

CP10 RESULTS UPDATE TO IHBC MEMBERS

IHBC's National Office update on the conclusion of the Corporate Plan for 2010-15, 'CP10'

'CP10' was adopted at the IHBC AGM on 11 June 2010

This is the final report on its delivery, as received by IHBC trustees on 29 October 2015

Code for reporting progress

Achieved and/or surpassed	
Partially achieved	
Not achieved	

Action priorities ('Prt')

1. Targets from Y1 to Y5 year under Objects A-C, with priorities:	
Priority 1	Bold
Priority 2	Plain
Priority 3	<i>Italics</i>

For more background search the IHBC's NewsBlogs: ihbconline.co.uk/newsarchive/

For queries contact IHBC Director Dr Seán O'Reilly: director@ihbc.org.uk

CP10 Final report: Summary Headlines - 29 October 2015

- 50 of 65 Priority 1 targets fully achieved or surpassed; 8 partially achieved; 7 not achieved (CapacityBuild; Honorary Associates; Consultations guidelines; Enterprises plan (x2); Fundraising committee; Green links)
- 26 Priority 2 achieved in whole or part, (7 not achieved).

Helping People

1. Website: Fifteen-fold user increase to c.450,000 monthly visits from c.30,000 in July 2010
2. Digital networks expanded to c.10,000, with again c.fifteen-fold surpassing of target
3. New IHBC Marsh Awards scheme introduced, promoting community contributions and conservation learning at all levels
4. Branch Connection Days maintained, with Course Connection Days introduced
5. 'IHBC+' instituted to enhance inclusion etc, with 'Council+' and member eletters reporting on corporate issues accessible online
6. New Branch, volunteer and outreach support in place with LETS Liaison Officer
7. Non-specialist training and self-assessment resource freely available (SelfStarter – formerly WebStarter)
8. Annual School digital social media strategy in place to underpin inclusion and access
9. NewsBlogs and linked email alert services surpass targets by 100%

Helping Conservation

10. Annual School training programme reaching c.1000 delegates, with enhanced access through Context website and social networks.
11. Member journal, *Context*, and 'Yearbook' issued for term
12. New practice support framework, IHBC's 'Toolbox' with Research and Guidance Notes
13. Gus Astley Student awards generated c.200 submissions, with high-profile judges including Jukka Jokilehto
14. Research programme achieved, including LA service surveys for England Wales and Scotland; 'Stopping the Rot', Skills Survey & 'Oxford' project
15. Membership application Affiliate-support events reaching c.300 applicants in Y5 alone
16. Conservation NOS and related vocational qualifications established
17. Course recognition consolidated, with 23 courses recognised
18. Non-specialist team training and assessment framework established (TeamStarter, supported by SelfStarter)

Helping Conservation Specialists

19. Membership with 5 year consolidation at c.2200
20. Extended fee support for members, including School bursaries
21. Income diversified, with web ('Jobs etc'), subscriptions and projects as key generators
22. New Corporate Plan 2015-20, CP20, adopted by membership
23. New membership level, Associate, supporting IHBC accreditation
24. HESPR with 26 members, with core suite of benefits
25. Disciplinary process, supported by wider policies, sustainable
26. New Professional Indemnity members' scheme launched

REPORT UPDATE: Y5 compared Y1		Action (From Corporate Plan 2010-15)	Prt.	Lead	Target	Cost	Contin.	Targets achieved by Y5
A.1.1	Surpassed. Web site substantially extended with Home Page recast for mobile users, and with introduction of the Tool Box, HESPR, accredited practitioners, etc	Maintain and update web contents.	<u>1</u>	Dir; C&O	Usage: See A.1.4	Core	Ongoing	
A.1.2	Surpassed. More than doubled, averaging @ c.25 per week	Maintain and update NewsBlogs.	<u>1</u>	Dir; C&O	Average 10 per week	Core	Ongoing	
A.1.3	Surpassed. More than doubled, averaging @ c.2+ per week	Maintain E-mail alerts.	<u>1</u>	Dir; C&O	Average 1 per week	Core	Ongoing	
A.1.4	Surpassed. Fifteen-fold increase, with average of c.450,000 per month since March, and an all-time peak in April of 456,907, over a monthly average of c.30,000 in July 2010	Maintain public access to web-based resources including advice, policy, enquiries and related resources.	<u>1</u>	Dir; C&O	Usage/Satisfaction determined as page views and pages per visit as current measure, across all websites where possible (as we maintain all). Current target at average 180,000 page views per month.	Core	Ongoing	
A.2.1	Surpassed. Branch days achieved, with Course Connection Days introduced.	Hold annual Branch Connection Days.	<u>1</u>	Dir; Agreed committee/	One p.a.	Core	Annual (Across committees; Y3:	

A.2.2	Surpassed. Threefold + increase, with more than 15 Research and Guidance Notes online, and all with infrastructure in place	Produce annual guidance documents/ statements.	<u>1</u>	P&O; Policy	One p.a. average over 5 years	Core	Ongoing	
A.2.3	Not fully achieved, also following fall off in business plan submissions with development of IHBC+. Introduction of LETS Liaison Officer and increased budgets may help for CP20	Maintain and refine promotion and management of new voluntary activities.	<u>1</u>	Dir; F&R; Branches	Maintain Branch & national Committee voluntary infrastructure [including governance] through supporting and promoting Committee and Branch Business Plans to Council.	Core	Ongoing	
A.2.4	Achieved with IHBC+ introduced as 'experimental evolution' in Y5	Review structures to maximise potential for membership involvement and contributions.	<u>1</u>	Dir; F&R	Report on governance & resources agreed.	Core		
A.2.5	Surpassed in so far as majority of Branches maintain the web sites provided the IHBC infrastructure. Further developments linked to LETS Liaison Officer and social	Provide support for development of web resources for Branches.	<u>1</u>	Dir; F&R	Develop guidance and resources (Y3) with 5 Branch websites operational through Branches by Y5	Core	Ongoing	
A.3.1	Not achieved; re-cast for CP20	Establish CapacityBuild as a voluntary sector resource to enhance public access to IHBC's networks.	<u>1</u>	Dir; F&R	Web site resource operational	Core		
A.3.2	Achieved. See pages on fee support though limited success with charity infrastructure restricted demands on web site.	Re-cast and up-date the web site to promote and support IHBC's charitable operations, resources and activities.	<u>1</u>	Dir; F&R	Web site resource operational	Core		
A.4.1	Achieved to end 2014. New (2014-15) online presentation under development linked to IHBC+ CP20	Maintain active representation on partner organisations.	<u>1</u>	Dir; Policy	Core representation through volunteers on 10 bodies (Y5)	Core	Ongoing	

A.4.2	Achieved to 2015 when superseded by IHBC+ and Council+, responding to changing operating environment. LETS Liaison Officer to help extend reach in local and regional networks.	Contribute to the establishment of local, regional & national sector networks.	1	PO; C&O/Branches	Hold annual 'peripatetic' council meeting events in September (Y1-5). Agree web resource/strategy for Branch networking (Y2).	Core		
A.5.1	Achieved in part, though not for each year as partner opportunities not always available.	Host (jointly as required) parliamentary receptions.	1	Dir; C&O	One reception p.a.	Est: £2000		
A.5.2	Achieved with press support pack (http://ihbc.org.uk/branches/branch_guide/index.html); LETS Officer and new Communications policy in draft with HR policy drafts.	Agree wider communications strategy supporting this aim.	1	Dir; C&O	Strategy agreed Y1	Core		
A.5.3	Achieved: Context issue (http://www.ihbconline.co.uk/context/119/) and BEFS Lecture sponsorship (http://ihbconline.co.uk/newsarchive/?p=7258)	Support research/studies on Health benefits linked to the historic environment and its conservation.	1	PO; Policy	2 projects supported by Y5	Core		
A.5.4	Achieved, including developing Conservation Course Connection Days and maintaining links with NHTG and COTAC, the former despite loss of core funding despite its incorporation, and the latter as it changed from charity to a CIO	Maintain existing links to construction and education sector bodies.	1	Dir; Policy & ETS	Maintain links to National Heritage Training Group/CIC; Conservation Course Directors' Forum etc, reporting to council regularly.	Core	Ongoing	

A.6.1	Achieved. Conservation NVQ L3 & L6 available through ABBE. Sponsor Health-themed Annual lecture for BEFS. WebStarter and Social Media services developed to enable open access to IHBC events	Support/partner on joint events promoting benefits linked to access, diversity and inclusion.	<u>1</u>	PO; Policy	3 projects supported by Y5	Core; Bid: £2000-10,000.		
A.6.2	Achieved in part only, for non-specialist interests (not 'lay' community), through Associate Membership, with further developments included in CP20.	Evaluate IHBC joining option for 'non-specialist' (lay) interests.	<u>1</u>	Dir; F&R	Strategy agreed & implemented	Core		
A.6.3	Not achieved, and relocated to CP20.	Implement 'Honorary Associates' plans and manage accordingly.	<u>1</u>	PO; C&O	Strategy tested (Y2); Strategy implemented with 20 recruited by Y5	Core		
A.6.4	Surpassed. Revised targets with c.400% increase in social networks (currently 10,000+), surpassing target by c.1500%	Maintain open 'social network' resources and manage in line with Corporate Plan 2010-15.	<u>1</u>	Dir; C&O	Equivalent of 10% members in networks by Y1, and 30% by Y5		Ongoing	
A.6.6	Achieved. NHTG linked and STBA joined, with more structured arrangements for these and others under development through MOUs for CP20.	Develop structured partnerships with sector interests to expand informed, inclusive and accessible benefits (Raised to Priority 1 post adoption).	<u>1</u>	Dir; C&O	Maintain links with national amenity link bodies (JCNAS; BEFS etc) and formalise links to 2 relevant bodies (e.g. BEN) by Y3	Core	Ongoing	
B.1.1	Achieved.	Issue IHBC's Context.	<u>1</u>	PO; C&O	5 p.a.	Core	Ongoing	
B.1.2	Achieved.	Issue IHBC's Yearbook.	<u>1</u>	Dir; C&O	1 p.a.	Core	Annual	
B.1.3	Surpassed. With IHBC Toolbox and linked programme for producing Research and Guidance Notes	Respond to opportunities and needs for additional resources/guidance and produce as required.	<u>1</u>	Dir/PO ; C&O	1 p.a.		Ongoing	
B.2.1	Achieved with IHBC Toolbox in place. To be populated further under CP20.	Produce framework for development and adoption of standards appropriate to the IHBC as an interdisciplinary professional body.	<u>1</u>	Dir; ETS	Scheme for Standards, guidelines & specifications by Y1; functional by Y3	Core		

B.2. 2	Surpassed, with Toolbox Research and Guidance 'Notes' included, with focus on Conservation National Occupational Standards; NVQ L3 and L6; and branded BS 7913 issued.	Develop core papers: standards, guidelines & specifications.	<u>1</u>	PO; Policy	5 core papers by Y5	Core; Bid: £2000-50000 (est)		
B.3. 1	Achieved.	Review responses annually and respond to feedback.	<u>1</u>	PO; Policy	Consultations @ c. 45 p.a.	Core	Ongoing	
B.3. 2	Not achieved. To be progressed under CP20.	Approve new guidelines [on consultation] in line with Corporate Plan.	<u>1</u>	PO; Policy	Guidelines (on consultations) approved Y2	Core		
B.4. 1	Achieved.	Run and develop Annual School and associated actions, including partnership with sponsors & feedback	<u>1</u>	PO; Branch /ETS	1 financially viable School p.a., including annual review & feedback	Core	Annual (Across Branches)	
B.4. 2	Achieved or superseded to Y4. Recast as Council+ in Y5 to respond to IHBC+ initiative.	Maintain and develop 'Fringe' events for School and report and implement as required.	<u>1</u>	PO; Agreed Comm/ Branch /Year	1 Fringe/equivalent p.a.	Core	Annual (Across Branches /Commit tees; Y1: tbc).	
B.4. 3	Achieved.	Maintain and develop management and promotion of the Gus Astley Annual Student Award.	<u>1</u>	Dir; ETS	1 award p.a.; Circulate IHBC Gus Astley Annual Student Award notices to c.500 relevant courses Y5	Add: £2000	Annual	
B.5. 1	Achieved.	Maintain EH-linked LA resources research.	<u>1</u>	PO; Policy	1 p.a.	Core	Annual	
B.5. 2	Achieved.	Initiate regular programme of 'horizon-scanning' strategy, of surveys and engagement, including with HESPR members.	<u>1</u>	PO; Policy	1 p.a. from Y2	Core		
B.5. 3	Not achieved. Enterprises-linked research-based business plan to progress in CP20	Underpin IHBC Enterprises research focus through Business Plan.	<u>1</u>	Dir; F&R	Business Plan agreed	Core		

B.6.1	Not achieved, but establishment of formal links moved forward to CP20 with other contacts maintained through link bodies (eg BEFS)	Develop contacts with Green and environment bodies.	<u>1</u>	Dir; C&O	Volunteer links with 3 'Green' bodies by Y5	Core & Bid		
B.7.1	Achieved in part, though with only c.26 members and new marketing strategies in place with CP20.	Establish HESPR as the key on-line resource for clients seeking conservation professionals.	<u>1</u>	PO; F&R	50 HESPR members by Y5	Core		
B.7.2	Surpassed. Achieved with Conservation NOS, NVQ L3 and L6 development, and BS 7913 and Toolbox.	Secure inter-disciplinary National Occupational Standard (NOS), or equivalent professional structure, for conservation professionals.	<u>1</u>	Dir; ETS	BEDC NVQ L3/4 in place Y5	Core		
B.7.3	Surpassed in part, with 23 recognised courses (though not all in operation) and partners recognising accreditation beyond PINS and BRE.	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>1</u>	Dir; ETS	20 conservation courses recognised under the IHBC's course recognition scheme Y5; 2 new partner organisations recognising accreditation schemes (or equivalent) Y5	Core	Ongoing	
C.1.1	Surpassed. Achieved with maintaining and improving processes, and extended with the introduction of the Associate accreditation and supporting forms.	Establish, review and refine programme and web support for applicants.	<u>1</u>	Dir; M&E	An ongoing process with new members assessed quarterly, and from Y1, and review and revision up to Y5 that includes: annual review of	Core	Ongoing	
C.1.2	Surpassed and superseded with SelfStarter (formerly WebStarter) online resource and TeamStarter support model programme	Develop and implement as required a credible support/mentoring programme for applicants.	<u>1</u>	Dir; M&E	Effective mentoring system piloted (Y2) & reviewed (Y4)	Core		
C.2.1	Achieved.	Maintain CPD review, and expand as resources allow.	<u>1</u>	PO; M&E	Average 2% [revised to 1% in light of capacity] Membership review p.a.	Core	Ongoing	

C.2. 2	Achieved.	Enhance opportunities for members to achieve mandatory CPD hours.	<u>1</u>	Dir; ETS/ C&O	Extend web events guide to offer effective access and guidance to training events in line with Areas of Competence	Core	Ongoing (annual Review)	
C.2. 3	Achieved.	Maintain and develop infrastructure for disciplinary procedures.	<u>1</u>	Dir; M&E	Establish Disciplinary Committee (Y1) and operate test, evaluate and revise Disciplinary Procedure as required (Y3 & Y5)	Core	Ongoing	
C.2. 4	Achieved, including new infrastructure and support for volunteers.	Enhance guidance to support and inform disciplinary processes.	<u>1</u>	Dir; M&E	Review disciplinary procedures & guidance & adjust accordingly	Core		
C.3. 1	Not fully achieved: at c. 2200.	Maintain, and enhance as resources allow, services of and support from the National Office.	<u>1</u>	Dir; F&R	Maintain current targets identified in CP 10; 2,500 members signing up to the IHBC's code of conduct Y5	Core	Ongoing	
C.3. 2	Achieved.	Maintain Membership e-letter.	<u>1</u>	Dir; C&O	Minimum 3 e-letters p.a.	Core	Ongoing	
C.3. 3	Achieved and service renewed.	Maintain and develop Professional Indemnity resource.	<u>1</u>	PO; F&R	Maintain, monitor and enhance benefit with c.50 users by Y5	Core	Ongoing	
C.3. 4	Achieved, at least, with HESPR (as benefit option); resources for hardship support; and Associate training support. Also now available is access to general LETS Officer support and Tool Box.	Explore opportunities for enhancing supplementary benefits (legal advice etc.).	<u>1</u>	Dir; F&R	Up to 3 new core benefits/ services Y5 (e.g. access to chartered status; legal advice; partnership rates for events; mediation schemes; publications etc)	Core	Ongoing	
C.3. 5	Achieved	Explore relative benefits of different subscription models.	<u>1</u>	Dir; F&R	Produce recommendation for council (Y1) and implement as required	Core (Raised from priority 2 in CP10)		
C.4. 1	Achieved in part with 26 members.	Maintain and promote HESPR membership and benefits.	<u>1</u>	PO; ETS	50 members by Y5	Core	Ongoing	

C.4.2	Surpassed: New HESPR Flier; Yearbook promotion; Event promotion and access (e.g. Regen 2015); Tender Adverts; Jobs etc web access and web Home Page presence.	Explore opportunities for developing HESPR membership and benefits.	<u>1</u>	Dir; F&R	5 new benefits by Y5	Core	Ongoing	
C.5.1	Achieved with agreement to progress partnering through structured MOUs to be developed under CP20	Explore benefits of structured membership benefits/links to other professional bodies.	<u>1</u>	Dir; C&O	Produce recommendation for council and implement as required	Core & Bid		
C.6.1	Achieved for each year.	Observe statutory and ethical requirements, under oversight of Council, in line with current legislation and practice.	<u>1</u>	Dir; F&R	Maintain current operations and review annually with annual report and AGM	Core	Ongoing	
C.6.2	Achieved, with refreshed version under development for CP20.	Maintain and develop risk management procedures & systems.	<u>1</u>	Dir; F&R	Maintain and review risk management register annually	Core	Ongoing	
C.6.3	Achieved.	Formalise registration as charity in Scotland.	<u>1</u>	Dir; F&R	Register in Scotland	Core		
C.6.4	Achieved with introduction of IHBC+ programme and progress under CP20	Review governance and related structures (including Board Review, assessment and operations) in line with Corporate Plan 2010-15.	<u>1</u>	Dir; Council	Agree plan (Y1); conclude (Y3) and make operational (Y5)	Core		
C.6.5	Achieved with consultant support.	Enhance business management capacity in national office as required.	<u>1</u>	Dir; F&R	Evaluate needs and agree proposals by Y2	Core		
C.6.6	Achieved quarterly and annually, and currently.	Review Corporate Plan 2010-15.	<u>1</u>	Dir; C&O	Present review to council by Y3	Core		
C.7.1	Achieved in part with support guidance for Branches.	Develop and introduce structured stakeholder/press management strategy.	<u>1</u>	Dir; C&O	Report in place Y1; Operational Y2	Core		
C.8.1	Not achieved as structures and capacity limited progress. Referred on for progress in CP20.	Establish fundraising committee and secure funding accordingly.	<u>1</u>	Dir; F&R	Committee initiated (Y1); Funding strategy and bids in place (Y3); £50k income (Y5)	Core; Voluntary input tbc.		

C.8.2	Partially achieved, as core infrastructure and internal processes in place but with fundraising strategy brought forward to CP20	Establish opportunities for donations & Gift Aid.	<u>1</u>	Dir; F&R	Web site resource operational	Core		
C.8.3	Achieved but with sustainability improved through business development (new and enhanced income streams) with enhanced support for membership through Associate membership.	Develop strategy for sustainable growth.	<u>1</u>	Dir; F&R	Funding strategy and bids in place (Y3)	Core; supplementary dependent on project development		
C.9.1	Not achieved. Re-scheduled for progress in CP20 given delays in constitutional revision	Develop business planning and programming [of IHBC Enterprises] to support Corporate Plan 2010-15.	<u>1</u>	Dir; F&R	Business Plan agreed (Y1)	Core		
C.9.2	Achieved	Promote IHBC Enterprises' service through HESPR.	<u>1</u>	PO; F&R	Update IHBCE site on HESPR and circulate to key events & publications at least annually.	Core	Ongoing	
A.1.5	Achieved with 'Global' tab and Flipboard resource, and with linked programme for CP20.	Develop 'world-wide' dimension to website through dedicated web page and linked resources.	2	Dir; C&O	Establish 'World'-Branch web pages or equivalent	Core; Bid (subject to voluntary input)	Ongoing	
A.1.6	Achieved in part.	Recast website resources to integrate with other publications & information resources.	2	Dir; C&O	Integrated design and communication network	Bid: est £10,000 (est)		

A.2. 6	Achieved in part through framework of adopted HR policy guidance.	Agree revised guidelines on management of volunteer support.	2	Dir; F&R	Revised guidelines agreed (Y2).	Core		
A.3. 3	Achieved	Review and expand terms of reference for providing bursaries for low-income delegates to IHBC events.	2	Dir; F&R	Web site resource operational & annual allocation agreed (Y1) & reviewed (Y5)	Core		
A.3. 4	Not achieved. Superseded for plan term with new strategy developing under CP20.	Develop and adopt overarching strategy supporting access to benefits.	2	Dir; F&R	Procedure adopted Y1; 250 non-professional subscribers to IHBC's core services and benefits (Y5)	Core		
A.3. 5	Achieved with hardship funding and web-based open access strategies.	Review operations & resources relating to access to charitable structures, operations, activities, capacity and benefits of the IHBC.	2	Dir; F&R	Review concluded Y3	Core & Bid		
A.4. 3	Achieved for period with resource represented by SelfStarter and progressing to CP20	Support the voluntary sector through promoting skills sets.	2	Dir; ETS	Establish training programme/ resource for volunteers in conservation (Y2), operational with one partner by Y5	Core; Bid: £2000-10,000 (est)	Ongoing	
A.4. 4	Achieved under CP10 arrangements, with reporting to national Committees and Branches, all to be recast for CP20.	Extend representation on partner organisations.	2	Dir; C&O	Map representation through volunteers on relevant bodies (Y1) with reporting from 20 bodies by Y5	Core	Ongoing	
A.5. 5	Not achieved as structured links, but to be progressed through MOU strategy in CP20.	Develop structured links to construction and education sector bodies.	2	Dir; Policy & ETS	5 new links by Y5	Core	Ongoing	
A.5. 6	Surpassed: Suite of actions to include: Research and Guidance Notes; Research and advocacy policy; IHBC Enterprises and IHBC research; Sustainable research strategy under CP20 and the web access strategy linked to the Toolbox	Promote related policy/ research/ development.	2	PO; Policy & ETS	5 projects supported by Y5	Core	Ongoing	

A.5.7	Not achieved.	Establish opportunities to link historic environment conservation to biodiversity.	2	PO; Policy	3 projects supported by Y5	Core; Bid: £2000-10,000.		
A.6.5	Achieved.	Extend access options to IHBC services and benefits for users.	2	Dir; C&O	Make NewsBlog accessible on RSS feed	Core	Ongoing	
B.1.4	Not fully achieved but forward strategy in place with CP20 MOU proposals.	Develop structured partnerships with relevant bodies to support sector access to publications.	2	Dir; F&R	1 structured partnership by Y5	Core	Ongoing	
B.2.3	Achieved primarily through BS 7913 co-branding, with toolbox as platform for presenting adopted standards.	Adopt standards from relevant bodies as required.	2	PO; Policy	Strategy agreed (Y1) and operational Y3	Core		
B.3.3	Achieved though re-focussed on research consultant outputs due to limitations on impact of consultations.	Expand locus of consultation responses in line with Corporate Plan 2010-15 and identify new resources for expansion of remit.	2	PO; Policy	Guidelines and budget c.£5000 approved Y4.	Add: £5000		
B.4.4	Achieved in part through EH funded research and surveys (Including from School) but not integrated.	Develop strategy for identifying training needs and priorities across sector.	2	Dir; ETS	Strategy agreed & implemented	Core		
B.4.5	Achieved, as demonstrably not feasible during plan period, but for further consideration under CP20.	Explore feasibility of 'stand-alone' event for Gus Astley Annual Student Award.	2	Dir; ETS	Strategy agreed & operational Y5	Core		
B.4.6	Achieved though LETS Liaison Officer appointment supporting capacity in Branches.	Agree training priorities framework with Branches.	2	Dir; ETS/ Branches	Strategy agreed & implemented	Core		
B.5.4	Not achieved, but to progress to CP20.	Develop support framework for Conservation Officer Groups.	2	PO; Policy	COG scheme in place	Bid: est £10,000 + (est)		
B.5.5	Achieved in part with survey plan under development for CP20.	Survey sector to establish sector awareness & effectiveness of IHBC.	2	PO; C&O	Survey programme in place	Core		
B.6.2	Not achieved. See B.6.1	Develop formal/operational links/ agreements with Green and natural environment bodies.	2	Dir; C&O	Board-level link with 1 'Green' body by Y5	Core		

B.7. 4	Not achieved, though discussions continuing with professional bodies.	Secure formal recognition by partner bodies of IHBC's membership criteria and standards.	2	Dir; ETS	2 formal agreements with partner organisations by Y5	Core	Ongoing	
C.1. 3	Surpassed with new web resources and LETS Liaison Officer capacity, including for Associate members.	Produce a dedicated guidance leaflet/resource to raise awareness and understanding of assessment processes, values and criteria.	2	Dir; C&O	leaflet/resource in place	Core & Bid		
C.2. 5	Surpassed. Numerous partnerships with bodies such as NHTG, COTAC, including NHTG at Annual School in Carlisle and sponsoring of COTAC events	Explore partnership opportunities with professional bodies to enhance support and efficiencies.	2	Dir; ETS	2 partnering initiatives in place by Y5	Core; Bid.		
C.3. 6	Achieved, repeatedly, in terms of e.g. success of Jobs etc service, but also access to HESPR for Full Members, and Membership Application support events	Develop a unique new core benefit/service (comparable to the NewsBlog).	2	Dir; F&R	Delivery of new benefit	Core		
C.4. 3	Achieved, though protocols - including surveys and tender adverts - still being formalised	Establish protocols to secure HESPR as an indicator in assessing sector needs and priorities.	2	PO; C&O	Protocols agreed (Y3); operational (Y5)	Core		
C.5. 2	Achieved under ad hoc arrangements linked to reduced rates (and similar benefits) for IHBC-supported events. CP20 MOUs will offer more structure.	Establish additional structured links with partners professional and related bodies	2	Dir; F&R	One partner benefit/service by Y5	Core & Bid	Ongoing	
C.6. 7	Achieved, though late, through agreement on IHBC+	Develop strategy and processes for more inclusive, participative and pro-active structures.	2	Dir; C&O	Agree report by Y3 and implement by Y5	Core		
C.6. 8	Achieved to date, with interim support from consultants.	Explore opportunities for efficiencies and development in resources for support from National Office.	2	Dir; F&R	Report on operational and organisational efficiency, including staffing (Y1) and respond as required.	Core	Ongoing	
C.6. 9	Achieved with gotomeeting facility and IHBC+	Explore 'conference call' communication opportunities.	2	PO; C&O	Council to agree report	Core		
C.7. 2	Achieved, being embedded as part of IHBC+ and CP20.	Prepare strategic plan for communications for future development.	2	Dir; F&R	Initiated Y4 and adopted by AGM 2015 (Y5)	Core		

C.9.3	Not achieved, due to delays in governance, but planning now embedded into CP20	Explore business models and opportunities to progress IHBC Enterprises as a tool of and resource for the IHBC.	2	Dir/PO ; F&R	Business Plan agreed (Y1) and reviewed Y3	Core	Ongoing	
A.2.7	Not achieved. Focus now through IHBC+ and embedded into CP20.	<i>Develop on-line lobbying resource for volunteers to engage with political interests (local and national).</i>	3	PO; Policy	On-line resource available.	Bid: est £2000		
A.2.8	Superseded. No longer a priority as current business models successful	<i>Explore application of a 'franchise' model to support Branch operations.</i>	3	Dir; F&R	Branch guidance manual	Core		
B.4.7	Superseded over plan period with development of LETS Officer role	<i>Explore funding for IHBC Education post.</i>	3	Dir; ETS	Post implemented	Bid: est £10,000 + (est)		
C.5.3	Achieved with commercial success of services and with new plan development embedded in CP20.	<i>Explore commercial opportunities for partnerships and benefits.</i>	3	PO; F&R	Report on opportunities for IHBC Enterprises (Y2) and implement as required (Y5)	Core & Bid		
C.3.7	Not achieved but incorporated into IHBC+	<i>Explore opportunities for and benefits of opening access to internal information.</i>	3	Dir; F&R	Agree & implement report by Y4	Core		