



## **IHBC Members and users survey**

IHBC National Office 04 April 2014

### **Headline Summary**

The IHBC Members and Users survey was completed on line in March 2014 by 273 IHBC members, (68% full members and 32% Affiliates).

The views and perceptions of members of the governance of the IHBC and how it represents them were generally positive and supportive. The current system was considered 'fit for purpose' both for the IHBC and the sector, and across Charity Commission aims. It was clear also that improvements were sought in democratic procedures and representation.

- 83% valued to some extent the representation they felt they had in IHBC governance
- 74% felt they had a 'voice' and that their views were represented in activities, decision and planning of the Institute
- 88% felt that a wider range of trustee skills and interests might help the IHBC better achieve its objectives
- 81% considered changes to representation in the IHBC could improve the conservation outcomes in the IHBC's objectives.
- 92% thought the current organisational structures delivered either 'some' or 'a lot' or 'a great deal' of the outcomes currently needed in the sector
- 92% felt that the current structures, of Branches and Council still offered 'the best' organisational representation for the institute.

Members felt best represented through their involvement in Branch and National activities whilst they felt less so in votes in Branch AGMs, less formal Branch and national events & networks and in the Branch appointment of trustees. Despite feeling that they were already well represented through national and branch activities, representation also was one of the key areas members also felt considerable improvements could be made. The two areas where most improvement could be made to help the IHBC shape the future of the profession were considered to be in:

- improvements in representation (with 89% supporting improvement), and
- improvements to the nomination and election procedures, by using more accessible and digital voting systems (with 85% support).

## **1. Introduction: IHBC Members and users survey**

To inform the next stage in the review of IHBC governance an open survey was devised to allow members and potential members to describe their views of the current IHBC governance and to plan the future development of the Institute.

The survey, which ran for 19 days in March 2014, gained an unprecedentedly high level of responses and was completed by 273 people. It was promoted, mainly to existing members, by email bulletins and the IHBC NewsBlog and conducted as an internet based survey through Survey Monkey. A copy of the survey results is available on the IHBC website. Whilst interest in governance issues seemed very limited when, in 2011, consultation through the trustees and their networks gained a handful of responses this survey showed a keen interest amongst members to have a say in shaping the future of the Institute.

Although also open to users and those with an interest in the Institute all those who completed the survey were members of the IHBC with 68% being full members and 32% Affiliates (and former Associates). Many of those who completed the survey have not been heavily involved in volunteering for the IHBC or taking part in events and this points to a large number of members that want to get more involved with IHBC and want the IHBC to get more interested in them.

Members from all geographical areas took part in the survey including 2 overseas members. The highest input was from members in London (15.1%), South West (12.5%) and Scotland (10.3%).

## **2. Representation of members**

Representation of members across the governance and operations of the IHBC was seen as an important personal aspiration to respondents in the survey. 83% (22 respondents) valued their opportunity to input into IHBC in 'some' form. In more detail 35% (93 respondents) put 'a great deal' or 'a lot' of weight on their own representation in the IHBC, 48% (129 respondents) gave their representation 'some' importance whilst only 17% (45 respondents) gave little or no importance to their own representation within the Institute (Figure 1)

Generally there was a very high level of satisfaction with the voice members felt they had within the IHBC which allowed their views to be represented in activities decision and planning of the Institute. 21% (56 respondents) felt they had 'a great deal' or 'a lot' of a voice 53% (144 respondents) felt they had 'some' voice and 26% (70 respondents) felt they had little or no voice. (Figure 2)

Satisfaction with members' representation in the IHBC is fairly consistent through out all areas of operation with around two thirds to four fifths of respondents feeling they were represented to 'some' extent, 'a great deal' or 'a lot' in all areas. More subtle differences in these responses bring out that members felt most represented in involvement in Branch and National

activities whilst they felt less so in Votes in Branch AGMs, less formal Branch and national events & networks (such as internal committees, panels, & communications networks such as LinkedIn) and most noticeably in the Branch appointment of trustees. (Figure 3) But despite feeling they were already well represented in national and branch activities this was one of the key areas members also felt improvements to their representation could be made. Those who offered comments on this question also referred to their representation through

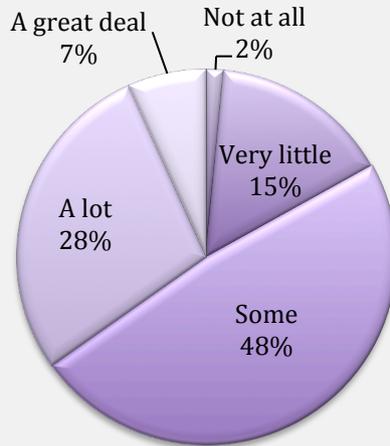
- IHBC publications including Context
- By representing IHBC on local and national working groups
- Easy and good access to senior members of IHBC
- Contacting members directly and personal contacts
- Through communication with branch representatives
- Annual School
- James Caird's superb consultations co-ordination communications & having Bob Kindred appointed to the AMS Council & statutory casework committee.

Improvements could be made in all areas of member representation but certain areas were highlighted as being those where improvements could be made. Perhaps surprisingly given the comments above improvements were felt less likely to be effective or needed in areas of branch appointment of trustees and votes and attendance at the AGM. (Figure 4) Those who offered comments on this question also referred to potential improvements in representation through:

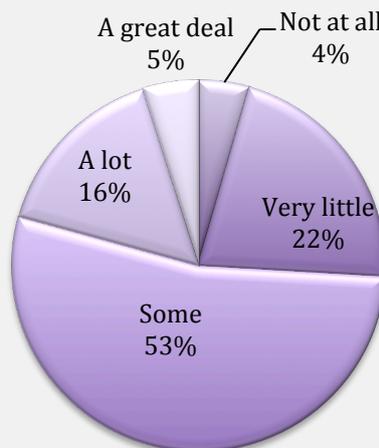
- *Voting and polling*
  - Electronic on-line voting for elections
  - Postal votes
  - Individual member voting on resolutions (by post)
  - Poll members on current issues, key governance and policy debates
  - Allow Affiliate Members a vote at AGM
- *Groups*
  - Groups currently unrepresented (e.g. Affiliates, students and specialist sectors.
  - Working groups etc., e.g. urban design panels
- *Information*
  - More dissemination of information to members
- *Activities and meetings*
  - More activities for members and a higher profile for the institute
  - Involve retired members - with time to spare
  - Attendance of representatives at local authority Conservation Officer Group meetings
  - Networking building tours in my local area

Changes to representation in the IHBC were considered likely to improve the conservation outcomes identified in the IHBC's objectives 'a lot' or 'a great deal' by 21% (55 respondents), to 'some' extent by a majority 60% (154 respondents) and very little or not at all by 19% (50 respondents) (Figure 5).

**Figure 1**  
**How important to you personally is your representation across the governance, structures and operations of the IHBC?**



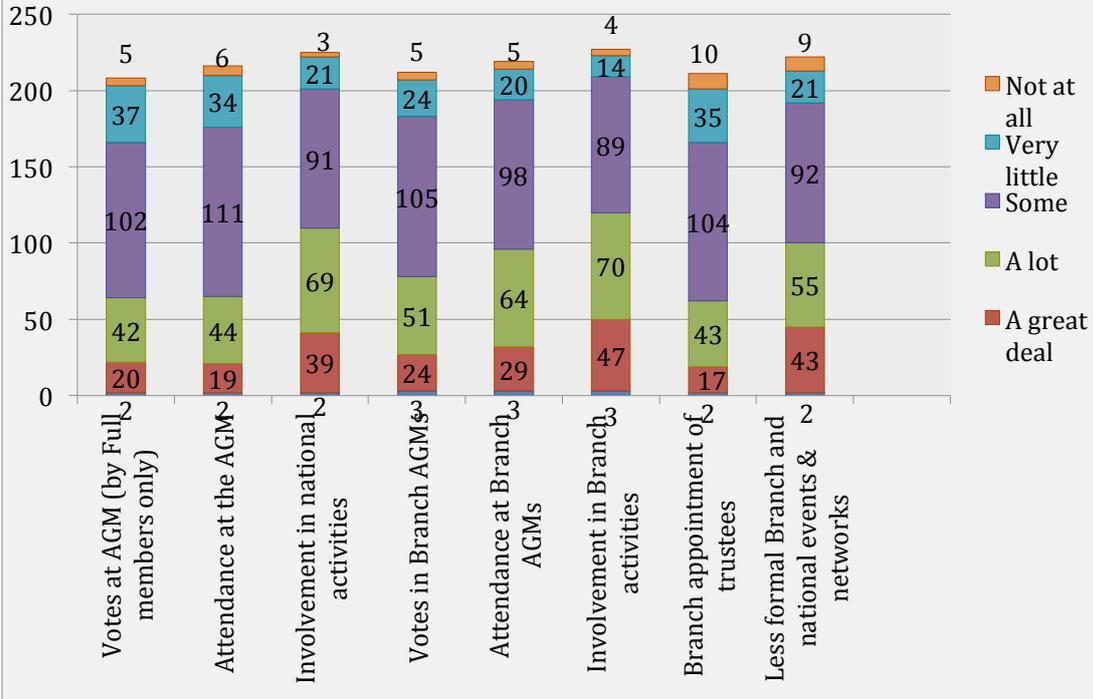
**Figure 2**  
**To what degree do you feel you have 'a voice' within the organization, allowing your views to be represented in our activities, decisions and planning?**



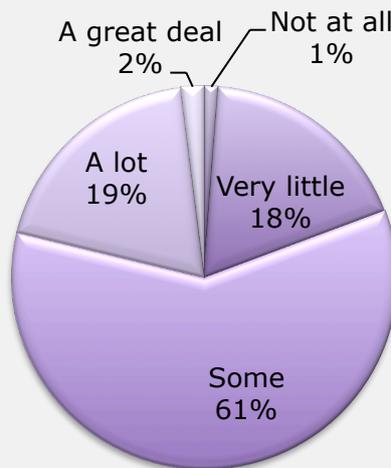
**Figure 3**  
**How well do you feel representation in the IHBC is achieved in each of the following areas?**

	<b>'Some', 'a great deal' or 'a lot'</b>	<b>Not at all or very little</b>
Involvement in Branch activities	210	42
Involvement in national activities	199	42
Through voting opportunities at AGM (by Full members only)	186	51
Attendance at the AGM	185	62
Attendance at Branch AGMs	182	63
Votes in Branch AGMs	178	69
Less formal Branch and national events & networks	174	72
Branch appointment of trustees	163	79

**Figure 4**  
**In which of the following areas do you consider the IHBC might make the greatest improvements in representation:**



**Figure 5**  
**To what extent do you think modifications to representation in the IHBC would help improve the conservation outcomes identified in our objectives?**



### 3. Charity Commission Hallmarks

Members were asked to what extent does the IHBC seem to value and achieve the 'hallmarks' of an effective organization listed by the Charity Commission. The responses to this indicated a general broad belief that IHBC was achieving these aims and was an effective organization. Over 90% of respondents felt that the IHBC was going 'some' way to achieving these hallmarks but more than 50% of the total respondents believed the IHBC valued and achieved all of the hallmarks 'a lot' or 'a great deal'. The hallmarks which the IHBC was felt to be the strongest in was being clear about its purposes and direction (Hallmark 1) and having structures policies and procedures which are fit for purpose (Hallmark 3). The IHBC was seen as only slightly weaker but discernibly so in its ability to improve its performance and efficiency, and to learn new and better ways of delivering its purposes (Hallmark 4) and having a strong board (Hallmark 2) (Figure 6)

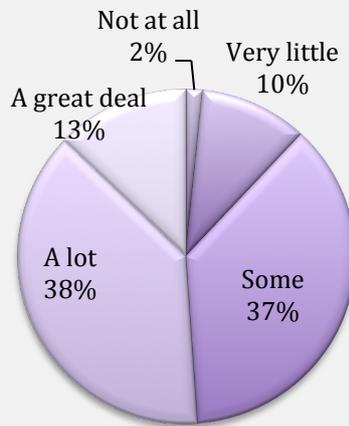
**Figure 6**  
**To what extent does the IHBC seem to you to value and achieve the 'hallmarks' of an effective organization, as listed by the Charity Commission, in each of the areas below?**

	Not at all	Very little	'Some'	'A lot'	'A great deal'	Total
Hallmark 1: Clear about its purposes and direction; An effective charity is clear about its purposes, mission and values and uses them to direct all aspects of its work.	1	6	59	129	55	250
Hallmark 2: A strong board; An effective charity is run by a clearly identifiable board or trustee body that has the right balance of skills and experience, acts in the best interests of the charity and its beneficiaries, understands its responsibilities and has systems in place to exercise them properly	1	11	71	129	38	250

Hallmark 3: Fit for purpose; The structure, policies and procedures of an effective charity enable it to achieve its purposes and mission and deliver its services efficiently.	1	8	76	125	39	249
Hallmark 4: Learning and improving; An effective charity is always seeking to improve its performance and efficiency, and to learn new and better ways of delivering its purposes. A charity's assessment of its performance, and of the impact and outcomes of its work, will feed into its planning processes and will influence its future direction.	1	17	79	105	48	250
Hallmark 5: Financially sound and prudent; An effective charity has the financial and other resources needed to deliver its purposes and mission, and controls and uses them so as to achieve its potential.	0	8	72	121	41	242
Hallmark 6: Accountable and transparent; An effective charity is accountable to the public and others with an interest in the charity (stakeholders) in a way that is transparent and understandable.	3	9	74	115	43	244

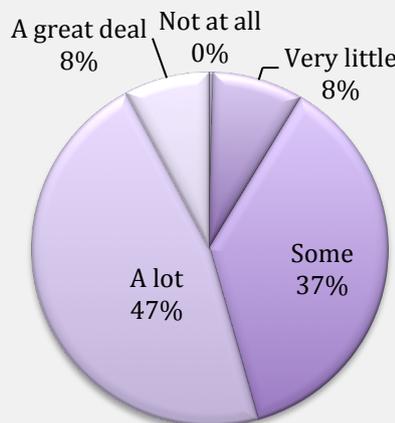
The Charity commission also recommends that trustees have diverse and relevant skills and so respondents were asked how seeking trustees with a wider range of interest might help IHBC achieve its objectives. There was broad support for this idea with 51% believing this could make 'a lot' or 'a great deal' of difference and only 12% feeling it would be of little or no help. (Figure 7)

**Figure 7**  
**To what degree do you think it would help the IHBC achieve our objectives if we actively seek trustees with a wider range of skills and interests.**



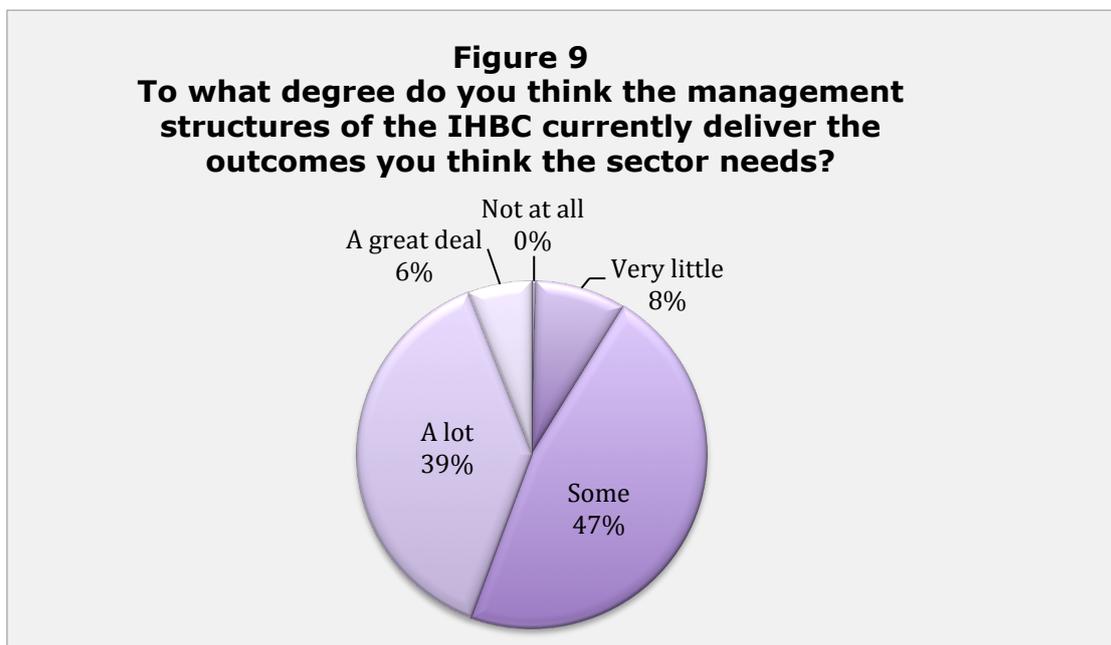
Since 1997 the trustees of the IHBC have comprised of 3 nationally elected officers, 5 nationally elected Committee Chairs and up to 13 area appointments by the Branches, all of whom must be Full Members of the IHBC. Respondents were asked to what degree they felt this arrangement continues to deliver the best organisational representation for the IHBC. Despite the broad consensus above for IHBC to actively seek out new trustees with broader skills there was a general satisfaction with the current appointment structure for trustees. 55% (126 respondents) "a lot" or 'a great deal' that the current appointment structure was best for the IHBC and a further 37% (86 respondents) felt it went 'some' way towards providing the best organisational representation. (Figure 8)

**Figure 8**  
**To what degree do you think that the current appointment of trustees all of whom must be Full Members of the IHBC continues to deliver the best organisational representation for the IHBC?**



## 4. The IHBC, the sector and the profession

The IHBC itself and the review of how it is governed is not simply about looking internally at the Institute it also needs to consider how the IHBC relates and performs for the wider conservation sector outside the core membership. Members were asked to what degree they thought the management structures of the IHBC, such as the Council, Committees, Panels and Branches, currently deliver the outcomes the sector needs. 92% (218 respondents) thought the current organisational structures delivered either "some" or "a lot" or 'a great deal' of the outcomes currently needed in the sector. (Figure 9)



Members were asked which area where most improvement could be made to shape the future of the profession through the IHBC with Improvements to representation was supported by 89% (those choosing 'some', 'a lot' or 'a great deal') and the nomination and election procedures by using more accessible and digital voting systems were also felt to be an area for improvement with 85% feeling it would make 'some', 'a lot' or a great deal' of difference. (Figure 10)

**Figure 10**  
**To what extent do you think improvements in each of the following areas would help shape the future of the your profession through the IHBC**

	Not at all	Very little	Some	A lot	A great deal	Total Responses	% Choosing 'some' 'a lot' or 'a great deal'
Representation	2	21	92	81	21	217	89
Delegation and devolution in decision-making	3	50	101	63	9	226	77
Nomination and election procedures	2	33	78	88	29	230	85
Board evaluations & skills assessments	2	41	104	65	17	229	81
Executive infrastructure	3	46	116	53	6	224	78

## 5. Member comments

The real messages for forward planning lie in the commentaries. It is especially pleasing for trustees and volunteers, as well as for staff, to see our work described using words like 'dynamic' and 'efficient', and phrases like 'well represented and governed', highly regarded' 'effective' and 'well run'. Those who regularly offer their free time, volunteering to work with the IHBC are commended a number of times.

Across the 60 or so commentaries offered, we see some common headline themes and concerns – and some contradictory ones too:

- Move beyond the ACO, but maintain its strengths too
- Help the conservation officers more (especially Conservation Officer Groups), but not to the exclusion of others
- Don't forget those members overseas; the academics; engineers; architects; Affiliates; retired members; archaeologists; younger members, and special interest groups generally
- Make Council more strategic and the leadership more focussed
- Narrow the gulf between trustees and members; make sure members understand the internal processes, feel represented and are in turn supportive of the IHBC.
- Be vigilant in protecting buildings under our Code of Conduct
- Speed up the organisation, and focus on activities and achieve more
- Be more professional and effective at a national level and lobby effectively
- Grow the grassroots and develop the branches
- Ensure access to branch and national positions are transparent and accessible
- Offer more opportunities to join in

- Build capacity through partnerships and working together (or even merging) with other institutes; avoid competing for members
- Develop easier and more informative voting processes
- Ensure the IHBC is better known and the required skills of its members appreciated.
- Develop and maintain standards
- Diversify the membership application process
- Don't forget the need to get the governance right

Many of these concerns raised here are reflected in priorities and changes already under way but many of these points focus on a simple question: while we are not doing much that is actually 'wrong', what should we do much better?