



# Business Plan 2022-2024

Approved by IHBC Board – 14<sup>th</sup> December 2022



## **Business Plan for 2022-24**

### **1 Executive Summary**

- 1.01 This Business Plan reflects a review of the Branch's present level of activity and service to the Institute and membership, with a view to targeting our activities to maximise benefits to our membership in a way that contributes to improving services, including embracing new initiatives.
- 1.02 During the period of 2019-2021 the Branch was very much focused on the preparations for the main Institute's Annual School, originally planned for Brighton in June 2020. The onset of the COVID pandemic in early 2020 severely impacted on the preparations resulting in the originally anticipated school being deferred to 2021 and an online event held in its place. Preparations to hold the School in summer 2021 were similarly impacted by the ongoing pandemic restrictions and was again converted into an online event. This resulting in much abortive work in relation to preparation of tours and site visits and the Branch provided far fewer events than usual over those two years.
- 1.03 This review aims to redress the reduced provision of Branch events over 2020 – 2021 and has been carefully weighed to ensure we have realistically achievable program of activities with scope to tackle some more aspirational wishes as can be seen from the Programme and budget assessment shown in the Delivery Plan in Appendix C.
- 1.04 To date, the various activities and events we have provided have run well and economically and we have received positive feedback. However, many of those that attend our events or are in contact with the committee are "regulars" and we are keen to improve engagement with the greater proportion of membership.
- 1.05 The Branch Committee is keen to improve communications with Members through expanding our activities to make them accessible to all members. We also wish to engage more actively with new members through targeted branch activities to not only provide CPD opportunities but also facilitate networking through more socially focused activities. We also plan to establish a series of new member and/or younger member events. In the past the Branch has prepared a Newsletter and this plan plans to re-introduce this as twice yearly publication. This will allow us to publicise our activities and also provide an opportunity for members to showcase interesting case studies and also encourage greater involvement in Branch activities generally.

- 1.06 The primary difficulty with which we are faced relates to the strung-out geography of the region that has presented difficulties of poor contact with a scattered membership, and weak response to many CPD activities. These were identified as the key challenges for the Branch to address in our last business plan and we have now invested in a Zoom licence which should enable us improve engagement through more online meetings and events. The branch also trialled blended (online and in person) attendance at our 2021 AGM and day school event in response to issues around the COVID pandemic that was ongoing at that time. We therefore propose to move forward with a mix of on line and in person meetings, with the in person meeting locations rotated between the four Counties (Kent, Surrey, East and West Sussex) that make up our region.
- 1.07 The Branch utilised the COVID recovery funding from IHBC Head Office to hold a Branch Reconnection Day on 9<sup>th</sup> July 2022, comprising a mix of talk, walking tours, site visits and networking lunch held on a Saturday. This proved a very popular with members and the Branch will be investigating opportunities to hold a similar Branch Connection Day event annually, linked to an open Branch committee meeting.
- 1.08 Additionally, career/business pressures on those who are actively involved, and travel distances, presents limitations on available time, and a further key target will continue to be recruitment of further members onto the committee or in support of it (e.g. co-option for tasks) particularly younger members.

## **2 Introduction**

- 2.01 This is the Business Plan for the IHBC South-East Branch of the Institute of Historic Building Conservation. It sets out our objectives for 2022/2024 together with proposals to achieve these objectives and manage the financial implications. The impact of COVID 19, at the same time as we were working with IHBC Head Office on the Branch's plans to host the main Institute's Annual School in 2020, on the other activities of the branch have been significant. In the business plan it is assumed that in person activities will gradually resume with a focus on providing a blend of virtual and in person events. This provides an opportunity to address some of the communications issues arising from the branch's geography and size and to reach out to the wider membership to facilitate greater inclusion in our activities
- 2.02 The Branch delivered a successful Annual School and AGM event in March 2020, in Ramsgate, before lockdown restrictions came into force. Following that, Branch activities were curtailed and focused on the delivery of the two Institute virtual Annual Schools in 2020 and 2021. However, we did manage to hold our 2021 AGM and Annual School as a blended in person and live-streamed event in Hastings. This has proved a useful test of proposals for the Institute's main annual school event for 2022, in Aberdeen, also be held as a blended event.

## **3.0 Who we are**

- 3.01 The South-East Branch of the IHBC represents the members in the south-east region, which consists of the Counties of Kent, East and West Sussex and Surrey. The Branch Committee has overall responsibility for implementation of the Business Plan.

3.02 The Branch Committee 2021/22 is as follows:

**Chair** - Jo Saady

**Vice Chair** – João Lopes

**Treasurer** - Lone Le Vay

**Secretary** - Heather Hall

**Membership Officer** - Stephen Gray (Acting)

**Events / Social Media Secretary** - Chris Reynolds and Sarah Mayfield

**Surrey Rep** - Chris Reynolds

**Sussex Rep** - Tanya Szendeffy

**Kent Rep** - Debbie Salter

**Branch Representatives on IHBC Council** - Sarah Mayfield, Helen Parvin, Eimear Murphy

**Officers without Portfolio** - Maggie Henderson, Sarah Sullivan, Duncan Phillips, Lisa Brooks, Richard Morrice, Michael Foley, Simon Richard and Alan Dickinson

### 3.03 **Branch Committee meeting dates 2022/2023**

The Branch proposes for meetings to alternate between online and in person, subject to any limitations arising from and future COVID restrictions. In person meetings will be held at a venue to be agreed in advance with a view to using different locations around the region to facilitate greater involvement of the wider membership in our discussions/activities. Online meetings will be via Zoom with details circulated in advance. The branch will investigate the possibility of blended meetings if an affordable option can be identified. It is also proposed to broaden meeting attendance to include all Branch members.

1. Tuesday 18<sup>th</sup> January 2022
2. Tuesday 29<sup>th</sup> March 2022
3. Tuesday 6<sup>th</sup> June 2022
4. Tuesday 9<sup>th</sup> September 2022
5. Tuesday 8<sup>th</sup> December 2022
6. Tuesday 7<sup>th</sup> February 2023
7. AGM 24<sup>th</sup> March 2023
8. Tuesday 8<sup>th</sup> May 2023
9. Tuesday 6<sup>th</sup> June 2023
10. Tuesday 5<sup>th</sup> September 2023 (Branch Connection Day)
11. Tuesday 7<sup>th</sup> November 2023

## 4 **Branch Overview**

4.01 The Branch identifies with and supports the IHBC “Corporate Strategy 2020-25”. Conservation in change: Building capacity for sustainable living”. The agreed work of the IHBC is to:

- Help people
- Help conservation, and so,
- Help conservation professionals

4.02 The Branch committee has focussed on effectively applying limited voluntary and financial resources to serve the aims and needs of the Institute and Branch membership including efficiently managing its finances in accordance with the Institute’s standing orders.

- 4.03 At December 2021 the Branch had 239 members (105 full Members and 134 Affiliates) of which some 55% are in the private practice, 25% are in public service, 10% work in the charity/advisory sector, 10% work in higher education and 10 % are retired. There has been significant change in the balance of our membership since 2007 when we had 123 members (102 full Members, 20 Affiliates and 3 Associates) of which 60% were in public service and 40% in private practice.
- 4.04 A fair number of members also belong to other professional groupings, such as RTPI, RICS, RIBA and CIFA adding to the collective knowledge and experience of the branch membership. There is scope to take advantage of this through exploring scope for joint CPD and networking events.
- 4.05 Administrative support and communications are good, enabling effective circulation of CPD opportunities and early provision of information (for discussion) to the committee. In the short term, growth of membership is seen as unlikely to present problems. The acquisition of the Zoom licence should improve communications and as technology develops, we will be able to increasingly overcome some of the historic barriers to communications identified above.
- 4.06 The Branch uses the IHBC website, emails to members and social media (Facebook/Twitter/LinkedIn) to promote forthcoming events and disseminate information.
- 4.07 Current finances are adequate to cover the present level of activity, and we have managed to cover the costs of providing events from income from the Branch Annual School event, which has allowed us to provide other events at affordable cost. The branch's bank balance has remained stable over recent years and we currently have sufficient funds to implement our aspirations for improvement in provision of CPD events and have flexibility to charge where necessary to cover costs to ensure we operate within our means.
- 4.08 It is recognised that the Branch cannot itself meet all of its membership's CPD requirements, necessitating members needing to look to supplement their CPD needs by events organised by the Institute and other bodies. We will circulate details of other appropriate CPD opportunities to our membership via email and our social media outlets
- 4.09 The resources available to the Branch are summarised in Appendix B

## 5 **Objectives**

- 5.01 Improve communication within the branch with greater focus on social media and use of the Branch's webpage on the IHBC website and publication of a Branch Newsletter twice a year.
- 5.02 Secure means of achieving greater engagement with the branch membership, through arranging events and Committee meetings to be located around our area and open up access to committee operations through open meetings and the use of online meeting technology and social media.
- 5.03 Help conservation professionals – through a program of training, networking and CPD events and notifying members of details of other events relevant to the profession. We want to focus on developing opportunities to engage with and support new, younger members and members with diverse backgrounds.

- 5.04 Ensure/improve responsiveness and contributions to the Institute and its policies, and initiatives.
- 5.05 Seek opportunities to promote the influence of the Institute in the historic environment.
- 5.06 Promote membership of the Institute to widen the membership base and provide support to Affiliates to progress to full membership of the institute through the hosting of Institute's MATE sessions in different locations within the area linked to local networking.
- 5.07 Ensure Branch representation at IHBC Council and provide information to Council on Branch activities and matters of Branch concern and feedback to the branch membership.

## **6 Implementation**

- 6.01 Effectively apply limited voluntary and financial resources to serve the aims of the Institute and the needs of Branch members.
- 6.02 Efficiently manage our finances in accordance with the Institute's standing orders.
- 6.03 Research views of membership & respond to needs (at meetings and through surveys).
- 6.04 Identify and recruit new members to the committee where additional capacity, talent, skills and/or experience are needed (by election, invitation or co-option).
- 6.05 Increase opportunities for members to meet via CPD events including online and in-person events, talks and site visits.
- 6.06 Engage more with other Branches (e.g. London & South) as well as with professional bodies to reciprocally offer a greater range of CPD to membership, and also better inform wider issues influencing the historic environment.
- 6.07 Make use of the website as a means of reaching membership to disseminate information and seeking of views, advertising and reviewing events and being more visible to anyone visiting or browsing the site.
- 6.08 Set realistic and achievable goals, budgets, and timescales

## **Appendices**

- A Summary of resources
- B Delivery Plan (costed)

This Business Plan was approved at the South East Branch Committee Meeting on 8th November 2022.



Joanna Saady  
Chairman, South East Branch



## IHBC South East Branch Business Plan for 2022-24

## Appendix A

### Branch Resources

#### Physical Assets

- 1 The Branch holds no physical assets.

#### Personnel

- 2 The Branch committee at the AGM in October 2021 was as follows:

Chairman	Joanna Saady	Committee:	Stephen Gray	(Membership)
Vice-Chairman	João Lopes		Debbie Salter	(Kent Rep)
Secretary	Heather Hall		Chris Reynolds	(Surrey Rep)
Treasurer	Lone Le Vay		Tanya Szendeffy	(East Sussex Rep)
Branch Rep on Council	Sarah Mayfield, Helen Parvin, Eimear Murphy		Tanya Szendeffy	(West Sussex Rep)
			Chris Reynolds	Events / Social
			Sarah Mayfield	Media Secretary
			Maggie Henderson,	Officers without
			Sarah Sullivan,	Portfolio
			Duncan Phillips,	
			Lisa Brooks,	
			Richard Morrice,	
			Michael Foley,	
			Simon Richard,	
			Alan Dickinson	

#### Financial Position

	2019-20 £	2020-21 £	2021-22 £	Projection 2022-23 £	Projection 2023-24 £
<b>Bank balance</b> (1 <sup>st</sup> October)	3,286.06	3,022.08	3,511.61	3,500.00	3,500.00
Carry over from previous year	2,874.46	3,286.06	3,022.08	3,511.61	3,500.00
<b>Income</b>					
Central Funds	Nil	Nil	1,075	Nil	Nil
Events	1520.00	1,567.00	1,690.51	2,000	2,000

<b>Total</b>	1520.00	1,567.00	2,765.51	2,000	2,000
<u>Expenditure</u>					
Events	1,009.44	150	2,132.10	1,000	1,000
Zoom Licence	0	0	143.88	143.88	143.88
Committee Expenses/travel/ Zoom licence	235	252	0	350	400
Day School Bursary	0	0	0	750.00	900.00
<b>Total</b>	1,253.18	252	3,550	2,100	2,300
<b>Excess (deficit)</b>	+ 411.60	- 263.98	+ 489.53	-11.61	0
<u>Bank balance</u> (30/09)	<b>3,286.06</b>	<b>3,022.08</b>	<b>3,511.65</b>	3,500	3,500



## IHBC South-East Branch Business Plan 2022-2024

## Appendix B

### Objective (5.01) Improve communication within the branch

	Activity	Achieved by	Responsibility	Estimated cost
1	Hold regular committee meetings	Four per year (minimum)- Set dates ahead. To be funded from income generated from Branch activities.	Chair & Secretary	£100
2	Efficient use of available funding	Prepare budgets for activities in good time and review actual costs Submit Annual Return	Treasurer	Nil
3	Maintain and improve branch communication systems	Improve links via email and use of web site. Publish Branch committee agendas and minutes on the Branch web page. Maintain a subscription to online meeting software (Zoom or Similar)	Secretary	£150

### Objective (5.02) Achieve greater engagement with the membership.

	Activity	Achieved by	Responsibility	Estimated cost
4	Make the Institute's and Branch's activities more visible	Greater focus on social media and use of the Branch's webpage on the IHBC website and publication of a Branch Newsletter twice a year.	Events/Social media Secretaries	Nil
5	Secure means of achieving greater engagement with the branch membership	Arranging events and Committee meetings to be located around our area and open up access to committee operations through open meetings and the use of online meeting technology and social media. Progressing plans for an Annual Branch Connection Day to support membership to build networks within our profession.	All committee	Nil
6	Report activities and events	Produce regular newsletters (two per year minimum) to inform members	Committee	Nil

**Objective (5.03) Help conservation professionals**

	<b>Activity</b>	<b>Achieved by</b>	<b>Responsibility</b>	<b>Estimated cost</b>
7	Develop CPD opportunities for members	Organise an annual school/AGM event and a series of seminars/visits/events throughout the year distributed across the branch area. Cost to be offset against income from attendance fees with an objective to break even and any profits used to fund further events.	Committee	£2500/yr
8	Advertise CPD opportunities offered by other professional bodies	Keep abreast of the activities of other professional bodies and establish linkages Keep events open to members of other professional bodies	Secretary/Events/ Social Media Secretary /County Reps	Nil
9	Use events/publications to promote IHBC	Promote the publication of guidance on conservation topics	Secretary/Events/ Social Media Secretary /County Reps	Nil

**Objective (5.04) Ensure/improve responsiveness and contributions to the Institute and its policies, and initiatives.**

	<b>Activity</b>	<b>Achieved by</b>	<b>Responsibility</b>	<b>Estimated cost</b>
10	Representation at the IHBC Council meetings	Attending Council meetings and reporting back to the Branch committee.	Branch Reps on Council	Nil
11	Report to Council	Produce briefing notes for council meetings on branch activities	Chair	Nil

**Objective (5.05) Seek to increase the influence of the Institute in the historic environment.**

	<b>Activity</b>	<b>Achieved by</b>	<b>Responsibility</b>	<b>Estimated cost</b>
12	Promote positive aspects of conservation policy and practice	Develop links with County Conservation Officer Groups and other professional groups including local branches of RTPI, RICS, RIBA and CIFA. Use social media to promote good examples and publicise local achievements	Committee/County Reps	Nil
13	Support excellence in all aspects of conservation	Branch bursaries to join the Day School of the IHBC Annual Conference.	Secretary/Chair/Treasurer	Nil

<b>Objective</b> (5.06) <i>Provide support to new members and Affiliates to progress to full membership</i>				
	<b>Activity</b>	<b>Achieved by</b>	<b>Responsibility</b>	<b>Estimated cost</b>
16	Ensure web site is up to date with SE Branch news and events	Sending information to the IHBC's IT consultant	Chair and Secretary	Nil
17	Monitor membership and encourage new members	Mentor prospective members, or those upgrading. Establish a group of 'mentors' across the branch	Committee/ Membership Officer	Nil
18	Publicise Institute MATE sessions and explore options for an annual branch hosted in person sessions.	This provides an unique opportunity to provide support and engage with supporters with opportunities for local networking.	Committee/Events Officer	£200/yr