

# BUSINESS PLAN



## 2003

*Since 1997 the Institute has sought to become ever more effective. Recent changes to empower its officers have borne some fruit but the continuing challenge of policy change in historic environment protection and the need to engage fully with education and training initiatives leads to the need to address the issue of permanent staffing. This matter, and the consequent cost, is addressed in the 2003 Business Plan.*

A handwritten signature in dark ink that reads "Eddie Booth". The signature is written in a cursive, slightly slanted style.

*Eddie Booth  
IHBC Chairman*



## Reasons for the Plan

- To manage the future growth and development of IHBC
- To ensure that the IHBC's organisation and administration is accessible and transparent to the membership

## Aims and Objectives

The IHBC is the organisation which represents conservation professionals in the UK and Ireland.

It exists to establish the highest standards of conservation practice to support the effective protection and enhancement of the historic environment.

The IHBC recognises the importance of the historic environment to quality of life and aims to play a vital role in its protection and enhancement, for example, by running Annual Schools dealing with key issues:

- **2001** Setting Standards
- **2002** Community & Heritage
- **2003** Sustainable Construction & New Design in the Historic Context
- **2004** The Regional Agenda.

This year sees the continuing alignment of the management structures of Council with three Vice Chairs leading Membership, Policy and Practice, and Business Committees.

A number of teething troubles are currently being addressed, particularly including the need to ensure that areas of Policy and Practice which concern more than one committee and Vice Chair are properly reported.

The new management structures have been very beneficial, however, in making Council truly reflective of the interests of the membership, and in reducing the amount of minor business reaching Council.

Problems remain in the need to attract members of the Institute to take over from long-serving Council officers and to fill vacant posts.



## 2002 Targets Achieved

Since the publication of the 2002 Business Plan, a number of important tasks have been completed:

- *Context* has now moved to colour, with great success
- The *Context* on-line archive is now in operation
- Council has appointed consultants both in accountancy and in IT matters
- *A Stitch in Time*, an IHBC guidance note for owners on the maintenance of historic buildings, has been published jointly with SPAB and with the support of English Heritage
- the Local Authority Conservation Provision Survey has been produced jointly with DCMS and English Heritage
- the Consultations Advice Service has been reorganised at a time of considerable activity in policy reformulation
- the IHBC has joined the Urban Design Alliance
- the IHBC became a founding member of Heritage Link
- membership certificates have been issued to all members of the Institute
- Standing Orders and Terms of Reference have been reviewed
- discussions have begun with the Institute of Field Archaeologists on a strategic link up
- following realisation of the need for permanent staff, the necessary preliminary work for such a change has begun.

## 2002 Targets Not Fully Achieved

- Membership recruitment is still not leading to an increase in members and this remains a major concern for Council and especially for the Membership Committee as well as individual IHBC members
- Crucially, various matters including the development of CPD requirements, further developments in accreditation and setting standards in conservation training are on hold because the Institute currently lacks the administrative capacity and financial resources to run the necessary systems.

The Institute continues to punch above its weight but there is no denying the fact that much more needs to be done and could be done to make the IHBC the universally-recognised professional face of conservation. Last year's change-over to a more decentralised system for the administration of the Institute has enabled more attention to be paid to conservation itself. Paid staff would enable the professional side of our business to be more fully addressed.



*The Prince of Wales receiving a copy of the 2002 IHBC Yearbook while inspecting IHBC work at Banffy Castly, Romania*

## Budgets 2003-2004

The following commentary concentrates on the assets of Branches and Committees and their grant requests from central funds for the financial year 2003-4. This does not of itself indicate levels of activity with Branches or Committees. Certain Branches are net contributors and make more money each year from activities than they need. Branches are therefore required to return funds over £2,000 to central funds unless they have an approved Business Plan which

identifies that a higher level of funding is required. Committees should not be income-generating unless they have marketing expertise and/or publications or, in the case of Membership Committee, generating income via subscriptions and label sales. All Branches and Committees need funds to allow members to attend meetings and commission work to be done but as yet requests have only been received as indicated in the table below.

Branches	Membership			Activity	Assets £	Grant £
	2000	2001	2002			
East Anglia	158	149	155	Branch activities	836	2,600
E Midlands	122	116	135	Branch activities	3,390	500
Ireland	15	12	10	Branch activities	0	n/a
London	178	169	165	Branch activities	577	500
North	52	49	55	Branch activities	0	n/a
North West	85	84	85	Branch activities	4,013	n/a
N Ireland	19	22	21	Branch activities and Annual School 2004	2,665	5,000
Scotland	98	92	96	Branch activities	441	1,750
South	120	107	112	Branch activities	1,932	n/a
South East	121	122	115	Branch activities	3,831	n/a
South West	199	207	221	Branch activities	3,372	n/a
Wales	66	63	66	Branch activities	537	n/a
W Midlands	111	117	88	Branch activities	992	400
Yorkshire	111	117	110	Branch activities	2,624	n/a
Overseas	11	10	11	Outreach	n/a	n/a

It is clear that the Branches remain active, in the main, and functioning. Support for local events varies between Branches and some like North, South, South East and South West have major annual events established. This is often down to the efforts of one or two people within each Branch. Grants to Branches have again been awarded largely on request and amount to £6,750, the largest award going to Northern Ireland which, with slender manpower resources, has

volunteered to host the 2004 Annual School. Each Committee, on the production of a proper Business Plan, is given funding to allow Committees and Council to function. In addition, a figure of £15,000 has been allocated for the production and publication of *Context* and other editorial requirements to be administered by the Editorial Board. This gives an approximate running cost for the Institute of £68,000.

Committee/Projects	Activity	Assets £	Grant £
Romania	Project development	n/a	2,000
Business	Partnering development	n/a	n/a
Administrative Services	Administration support	n/a	18,000
Membership	Recruitment support	3,308	n/a
	Subscription support	3,612	-
Policy and Practice	Influencing decision makers	175	n/a
Consultations	Network development	1,566	933
Law	Road shows	828	1,246
Technical	Publishing	2,326	750
Schools	2003 Annual School	n/a	8,500
IT	Development of website	n/a	6,000
Publicity	Promotion	n/a	n/a
Education	Accreditation/Standards/CPD	314	-
International	Outreach	2,687	n/a
Editorial	Publishing/ <i>Context</i>	9,625	n/a
	Editor	n/a	8,888



*IHBC Treasurer Michael Knights, Secretary Richard Morrice, and Chairman Eddie Booth at the IHBC AGM*



*IHBC Annual School delegates led by Phil Insley visiting regeneration sites in the heart of historic Norwich*

## The Next Five Years

The future is a bright one for the Institute if we can convert from a low costbase association with voluntary officers to a more professionally-administered organisation with a full-time staff. Council has always been aware that we should be able to walk before we start running and jumping. This is now proven: subscriptions have been held level for the last four years, despite inflation and a substantially increased workload, and yet our financial position is stable.

However, Council has now accepted that the time has come to support our current endeavours and our ambitions with permanent staff and it is proposed that the post of Director should be created by the end of the financial year. While external funding will be sought to assist this development, it is clear that much of the burden must fall to the Institute itself. It is equally clear that this next step is beyond our current financial base and that membership fees will need to be increased. Otherwise we will put at risk the sound financial footing which hard work over previous years has achieved.

The Director's salary will necessarily equate to that of higher level local government staff with additional oncosts of about 30%. This would require additional income of at least £40,000. This could be achieved by an increase in the full subscription from the current £50 to a new level of £80. However, it would be necessary to maintain the future level of subscription income in real terms in line with inflation. Due to the uncertainty of external partnership funding, it is suggested that any additional resources should be used to improve the terms and conditions if necessary to attract the right person or to provide additional assistance. Costs may also be affected by the location of the Director. The options are to provide an independent office, to share facilities with a kindred organisation, such as the IFA, or to continue with a working-from-home virtual office.

There is much that will have to be resolved during the current year, but a major decision must be taken at the earliest opportunity to increase the membership income. Only then can we jump the next step that will allow us fully to take our place in the centre of the conservation world.



If you have any comments, please contact Richard Morrice, IHBC Secretary, IHBC Business Office, Jubilee House, High Street, Tisbury, Wiltshire SP3 6HA [secretary@ihbc.org.uk](mailto:secretary@ihbc.org.uk), [www.ihbc.org.uk](http://www.ihbc.org.uk)