

BUSINESS PLAN



2002

Since 1997 the Institute has endeavoured to constantly review the organisation to create a more cohesive and empowered team of officers to run the Institute on behalf of the membership.

A handwritten signature in black 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 has for many years recognised the importance of the historic environment to quality of life and aims to play a vital role in its protection, for example, by running Annual Schools dealing with key issues:

- **2000** New Directions for Conservation in the 21st Century
- **2001** Setting Standards
- **2002** Community & Heritage
- **2003** Sustainable Construction & New Design in the Historic Context.

This year sees our third Business Plan which has been put together following a trial realignment of the management structures of Council with three Vice Chairs leading Membership, Policy & Practice and Business committees. This has a number of benefits if operated properly:

- It allows Council to truly reflect the membership
- Council can meet less frequently with the different groups holding both real and virtual meetings to conduct general business
- All members of Council are invited to specialise in one area and to serve a term of office of three years. This is a very practical way of attracting new members and broadening the understanding of how Council runs.

Challenges facing IHBC in 2002 include recruitment of Council officers to take the structure forward and progress business and it is hoped that many new applications will be forthcoming from members to serve on Council.



Photo: Bob Kindred

2001 Targets Achieved

Since the adoption of the 2001 Business Plan there are a number of good news items to report illustrating the benefit to IHBC members of having a clear and adopted programme of actions to be undertaken by Council with a defined time scale:

- *Context* is now produced five times a year by our new supplier
- IHBC has a part time administrator to support Council
- The second Yearbook, in association with the Welsh Branch, has been produced
- London 2001 School was both a good experience and a commercial success
- The 2002 Annual School is on target, the 2003 school will be run by East Anglia and this Branch is already well advanced in its preparations
- Outreach in Romania and other European countries continues to develop with the support of both Council and the membership at large
- Consultations continues to keep IHBC in the mainstream of conservation thinking.



*Top quality sett-laying in Halifax town centre.
Contractor: Tarmac Ltd*



An immense amount of work has been undertaken recently by the Service Provision Group and Editorial Board to ensure a smooth changeover to our new publisher. It would appear that the changeover has been a complete success but has to some extent diverted energies from other necessary activities.

This year's commentary concentrates on grant requests although this does not always indicate levels of activity within Branches or Committees. Certain Branches are net contributors and make more money per year than they need. Branches are 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 are marketing expertise and/or publications or as in the case of membership, 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 the tables opposite illustrate:

2001 Targets Not Fully Achieved

- Recruitment drive has not led to an increase in members and this is a major concern for Council but especially for the Membership Group and individual IHBC members
- Reviews of the membership form and assessment methodology are still pending
- Annual Schools Handbook has been approved by Council and will be circulated to all Branches shortly
- In the development of the web site increased 'hits' has become an issue - how should the Institute proceed in order to maximise the web site's potential?



BRANCHES	Membership			Activity	Assets £	Grant £
	2000	2001	2002			
East Anglia	152	158	149	Annual School 2003 Branch activities	1,126	1,650
East Midlands	123	122	116	Branch activities Educational pack	1,501	1,000
Ireland	10	15	12	Branch activities	1,507	n/a
London	184	178	169	Branch activities	577	n/a
North	52	52	49	Branch activities	690	1,200
North West	85	85	84	Branch activities	5,041	n/a
Northern Ireland	20	19	22	Branch activities	351	2,100
Scotland	99	98	92	Branch activities	441	n/a
South	123	120	107	Branch activities	1,446	n/a
South East	116	121	122	Branch activities	3,633	n/a
South West	196	199	207	Branch activities	3,567	n/a
Wales	62	66	63	Branch activities	1,639	n/a
West Midlands	88	84	80	Branch activities	1,421	300
Yorkshire	104	111	117	Branch activities	2,624	n/a
Overseas	12	11	10	Outreach	n/a	n/a

Budget Allocations

Whilst it has not been possible to fully analyse the financial situation this year due to greater membership fee income it is clear that Branches are in the main active and functioning. Support for local events varies between Branches and some like North West, 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 been

awarded again on request and amount to £6,250 with a major award going to Northern Ireland. Committee requests amounted to only £3,200. Each Committee on production of a proper business plan will be allowed funding to allow Committees and Council to function. In addition, a figure of £15,000 has been allocated for the publication of *Context* and other Editorial requirements to be administered by the Editorial Board. This gives an approximate running cost for the Institute of £66,000 per annum.

COMMITTEE/ PROJECTS	Activity	Assets £	Grant £
Romania	Project development	6,769	3,000
Law & Practice	Road shows	365	2,000
Technical	Publishing	955	2,300
Schools	2002 Warwick/Hatton school	418	2,500
IT	Development of web site	n/a	4,000
Publicity	Promotion	156	1,000
Education	Accreditation/Standards/CPD	478	2,500
International	Outreach	n/a	2,000
Editorial	Publishing/ <i>Context</i>	854	15,000
Business Committee	Partnering development	400	2,000
Administration Services	Information officer/administration support	n/a	18,000
Membership Committee	Recruitment support	4,538	2,000
Policy & Practice	Influencing decision makers	1,780	2,000
Consultations	Network development	n/a	2,000



*Examining materials samples
at Symm and Company
Limited's workshops, Oxford*

The First Five Years of the IHBC

- Council fully restructured and an ongoing review being undertaken
- New Branch launched in Ireland
- Aiud Romania project and European profile developed
- Development of IHBC's role in setting standards for training in conservation
- Editorial Board established to take control of IHBC publications
- Web site development ongoing

Hands-on earth buildings workshop, Norfolk



The Next Five Years

- Membership recruitment to broaden membership base
- Continued development of Branch activities
- Development of CPD requirements
- Continued development in conservation accreditation and setting standards for conservation training
- Development of performance indicators for conservation
- IHBC's consultations role to become the effective voice in national policy formation
- Continued development of outreach activities at home and in Europe
- Full review of Standing Orders and terms of reference to allow IHBC to develop and grow as an institute for conservation
- Review Council structure and officer posts
- Review of Branch structure
- Review of membership categories both professional and vocational
- Use of web site to inform membership of issues, news, jobs and Council business
- Production of a development plan and annual review
- Review of contract arrangements - ongoing



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