Explore publishing talks and other materials	2018	John Maltby	£1,000	£500	Nil

### **11.5 Publications**

Action	Next steps	Timing	Led by	2018 Cost	2019 Cost	2020 Cost
<i>Transactions</i>	Publish 150 <sup>th</sup> edition adopting agreed new format	2018	Malcolm Hart	£8000	£8000	£8000
Digitise <i>Transactions</i>	Further investigate and address copyright issue; obtain legal advice. Agree approach. Seek grant funding. Commission digitisation.	2018 onwards	Malcolm Hart/ Bridget Gillard	Intended to be self-funded by grant funding	Intended to be self-funded by grant funding	Nil
Flora of Devon e-book	Explore issue of an e-book to meet further demand	2018 and on	Malcolm Hart	Self-funding	Self-funding	Nil

### **11.6 Administering a federal organisation**

Action	Next steps	Timing	Led by	2018 Cost	2019 Cost	2020 Cost
Succession planning	Develop plans for Executive and Branch and Section Officers.	2018	Peter Beacham/ Nick Wells	Nil	Nil	Nil
Generating additional income eg through bequests	Executive to consider actions in light of current balance.	2018	TBC	Nil	+£?	+£?
Trustee responsibilities	Refresher Trustee training (every two years)	2019	Nick Wells	Nil	Nil	Nil

## 12. Three Year Financial Projections

The Budget for 2018 and Projections for 2019 and 2020 are set out below. 2014 – 2016 figures are drawn from the Association’s published Accounts; the 2017 figures are provisional as Accounts are under preparation. The figures do not include Branch and Sections income and expenditure, which typically generate a net small surplus.

2014	2015	2016	2017	Income	2018	2019	2020
27,041	25,937	31,006	30,140	Subscriptions	30,000	30,000	30,000
8,521	8,458	9,232	8,597	Interest and dividends	8,500	8,000	8,000
6,049	7,439	6,261	5,120	Conference receipts	5,500	5,500	5,500
1,372	1,540	5,136	2,303	President’s Symposium	2,400	2,400	2,400
-	-	2,950	633	PLS	500	500	500
1,081	-	157	176	Other	300	-	-
-	1,850	18,093	1,945	A New Flora of Devon	-	-	-
-	-	-	10,017	Newfoundland Events	-	-	-
<b>44,064</b>	<b>45,224</b>	<b>72,835</b>	<b>58,931</b>	<b>Total before legacies</b>	<b>47,200</b>	<b>46,400</b>	<b>46,400</b>
2,000	-	6,000	100	Legacies	-	-	-

2014	2015	2016	2017	Expenditure	2018	2019	2020
9,367	6,983	11,247	9,487	Cost of Transactions	8,000	8,500	9,000
3,336	3,224	3,413	3,495	DA News	3,500	3,750	4,000
		-	1,687	Publicity (posters etc)	-		
10,126	11,354	12,930	13,241	Staff costs	14,500	15,000	15,000
2,990	3,237	3,682	3,857	Grants to branches and sections	3,500	3,500	3,500
5,019	6,465	5,593	5,786	Conference expenses	6,000	6,000	6,000
1,664	1,894	4,381	2,336	President’s Symposium	2,400	2,400	2,400
4,400	4,400	4,934	5,818	Rent	4,000	4,000	4,500
		2,819	-	Premises expenses & move	-	-	
1,705	1,623	1,745	1,076	Hon Officers expenses	1,000	1,000	1,000
3,382	4,185	4,014	7,015	Office expenses (postage etc)	3,900	4,000	4,000
840	1,214	1,633	1,020	Professional fees	1,100	1,100	1,100
1,008	1,008	860	853	Insurance	1,000	1,000	1,000
-	-	-	-	Booking system licence	400	400	400
454	758	419	853	Other	900	900	900
-	2,000	26,164	773	A New Flora of Devon	-	-	-
158	127	307	300	Depreciation	275	275	275
-	-	175	100	Website hosting	250	-	250
-	-	-	15,667	Newfoundland	-	-	-
<b>44,449</b>	<b>48,472</b>	<b>84,316</b>	<b>73,364</b>	<b>Total</b>	<b>50,725</b>	<b>51,825</b>	<b>53,325</b>
385	3,248	11,481	14,433	Deficit (before legacies)	3,525	5,425	6,925

## APPENDIX

### Executive Committee Members and Registrar

#### Sue Andrew

An independent researcher whose studies at Edinburgh and Plymouth Universities have encompassed anthropology, art history, and architectural conservation. Awarded a PhD for her study of 'Late Medieval Roof Bosses in the Churches of Devon', Sue writes and gives talks on the art and craft of historic buildings. Executive Committee member.

#### Jonathan Aylett

A Chartered Surveyor working in the firm of Michelmores Hughes of Totnes and holder of a degree from Exeter University. The agriculture of the uplands, vernacular buildings, and natural history are particular interests. Executive Committee member.

#### Peter Beacham

Has lived in Devon since 1967. A self-supporting Anglican priest in the Diocese of Exeter since 1973, he has worked in local and central government and retired as Director of Heritage Protection at English Heritage in 2011. As a writer and editor, he has published several books on Devon, Cornwall and the West Country. Officer: Chairman.

#### Jenny Bennett

Recently retired from teaching undergraduate geology. Educated in Totnes and Exeter, daughter of an art teacher/weaver and a local bank manager (who was born in Huish), After 25 years in local government, she made a career change into teaching geology. Degrees from the Open University, Cambridge and Exeter. Main geological interests are in landscape evolution over the last two million years, particularly rivers. PhD on the evolution of the Exe valley during the Holocene. Active in local geological societies – Secretary of the Geology Section. Executive Committee member.

#### Tony Buller

Began his professional career at the Tay Estuary Research Centre, University of Dundee. Thereafter, he became Senior Sedimentologist with Shell UK, Professor of Petroleum Geology at the Norwegian University of Science and Technology, and various senior scientific and technical roles at Statoil. He is a fellow of the Geological Society and 'The Royal Norwegian Society of Science and Letters'. Executive Committee member and Publicity Officer.

#### Malcolm Hart

Emeritus Professor of Micropalaeontology at Plymouth University where he continues his research work on many different groups of microfossils. He has published ~250 papers in research journals on many different aspects of micropalaeontology and stratigraphy and edited eight books. He began his research career on material from the site investigation for the Channel Tunnel but extended his research across southern England to Devon. He first studied the rocks of the Beer area in spring 1964, and has retained an interest in local geology since that time. Officer: Honorary Editor of *Report and Transactions*.

### John Maltby

A Devon resident since 1976. A degree in Physics led to a career in the Civil Service where he developed an intranet for the Benefits Agency in the 1990s. Since retirement has dabbled with amateur radio, bookbinding and collecting books on Devon. Built the Association's new website in 2017. Executive Committee member.

### Richard Pocock

Retired consultant urologist in Exeter. Since retiring in 2003 has been involved in the Association's Industrial Archaeology Section and the Art Fund Devon. Main interests include industrial archaeology, architecture particularly churches, historic houses, local history and music. When working, managed a hospital department and organised meetings both local and national.

### Colin Turner

Devon born and bred. Member of DA since 1963. Taught maths at Edinburgh Academy for 25 years and was Rector of Glasgow Academy for 12 years. Member/trustee of various voluntary organisations. Was active mountaineer, now gentle stroller on moor and coast. Officer: Honorary Treasurer.

### Nick Wells

Born and grew up in Devon, worked upcountry, then returned to Devon and joined the Association. Has since moved to Somerset. After twenty-five years in banking, is now a business consultant working in financial services. Interests include local and national history, buildings and the arts. Officer: Honorary Secretary.

### Helen Wilson

Born and bred in Devon and educated at Plymouth University, Helen obtained a BSc and PhD in Environmental Science. More recently, she has developed an interest in local history and in architecture, culminating in research on the life and work of the ecclesiastical woodcarver, Violet Pinwill. Executive Committee member.

### Registrar

Dr Bridget Gillard is an architectural historian. She has spent most of her working life in building conservation as a grants officer, conservation officer and urban surveyor. Other strands in her career include lecturing in the history of art and architecture and tutoring on the MA building conservation programme at the University of Plymouth.