



· INSTITUTE · OF · HISTORIC ·
BUILDING · CONSERVATION

THE INSTITUTE OF HISTORIC BUILDING CONSERVATION

Corporate Plan 2010-15

Registered in England as a Charity No 1061593
Company No 3333780

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Business Office: Jubilee House, High Street, Tisbury, Wiltshire, SP3 6HA*

SUMMARY

1. This is the Corporate Plan (CP2010) of The Institute of Historic Building Conservation (IHBC) for the period 2010-15. It will guide priorities in corporate development, and will eventually incorporate an Action Programme. The Action Programme will articulate in more detail the targets, timings, responsibilities and resources required over the Plan period, and so will provide more detailed guidance for Council, Committees and Branches in the preparation of their annual Business Plans. CP2010 will be monitored annually and reviewed in 2013.
2. It is anticipated that CP2010 will be agreed by the IHBC's 2010 AGM, and with the addition of an Action Programme, subsequently adopted by Council in September 2010. Thereafter, a copy of CP2010 will be posted on the IHBC website in the Business Papers section.
3. IHBC's Council unanimously approved CP2010 on 29 April 2010, in particular its Objects, Aims, Actions, and Priorities, and recommended its adoption by the 2010 IHBC AGM.

INTRODUCTION

4. The Institute of Historic Building Conservation (IHBC) is a registered charity with its head office in England, No 1061593, with charitable registration pending in Scotland, and a company limited by guarantee, No 3333780, incorporated on 14 March 1997 and operating in the not-for-profit sector. The legal and corporate operations of the IHBC are guided by the Memorandum and Articles of Association (M&A), which are carried on the Institute's web site.
5. The IHBC has three broad objects developed from its Memorandum & Articles and its current Corporate Plan:
 - helping people, by promoting the conservation and management of historic places as a unique and evolving resource for people, both today and in the future;
 - helping conservation, by supporting specialists, specialisms, and specialist interests in conservation, because effective conservation demands skilled care; and
 - helping conservation professionals, by supporting, encouraging and challenging IHBC members and prospective members, because conservation professionals work most effectively with co-ordination, advice, inspiration and scrutiny provided by an informed professional body.
6. The IHBC evolved from the Association of Conservation Officers (ACO), which was founded in September 1981 by a dedicated group of professionals working as conservation officers in local authorities. In 1997 the ACO was reconstituted as a company and registered charity, The Institute of Historic Building Conservation, to become the professional institute representing specialist interests in the conservation of historic fabric, structures, areas, places and environments.
7. The IHBC represents, regulates and supports professionals contributing to the conservation of historic places through advocacy, promoting standards and providing information on the conservation of valued buildings and places. With limited staff capacity it does this primarily through a devolved and dispersed voluntary infrastructure, partnering in high-profile national initiatives (including the Annual School, the *Yearbook*, the house journal *Context*, the website and consultation advice). It operates with the support of de-centralised Branches delivering training, networking and capacity-building initiative at national, regional, local and individual levels as required.

8. The IHBC supports management and conservation interests and strategies where they are supported by professional, empirical or technical evidence. However the IHBC is neither a trade union nor a *de facto* lobby group for a single professional interest or role.
9. The IHBC promotes good practice across and within the disciplines that secure conservation by shaping conservation processes and practice. The IHBC works to the principle that the proper application of the right skills, at the right levels, and at the right points in the management of change, will secure the most effective conservation. The pan-disciplinary character of this does not reduce the Institute's core responsibility to under-represented specialists, among which can be included conservation professionals in planning authorities.

ORGANISATION

10. The IHBC operates in diverse roles, including as:
 - a registered charity;
 - an internationally recognised and respected institute for professionals, responsible for regulating and promoting professional standards and professional development across the sector;
 - a civic resource, encouraging sustainable public access to and enjoyment of the historic environment;
 - a membership organisation;
 - a research body, promoting, shaping and, as necessary, implementing research and related programmes;
 - a voluntary organisation, adding value to the society and the sector through the voluntary work of a substantial core of active members;
 - an advisory resource, providing information, guidance, technical knowledge, input into policy development and implementation;
 - collectively, a business service, operating in the historic environment sector, and with the support of its trading arm, IHBC Enterprises, through which it promotes and supports the IHBC's objectives in conservation.
11. The IHBC's work and its broad remit are very much in line with the Governments' (UK and devolved administrations') five principles of sustainable development. These are:
 - *Living within environmental limits*
 - *Ensuring a strong, healthy and just society*
 - *Achieving a sustainable economy*
 - *Promoting good governance*
 - *Using sound science responsibly*

STRATEGIC DEVELOPMENT

12. The first 'forward strategy' of the IHBC, in 2004, led to the appointment in October 2005 of the institute's first full-time employee, the Director. The IHBC then carried out re-organisation, development and investment, re-ordering its financial base, operational structures, services, benefits and developing a measure of forward planning.
13. By 2007, 3.5 full-time equivalent (FTE) staff, (including the Director, Projects Officer and Membership Services Officer) were working under the scrutiny and guidance of the Council. That year, the 9th AGM of the IHBC approved the first Corporate Plan 2007-10 (CP2007), endorsing a new operational structure comprising a Board of Trustees and National Office supported by five Advisory Committees (*Finance & Resources; Membership & Ethics; Education Training &*

Standards; Policy, and Communications & Outreach), and 13 Branches, each of which is guided by, and regulated through, an Annual Business Plan approved by Council. CP2007's progress was monitored annually and the Plan itself reviewed from 2008.

14. By 2009, the IHBC, including its wholly owned trading arm, IHBC Enterprises, had a turnover of c£350,000, and was served by 3.6 FTE executive staff, consultants (broadly equivalent to 2.0 FTE, acting in the fields of editorial, consultations and web-based IT services), and a corps of volunteers contributing the equivalent of some 10.0 FTE staff.
15. Highlights over the period 2007-2010 included:
 - the rapid expansion of membership (and associated resources) – from c1500 to c2000 members;
 - substantial advocacy triumphs, including joint policy responses representing c250,000 professional memberships;
 - radical and innovative benefits and communications, including the NewsBlog, which simultaneously informed members and defined their common interest;
 - and less visibly, but crucially -
 - membership standards;
 - establishment of Historic Environment Service Providers Recognition (HESPR);
 - development of IHBC Enterprises, the trading arm, which succeeded in generating quality outcomes;
 - the ditching, in many quarters, of a previously-widespread perception of the organisation and its members as merely a narrow lobby group.

CORPORATE PLAN 2010: PROCESS OF DEVELOPMENT

16. Overall this has led to a much more confident and positive base from which to move the organisation forward. This has been reflected in the diverse responses across the range of contributions to the IHBC's consultation and on the development of the new Corporate Plan. The principal conclusions of this process are outlined below in paragraphs 17-20.
17. *Vision: what is to be achieved?* The IHBC should be established as the universally-recognised professional face of historic environment conservation, with a membership founded on professional ethics and inspired by challenge, and contributing to place-making.
18. *Rationale: why achieve it?* The future of the historic environment is best served by having conservation specialists supported by an informed, independent and ethical organisation – a professional body – dedicated to their professional development and aspirations.
19. *Mission: How will it be achieved?* The objective is to secure the most sustainable benefits for and from our historic places through the contribution of the membership of the IHBC to place-making; including, in particular, promoting training & education, professional standards & ethics, guidance, advice and practice, and the benefits, status and prestige of IHBC membership itself.
20. *What is special about IHBC - the Unique Selling Point (USP)?* The IHBC is the professional body supporting specialist interests in the conservation of historic places. It is multi-disciplinary in character, inter-disciplinary in scope, and pan-disciplinary in aspiration.

21. CP2007 envisaged a reviewing of operations by 2010. However, as there is wide recognition of the success of existing practice and structures, and clear limitations in the capacity of volunteers to expand on the organisational structures agreed in the 2007 Plan, no substantial changes to the structures are envisaged at the outset in CP2010. CP2010 envisages extending opportunities for wider voluntary and stakeholder involvement, developing our operations in the context of our charitable and business interests, while reviewing governance and implementing any agreed changes over the period of CP2010 itself.
22. Extensive consultation on the development of the CP2010 Strategy produced substantial support for continuing principles and levels of activity adopted in the 2007 Plan, building on the successful consolidation of new internal systems and resources. With limited resources any new corporate strategy must focus on new strategic directions which do not threaten the existing successful operations arising from CP2007; key challenges for the IHBC's CP2010 role in the conservation of the built historic environment sector are diverse, overlapping with the well-articulated in the objectives agreed in 2007.
23. As an organisation charged with supporting conservation in a rapidly-changing environment, the IHBC wants both to carry forward its successes and to identify new challenges. Agreeing CP2010 will shape the corporate Action Plan which will align actions with targets and resources, and will be overseen by the IHBC Council. The Action Plan will be monitored annually and the Corporate Plan itself reviewed from 2013.
24. Aims and Actions of CP2010 are outlined overleaf, set out in accordance with the IHBC's three Charitable Objects, namely, *Helping People*, *Helping Conservation*, and *Helping Conservation Professionals*. They build on the IHBC's current operations, and will be supplemented by the Action Programme in due course.

The Institute of Historic Building Conservation
29 April 2010

Object A: To Help People

Aim	Action	Priorities 1(high) 2 3	
A.1	Maintain and develop the Web site to underpin access to the IHBC's resources and capacity	<ul style="list-style-type: none"> • <u>Maintain and update web contents.</u> • <u>Maintain and update NewsBlogs.</u> • <u>Maintain E-mail alerts.</u> • <u>Maintain public access to web-based resources including advice, policy, enquiries and related resources.</u> • Develop 'world-wide' dimension to website through dedicated web page and linked resources. • Recast website resources to integrate with other publications & information resources. 	<p>1 1 1 1 2 2</p>
A.2	Maintain and develop support for Branches, maximising added value from volunteering members	<ul style="list-style-type: none"> • <u>Hold annual Branch Connection Days.</u> • <u>Produce annual guidance documents/statements.</u> • <u>Maintain and refine promotion and management of new voluntary activities.</u> • <u>Review structures to maximise potential for membership involvement and contributions.</u> • <u>Provide support for development of web resources for Branches.</u> • Agree revised guidelines on management of volunteer support. • <i>Develop on-line lobbying resource for volunteers to engage with political interests (local and national).</i> • <i>Explore application of a 'franchise' model to support Branch operations.</i> 	<p>1 1 1 1 1 2 3 3</p>

A.3	Enhance access to charitable structures, operations, activities, capacity and benefits of the IHBC	<ul style="list-style-type: none"> • <u>Establish CapacityBuild as a voluntary sector resource to enhance public access to IHBC's networks.</u> • <u>Re-cast and up-date the website to promote and support IHBC's charitable operations, resources and activities.</u> • Review and expand terms of reference for providing bursaries for low-income delegates to IHBC events. • Develop and adopt overarching strategy supporting access to benefits. • Review operations & resources. 	<div style="text-align: center;">1</div> <div style="text-align: center;">1</div> <div style="text-align: center;">2</div> <div style="text-align: center;">2</div> <div style="text-align: center;">2</div>
A.4	Maintain and enhance links with 3rd Sector interests to ensure and underpin sector understanding and partnerships	<ul style="list-style-type: none"> • <u>Maintain active representation on partner organisations.</u> • <u>Contribute to the establishment of local, regional & national sector networks.</u> • Support the voluntary sector through promoting skills sets. • Extend representation on partner organisations. 	<div style="text-align: center;">1</div> <div style="text-align: center;">1</div> <div style="text-align: center;">2</div> <div style="text-align: center;">2</div>
A.5	Develop effective links with non-core heritage interests to underpin the widest appreciation of the historic environment as a sustainable resource	<ul style="list-style-type: none"> • Host (jointly as required) parliamentary receptions. • Agree wider communications strategy supporting this aim. • Support research/studies on Health benefits linked to the historic environment and its conservation. • Maintain existing links to construction and education sector bodies. • Develop structured links to construction and education sector bodies. • Promote related policy/ research/ development. • Establish opportunities to link historic environment conservation to biodiversity. 	<div style="text-align: center;">1</div> <div style="text-align: center;">1</div> <div style="text-align: center;">1</div> <div style="text-align: center;">1</div> <div style="text-align: center;">2</div> <div style="text-align: center;">2</div> <div style="text-align: center;">2</div>

A.6	Promote wider public awareness of and access to the benefits of historic environment conservation	<ul style="list-style-type: none"> • <u>Support/partner on joint events promoting benefits linked to access, diversity and inclusion.</u> • <u>Evaluate IHBC joining option for 'non-specialist' (lay) interests.</u> • <u>Implement 'Honorary Associates' plans and manage accordingly.</u> • <u>Maintain open 'social network' resources and manage in line with Corporate Plan 2010-15.</u> • Extend access options to IHBC services and benefits for users. • Develop structured partnerships with sector interests to expand informed, inclusive and accessible benefits. 	<div style="text-align: center;"> <div style="border: 1px solid black; width: 15px; height: 15px; margin: 2px; display: flex; align-items: center; justify-content: center;">1</div> <div style="border: 1px solid black; width: 15px; height: 15px; margin: 2px; display: flex; align-items: center; justify-content: center;">1</div> <div style="border: 1px solid black; width: 15px; height: 15px; margin: 2px; display: flex; align-items: center; justify-content: center;">1</div> <div style="border: 1px solid black; width: 15px; height: 15px; margin: 2px; display: flex; align-items: center; justify-content: center;">1</div> <div style="border: 1px solid black; width: 15px; height: 15px; margin: 2px; display: flex; align-items: center; justify-content: center;">2</div> <div style="border: 1px solid black; width: 15px; height: 15px; margin: 2px; display: flex; align-items: center; justify-content: center;">2</div> </div>
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Object B: To Help Conservation

Aim		Action	Priorities 1(high) 2 3
B.1	Produce regular publications to support conservation in the historic and built environment sectors	<ul style="list-style-type: none"> • <u>Issue IHBC's Context.</u> • <u>Issue IHBC's Yearbook.</u> • <u>Respond to opportunities and needs for additional resources/guidance and produce as required.</u> • Develop structured partnerships with relevant bodies to support sector access to publications. 	<u>1</u> <u>1</u> <u>1</u> <u>2</u>
B.2	Develop, adopt and give access to standards, guidelines and specifications to secure the appropriate application of good and best practice in historic and built environment conservation.	<ul style="list-style-type: none"> • <u>Produce framework for development and adoption of standards appropriate to the IHBC as an interdisciplinary professional body.</u> • <u>Develop core papers: standards, guidelines & specifications.</u> • Adopt standards from relevant bodies as required. 	<u>1</u> <u>1</u> <u>2</u>
B.3	Continue monitoring by, and development of remit for, consultations consultant and panel to underpin advocacy and standards in historic and built environment conservation	<ul style="list-style-type: none"> • <u>Review responses annually and respond to feedback.</u> • <u>Approve new guidelines in line with Corporate Plan.</u> • Expand locus of consultation responses in line with Corporate Plan 2010-15 and identify new resources for expansion of remit. 	<u>1</u> <u>1</u> <u>2</u>

B.4	Develop conservation education & training resources and capacity	<ul style="list-style-type: none"> • <u>Run and develop Annual school and associated actions, including partnership with sponsors.</u> • <u>Maintain and develop 'Fringe' events for School and report and implement as required.</u> • <u>Maintain and develop management and promotion of the Gus Astley Annual Student Award.</u> • Develop strategy for identifying training needs and priorities across sector. • Explore feasibility of 'stand-alone' event for Gus Astley Annual Student Award. • Agree training priorities framework with Branches. • <i>Explore funding for IHBC Education post.</i> 	<div style="text-align: center;">1</div> <div style="text-align: center;">1</div> <div style="text-align: center;">1</div> <div style="text-align: center;">2</div> <div style="text-align: center;">2</div> <div style="text-align: center;">2</div> <div style="text-align: center;">3</div>
B.5	Maintain and develop state of the sector knowledge & resources	<ul style="list-style-type: none"> • <u>Maintain EH-linked LA resources research.</u> • <u>Initiate regular programme of 'horizon-scanning' strategy, of surveys and engagement, including with HESPR members.</u> • <u>Underpin IHBC Enterprises research focus through Business Plan.</u> • Develop support framework for Conservation Officer Groups. • Survey sector to establish sector awareness & effectiveness of IHBC. 	<div style="text-align: center;">1</div> <div style="text-align: center;">1</div> <div style="text-align: center;">1</div> <div style="text-align: center;">2</div> <div style="text-align: center;">2</div>
B.6	Develop links to 'Green' and natural environment interests	<ul style="list-style-type: none"> • <u>Develop contacts with Green and environment bodies.</u> • Develop formal/operational links/ agreements with Green and natural environment bodies. 	<div style="text-align: center;">1</div> <div style="text-align: center;">2</div>

B.7	Expand awareness and recognition of the IHBC's specialist interdisciplinary conservation standard (the Areas of Competence) as a key resource in specialist professional activities, training and education	<ul style="list-style-type: none"> • <u>Establish HESPR as the key on-line resource for clients seeking conservation professionals.</u> • <u>Secure inter-disciplinary National Occupational Standard (NOS), or equivalent professional structure, for conservation professionals.</u> • <u>Promote, in partnership as appropriate, recognition of the need for dedicated conservation skills within all professional bodies responsible for the management of the historic environment.</u> • Secure formal recognition by partner bodies of IHBC's membership criteria and standards. 	<p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">1</p> <p style="text-align: center;">2</p>
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Object C: To Help Conservation Specialists

Aim		Action	Priorities 1(high) 2 3
C.1	Enhance support for applicants seeking IHBC Full Membership	<ul style="list-style-type: none"> • <u>Establish, review and refine programme and web support.</u> • <u>Develop and implement as required a credible support/mentoring programme for applicants.</u> • Produce a dedicated guidance leaflet/resource to raise awareness and understanding of assessment processes, values and criteria. 	<p>1</p> <p>1</p> <p>2</p>
C.2	Support, encourage and require members to observe IHBC's professional standards & maintain their competences	<ul style="list-style-type: none"> • <u>Maintain CPD review, and expand as resources allow.</u> • <u>Enhance opportunities for members to achieve mandatory CPD hours.</u> • <u>Maintain and develop infrastructure for disciplinary procedures.</u> • <u>Enhance guidance to support and inform disciplinary processes.</u> • Explore partnership opportunities with professional bodies to enhance support and efficiencies. 	<p>1</p> <p>1</p> <p>1</p> <p>2</p>
C.3	Enhance membership benefits and services	<ul style="list-style-type: none"> • <u>Maintain, and enhance as resources allow, services of and support from the National Office.</u> • <u>Maintain Membership e-letter.</u> • <u>Maintain and develop Professional Indemnity resource.</u> • <u>Explore opportunities for enhancing supplementary benefits (legal advice etc.).</u> • Explore relative benefits of different subscription models. • Develop a unique new core benefit/ service (comparable to the NewsBlog). • <i>Explore opportunities for and benefits of opening access to internal information.</i> 	<p>1</p> <p>1</p> <p>1</p> <p>1</p> <p>2</p> <p>2</p> <p>3</p>

C.4	Promote IHBC's professional register HESPR	<ul style="list-style-type: none"> • <u>Maintain and promote HESPR membership and benefits.</u> • <u>Explore opportunities for developing HESPR membership and benefits.</u> • Establish protocols to secure HESPR as an indicator in assessing sector needs and priorities. 	<u>1</u> <u>1</u> <u>2</u>
C.5	Explore and develop corporate links and partnerships to enhance membership standards and benefits	<ul style="list-style-type: none"> • <u>Explore benefits of structured membership benefits/links to other professional bodies.</u> • Establish additional structured links with partners professional and related bodies. • <i>Explore commercial opportunities for partnerships and benefits.</i> 	<u>1</u> <u>2</u> <u>3</u>
C.6	Develop and refine corporate infrastructure to ensure that the IHBC operates to the same effective, credible and efficient professional standards it expects of its members.	<ul style="list-style-type: none"> • <u>Observe statutory and ethical requirements, under oversight of Council, in line with current legislation and practice.</u> • <u>Maintain and develop risk management procedures & systems.</u> • <u>Formalise registration as charity in Scotland.</u> • <u>Review governance and related structures (including Board Review, assessment and operations) in line with Corporate Plan 2010-15.</u> • <u>Enhance business management capacity in national office as required.</u> • <u>Review Corporate Plan 2010-15.</u> • Develop strategy and processes for more inclusive, participative and pro-active structures. • Explore opportunities for efficiencies and development in resources for support from National Office. • Explore 'conference call' communication opportunities. 	<u>1</u> <u>1</u> <u>1</u> <u>1</u> <u>1</u> <u>1</u> <u>2</u> <u>2</u> <u>2</u>
C.7	Enhance structures for communications between IHBC and sector interests	<ul style="list-style-type: none"> • <u>Develop and introduce structured stakeholder/press management strategy.</u> • Prepare strategic plan for future development. 	<u>1</u> <u>2</u>

C.8	Develop charitable profile, activities and operations	<ul style="list-style-type: none"> • <u>Establish fundraising committee and secure funding accordingly.</u> • <u>Establish opportunities for donations & Gift Aid.</u> • Develop strategy for sustainable growth. 	<div style="border: 1px solid black; padding: 2px; display: inline-block; text-align: center;">1</div> <div style="border: 1px solid black; padding: 2px; display: inline-block; text-align: center;">1</div> <div style="border: 1px solid black; padding: 2px; display: inline-block; text-align: center;">2</div>
C.9	Develop IHBC Enterprises	<ul style="list-style-type: none"> • <u>Develop business planning and programming to support Corporate Plan 2010-15.</u> • <u>Promote IHBC Enterprises' service through HESPR.</u> • Explore business models and opportunities to progress IHBC Enterprises as a tool of and resource for the IHBC. 	<div style="border: 1px solid black; padding: 2px; display: inline-block; text-align: center;">1</div> <div style="border: 1px solid black; padding: 2px; display: inline-block; text-align: center;">1</div> <div style="border: 1px solid black; padding: 2px; display: inline-block; text-align: center;">2</div>