



IHBC COMMITTEE BUSINESS PLAN 2009

FINANCE AND RESOURCES

For approval by IHBC Council and integration with Business Plan

Committee Title: Finance and Resources			
Chair: Richard Morrice secretary@ihbc.org.uk	Portfolio: Secretary	e-mail:	
Vice chair: Michael Knights treasurer@ihbc.org.uk	Portfolio: Treasurer/Finance	e-Contact:	

REMIT (c.20 wds max.)

To provide regular oversight of the main operating and resource requirements of the Institute, including fiscal, budgetary, business plan and risk assessment procedures, as well as to supervise human resource support issues including Branches.

KEY TARGETS ACHIEVED IN 2007

Corporate Business Plan passed by AGM
Accounts for 2006-7 completed & AGM Papers for 2008 concluded
HR framework for staff continuing development, including impact of trading arm Committee and Branch Business plan templates operating
Risk register updated for council approval
Establishment of trading company, IHBC Enterprises, concluded. Procedures for books and account management (including project finances) under progress.

CONTEXT & ISSUES (c.100wds max)

Context

The business and HR operations of the IHBC are the key responsibility for the committee, and consolidations of the core operations of the charitable company are considered robust. However the development of the IHBC's trading arm is challenging given limited operational capacity at a time of significant change in the sector (including heritage legislation). Additional income streams are being promoted, notable our own trade listing and developing project work, as well as successful membership drive to enhance core income.

Issues

As outlined in the corporate business plan, the key challenge is establishing a working strategy for a rapidly expanding operation within a changing environment. Our trading arm, for promoting business interests supporting our charitable objectives, including our partnerships, offers significant opportunities, but equally is bring new challenges in terms of re-organisation. Maintaining fiscal controls suitable to business, while recognising limits of voluntary capacity, remains an issue, and the development of partnership strategies between national office and branch in events management is being explored through pilot schemes, with an on-going challenge of supporting while maintaining appropriate standards of corporate governance.

The development of a 'franchise' model, as identified in our corporate plan, is being developed in informal discussions with discussions with branches (e.g. 'Branch Connections Day', 19 November 2008, in Birmingham), with particular focus on recognising diversity in branch operations while maintaining trustee control through funding based on accepted business plans. A review of the operations of the F&R committee will be an intimate part of this process. Enhancement of the committee through the addition of senior officers is also being explored.

Finally, the national office and the committee are already looking to shape our new business plan for 2010 and after. These will include consideration of the more substantial nature of our business operations, and the suitability of divesting some voluntary duties (e.g. company secretary roles), rooted in our days as a solely voluntary organisation, to executive offices or dedicated business services. Similarly discussion of council structures and operations is being initiated at our December 2008 council meeting.

For our overall outlook, while the wider business environment, suffering from a 'credit crunch', is a concern, for business operations this should have some beneficial impacts. An increase in interest on quality in the sector could (and indeed already is) increasing interest in the membership and services (not least HESPR, our trade listing) of the institute. In both areas, this should help enhance core income and resources, which will in turn assist in expanding capacity in line with existing business models.

RESOURCES

Finances: Committee expenses allocated at £500. General operations covered in national budget projections.

National Office: Office support, including attendance at meetings by SOR/LP, and additional access to resources as required.

Personnel:

Members (attendance as possible)

Name	e-Contact	Skills	Portfolio
Richard Morrice			Secretary/Chair of Policy
Michael Knights			Finances
Dave Chetwyn			Council Chair

GUIDING STRATEGIES & MODELS

Framed around corporate duties and activities of the of IHBC, as identified in our current corporate plan, including Finance and Financial Management; Budgets; volunteer's resources; Project Development & Review; Annual Report; AGM Papers, etc...

ACTIONS & TARGETS

1 Year (2009-10)

- Continue standing roles (eg for company papers), in line with corporate duties
- Maintain oversight of financial operations in line with new business activities and structures, in particular the impact of our trading arm on our operations and development
- Integrating a new corporate business plan with our wider operations, including development of business infrastructure for expansion
- progress business & governance frameworks already in place, in line with needs

**IHBC Council 041208
F&R Committee**

**Item 6.1.1
Business Plan**

of new trading company

- Frame forward planning strategy around new business plan.
- Refine roles in the committee to fit with evolving organisation, including recruiting new committee representatives from officers familiar with current operations

3 Year (2007-10)

5 year rolling Business Plan from 2010 finalised and implementation in place.
Diversified income stream secured, within business and research operations.

Draft Date: 4 December 2008
**Signed & Dated IHBC Chair
Chair**

Council Approval Date
Signed & Dated IHBC Committee