

---

Surrey County Council Capacity Building and  
the Future for the Surrey Historic Buildings Trust

**A report summarising the Review of the Surrey  
Historic Buildings Trusts present management  
and activities with recommendations on future  
Governance, management and the identification  
of potential projects**

**March 2012**



# Surrey County Council Capacity Building and the Future for the Surrey Historic Buildings Trust

**A report summarising the Review of the Surrey Historic Buildings Trusts present management and activities with recommendations on future Governance, management and the identification of potential projects.**

March 2012

This report was prepared by

## **Forum Heritage Services**

for Surrey Historic Buildings Trust and Surrey County Council  
supported by English Heritage

This report was presented to Trustees on 25<sup>th</sup> January 2012

## **Forum Heritage Services**

11 The Close,  
Charlton Marshall,  
Blandford Forum  
DT11 9PA

t. 01202 732849

[enquiries@forumheritage.co.uk](mailto:enquiries@forumheritage.co.uk)

[www.forumheritage.co.uk](http://www.forumheritage.co.uk)

# Contents

<b>Executive summary</b>	<b>5</b>
<b>1. Introduction</b>	<b>6</b>
1.1. Background	6
1.2. Review context	6
1.3. Review Aims	7
<b>2. SHBT governance and activities</b>	<b>7</b>
2.1. Present position	7
2.2. Revolving fund	8
2.3. Major grants	9
2.4. Small grants scheme	9
2.5. Other work	9
2.6. Events	9
2.7. Present management structure	10
2.8. Results of the questionnaire and interviews	10
2.9. Skills/expertise	11
2.10. Skills needed	11
2.11. Time provided to the SHBT	11
2.12. Future role of the SHBT	11
2.13. Present structure	12
2.14. Grant system	12
2.15. Present activities	13
2.16. Future Projects	13
2.17. 'Increase the fan base'	13
<b>3. Best practice</b>	<b>14</b>
3.1. Like-minded organisations	14
3.2. Membership costs and benefits	15
3.3. Number of members	15
3.4. Number of trustees	15
3.5. Summary of structure	16
3.6. Provision of services	16
3.7. Grants	16

3.8.	Ownership of property	16
3.9.	Recent projects	17
3.10.	Joint working	17
<b>4.</b>	<b>Future projects</b>	<b>17</b>
4.1.	Introduction	17
4.2.	Governance	18
4.3.	Reputation	19
4.4.	Policy implementation	22
4.5.	Risk	24
4.6.	Equality	26
4.7.	Sustainability	27
<b>5.</b>	<b>Project delivery</b>	<b>27</b>
5.1.	Timetable	27
<b>6.</b>	<b>Conclusion</b>	<b>33</b>
6.1.	Summary	33
6.2.	Recommendations	34
<b>7.</b>	<b>Appendices</b>	<b>35</b>
A.	Questionnaire	35
B.	Summary table of organisations consulted	38

## Illustrations

Figure 1:	Chatley Heath Semaphore Tower © Martin Higgins	8
Figure 2:	Chatley Heath Semaphore Tower © Martin Higgins	8
Figure 3:	Cover of SHBT Newsletter Jan 2005 (SHBT)	20
Figure 4:	Wiltshire Historic Trust – the cover from a publication celebrating 40 years of the Trust’s work (WHBT)	21
Figure 5:	Wiltshire Historic Trust –extract from a publication celebrating 40 years of the Trust’s work (WHBT)	21
Figure 6:	Ironstone path, Titsey Place © Martin Higgins	23
Figure 7:	Brick pavement, Claygate © Forum Heritage Services	23

## Executive summary

- a. This review was undertaken by Forum Heritage Services who were commissioned by Surrey Historic Buildings Trust (SHBT) and Surrey County Council (SCC), with the support of English Heritage (EH), to review the activities, present structure and management of the SHBT. This report of the review also makes recommendations for changes to the structure and management of the trust and suggests possible future projects for the SHBT to help meet the historic environment needs of Surrey.
- b. The review included preparing, sending and analysing a questionnaire (**Appendix A**) about the trust to all the SHBT Board and Working Group members and Friends and those SCC employees who provide services to the trust. The questionnaire results are summarised in this report and the conclusions are:
  - There is an urgent need to review the governance of the SHBT.
  - The SHBT needs to consider the relationship it has with SCC.
  - The SHBT needs to publicise its work and enhance the organisation of events.
  - The grants programme needs to be more focused.
  - There is much opportunity for joint working which needs to be developed into detailed proposals.
  - The SHBT should seek to promote local craft skills through education, particularly to younger people.
- c. The review included also contacting neighbouring building preservation trusts (notably Hampshire and Sussex) and other like minded organisations within Surrey. An initial report was given to the November 2011 SHBT Board meeting and the findings are summarized in this report (**Appendix B**).
- d. The results and findings, together with the best practice noted in other like-minded organisations, are the basis for the identification of a series of projects which are outlined and prioritised in this report. It is recommended that the future projects highlighted as Essential are endorsed by the SHBT Board and put in hand immediately. These are summarised as:
  - A Governance Review – workshop event
  - Trustees induction pack
  - Public relations officer (new Trustee role)
  - Review and redesign of website
- e. It is further recommended that projects highlighted as Highly Desirable in this report are considered by the SHBT Board and taken forward as considered appropriate. These are summarized as:
  - Review and promotion of publications
  - Review of the Conservation Awards
  - Review and administration of Grant Programme

## 1. Introduction

### 1.1. Background

- 1.1.1. In September 2011, Forum Heritage Services Ltd was commissioned by Surrey Historic Buildings Trust (SHBT) and Surrey County Council (SCC), with the support of English Heritage (EH) to undertake an objective review of the SHBT and make recommendations on the future work, governance and potential for capacity building of the Trust.
- 1.1.2. Building Preservation Trusts (BPTs) are charitable organisations whose fundamental aim is the preservation and regeneration of historic buildings, particularly those that are not viable for the private sector. More specifically, as stated by the Association of Preservation Trusts, BPTs are:
- "driven by local communities for local communities and breathe new life into old buildings; act as catalysts to social and economic regeneration; and provide exemplars of best practice in design and conservation".*
- 1.1.3. The commitment of members, both professional and amateur, of the SHBT remains key to the future of the SHBT and enables the Trust to support a diverse range of buildings deserving of conservation in Surrey. The skills and expertise held within the SHBT, for example an expert and long-held knowledge of historic buildings, project management expertise, an understanding of funding regimes plus local knowledge, are invaluable.
- 1.1.4. There is also a *hidden asset in the volunteers* that demonstrate a real passion and commitment to preserving the historic built environment of Surrey.

### 1.2. Review context

- 1.2.1. The study falls within the context of a review of the functions and services of SCC and EH, both of which are under continuous pressure to streamline services and make considerable savings.
- 1.2.2. Presently, the SHBT utilises the services of the Democratic Services for its administration including minute taking, room booking and other associated services, such as mailshots and photocopying. Democratic Services also arrange for annual membership fees to be collected, website updating, returns to charity commission and companies house, arrange visits and the annual awards ceremony. This arrangement may become untenable in the future given the pressure that all local government is presently under to make savings in their operations. Minutes of the SHBT Working Group are drafted and circulated by the members of the group.
- 1.2.3. The grant programme which has been running since inception of the SHBT is administered on behalf of the SHBT by the County Council's Conservation Officer who also contributes professional expertise with some input from SHBT Working Group members. This takes approximately one day per week of officer time. This

arrangement may become untenable in the future given the pressure that all local government is presently under to make savings in their operations.

- 1.2.4. The SHBT presently has a Board of Management comprising 17 Trustees (expected to increase to 18 in January 2012). 9 Trustees are appointed by SCC (of which 5 are elected Members of the County Council), 3 are appointed by the Surrey Local Government Association, 3 are nominated by the Surrey branch of the Council for the Protection of Rural England (CPRE) for appointment and two appointments are made directly by the Trust. There are approximately 90 Friends.
- 1.2.5. It has a sum of money provided by SCC per annum to continue the work of the Trust. Last year for the period 2011/12 this was £25,000. There is no firm commitment to continue this arrangement. In addition, but exceptionally, a further £5000 was provided by SCC matched by English Heritage solely for the purpose of pursuing the capacity building project of which this report forms one part. Historically income from investments exceeded the sum needed to maintain the capital and this income was also put to the grant budget. No such surplus currently exists.
- 1.2.6. The total designated funds were £489, 759 as at 31 August 2011. These funds are divided into the capital fund, that is the original capital of the Trust £337,241 in August 2011, and the property fund, that is the accumulated funds generated over and above that needed for meeting the demand set aside for grants and larger future projects, £115,468 in August 2011.

### 1.3. **Review Aims**

- To review the present structure and management framework of the SHBT
- To review the skills and expertise of present Trustees (Board members)
- To review the environment within which the SHBT operates in Surrey and outside of Surrey
- To analyse the issues facing the SHBT
- To provide recommendations for the future of the SHBT
- Identify areas where the SHBT could contribute to the historic environment service in Surrey
- Identify a series of projects which may be taken forward by the SHBT

## 2. **SHBT governance and activities**

### 2.1. **Present position**

- 2.1.1. The aim of the SHBT is to help preserve the historic architectural heritage of Surrey for the benefit of future generations, by purchasing, selling and restoring buildings, in addition to offering grants and providing advice to owners.
- 2.1.2. The SHBT was formed in 1980 when a former High Sheriff of Surrey, Philip Henman, donated £25,000 which was match-funded by SCC.

- 2.1.3. The SHBT is a company limited by guarantee and a registered charitable trust independent of the County Council, although it enjoys its support particularly in terms of funding for the provision of grants and professional officer time (the Heritage Manager, Conservation Officer and professional staff in the Legal and Democratic Services Department). The Trust is managed by a Board of 17 Trustees which includes members from SCC, the Surrey Local Government Association and the Surrey Branch of the Council for the Protection of Rural England.
- 2.1.4. Most of the functions of the Trust are exercised through its Working Group made up of 10 members who come from a diverse background including architecture, planning, conservation and archaeology.

## 2.2. *Revolving fund*

- 2.2.1. One of the original primary purposes of the SHBT was to purchase and renovate historic buildings for subsequent sale, with the proceeds then being re-used for further projects. Consequently suitable buildings for the SHBT to purchase are always being sought. However, in an affluent county such as Surrey these buildings are scarce and subject to keen competition as soon as they come on the market. There are very few buildings within the County which are not viable for conservation and restoration by the private sector.
- 2.2.2. An example of the work of the SHBT in this role is the Chatley Heath Semaphore Tower (**Figures 1 and 2**). The Tower had been gutted by arson, but the Trust proposed its repair as a working example of the line of such towers that used to relay signals from the Admiralty to Portsmouth. The restoration of the tower was carried out for SCC in celebration of the Centenary of the County in 1989. It has proved to be a successful visitor attraction with educational facilities and a flat for a resident manager.



Figure 1: Chatley Heath Semaphore Tower  
© Martin Higgins



Figure 2: Chatley Heath Semaphore Tower  
© Martin Higgins

2.2.3. It is some time since the SHBT were involved in a purchase, refurbish and re-sale project and the opportunities for the Trust in this type of project are limited in the present economic climate coupled with the rise in the attraction of unusual and challenging building projects with the general public, popularised through national television programmes such as Grand Designs.

## 2.3. **Major grants**

2.3.1. The Trust can make grants in excess of £3,000 for large restoration projects being undertaken by others, and a number of projects have historically been offered grants (although not all have been taken up) and helped in this way, including the Watts Chapel in Compton, Lowfield Heath Windmill, and the Cascade at Painshill Park.

2.3.2. There have been three major grants awarded in the last 10 years; Abbots Hospital has received two grants of £5000 in 2006 and Lowfield Heath windmill had a £5000 grant in 2009. A number have reached the £3000 ceiling figure for small grants.

## 2.4. **Small grants scheme**

2.4.1. Small grants of up to £3,000 are available to encourage the conservation of buildings and architectural features. There is no minimum project size and the SHBT encourages applications for small projects. A building does not have to be statutorily listed in order to qualify for a grant, nor does it have to be of a particular age. The most important factor is the intrinsic historic merit and interest of the building or feature to be conserved.

2.4.2. Applications relating to a wide range of architectural features are considered. For example, these may include window glazing bars, clay tiles, brickwork, masonry, exterior doors, hinges and locks, paving, gates and railings, church table tombs and monuments (but not works to the main fabric of churches). Work on small grants has been a particularly active part of the SHBT's work throughout their existence. 13 grants were paid out in 2011 ranging from £250 to £3000- this was a relatively low number compared with other years).

## 2.5. **Other work**

2.5.1. The SHBT assists building owners by providing grant aid for the carrying out of feasibility studies or for undertaking the repair and alteration of major building projects over and above the small grants £3000 ceiling.

## 2.6. **Events**

2.6.1. Previous events have generally comprised a visit to a county historic building although visits have also gone outside the Surrey such as the visit in 2011 to Strawberry Hill which attracted 24 Friends.

- 2.6.2. This year (2011) a visit to Watts Gallery, Compton, a previously grant aided building, Watts Chapel and St Nicolas Church attracted 17 Friends.
- 2.6.3. The Conservation Awards were initiated by the Trust in 1990 to mark its 10<sup>th</sup> anniversary and is an annual event. The scheme recognises projects which make a distinguished contribution to conserve and enhance Surrey's architectural heritage. It is open to projects commissioned by private owners, civic amenity societies, commercial owners and local or national government, and is for the conservation of old buildings or the adaptation of old buildings to new uses, whilst preserving their original character.
- 2.6.4. The winner is awarded a plaque to mount on the wall of the building and the runners-up receive special certificates. The 2012 Awards are due to take place on 16 March 2012 at the Riverhouse Barn, Walton on Thames. Historically the Conservation Awards were a significant event for the SBHT and have been well-attended, although numbers of attendees and entrants have varied.

## **2.7. Present management structure**

- 2.7.1. The present management framework within the SHBT is two tiered. There is a Board of Trustees who meet quarterly and a Working Group who meet every 6 weeks primarily to discuss grant applications but also to deal with any other day to day business such as the organizing of events.
- 2.7.2. Presently there is a high time commitment for a small number of Trustees who also sit on the Working Group.
- 2.7.3. There is an aging population amongst Trustees and friends with a number of very experienced members retiring from the SHBT.
- 2.7.4. Its strengths are in the high level and quality of expertise within a small number of its Trustees and members of the Working Group and the ability to employ this through grant giving to historic buildings throughout Surrey.

## **2.8. Results of the questionnaire and interviews**

*'What we have got to do is encourage ordinary people particularly younger people that historic buildings are interesting, vital and exciting'*

*SHBT Board member*

- 2.8.1. Part of the study's aim was to review the structure and management of the SHBT and provide solutions which improve the way the Trust is run. This would include potential future projects and the direction of the Trust.
- 2.8.2. It was agreed that part of the brief required all friends and Trustees and officers working for the SHBT to have an opportunity to comment on the present position and provide views on the future of the SHBT.
- 2.8.3. To this end in September 2011, 89 questionnaires were sent out either by post or electronically (in the case of SCC officers). 36 questionnaires were returned (just over a 40% response rate). 10 of the 17 Trustees (Board members) responded to

the questionnaire. Please note, the term Trustees in the case of the SHBT refers to Board members.

- 2.8.4. The following is a summary of the key findings of the questionnaire questions. A copy of the questionnaire can be found in **Appendix A**.

## **2.9. Skills/expertise**

- 2.9.1. There is a good mix of expertise, particularly in the field of conservation and design with architects, surveyors, engineers, presently in-post and retired Conservation Officers, town planners and planning (land and building management) represented on the Board and Working Group. In addition there are competent administrative staff and a retired solicitor.
- 2.9.2. Within the skills identified, the ability was noted of members to make connections and network within the industry and through the political aspects of the workings of SCC.

## **2.10. Skills needed**

- 2.10.1. There was a very strong view held by a high number of respondents, both Trustees and Friends alike that the SHBT was lacking in public relations and event organisation skills, fund raising, commerce and marketing.
- 2.10.2. Whilst the present position means that technical expertise in relation to accounting, governance, administration and financial management is undertaken by SCC, it was considered that these skills were not strongly present within the Trustees or Friends and, if and when the SHBT needs to distance itself from SCC, these skills would need to be present.

## **2.11. Time provided to the SHBT**

- 2.11.1. A question was asked about how much time individuals spent on SHBT work and whether this was felt to be about right, too much or too little. Most Trustees and Working Group members responded that they spent about the right amount or too much time on SHBT work.
- 2.11.2. Most Officers felt they spent too much time on the work of the SHBT.
- 2.11.3. Friends felt that the time they spent was about right and most expressed the view that they would be unable to offer more time given other commitments.

## **2.12. Future role of the SHBT**

- 2.12.1. The future role of the SHBT was seen very much as being driven by the need to educate and inspire people to care for historic buildings. This felt particularly important in terms of introducing to younger people the value of the historic environment.

- 2.12.2. It was felt that the SHBT should be more pro-active in engaging with its membership. This could include a lecture series and more regular published material such as a newsletter or similar.
- 2.12.3. Heritage weekends and conservation awards were highlighted as important to the future work of the SHBT.
- 2.12.4. There were also requests for regular features in the local press and the SCC newsletter *Surrey Matters* such as articles on particular buildings or building projects.
- 2.12.5. Other points included better liaison with the Borough and District Councils of Surrey and the production of a local skills register.
- 2.12.6. One notable suggestion was the SHBT should produce a Powerpoint for use by SHBT representatives when talking to other institutions/organisations about the work of the SHBT.<sup>1</sup>

## **2.13. Present structure**

- 2.13.1. It was generally felt that the present structure was historic and out of date and required review and simplification. There was a general view from the friends that the Board need no longer be so strongly led by SCC and that it was too large in terms of the number of Trustees.
- 2.13.2. There was a view that the present 'Heritage Champions' in Councils throughout the County should be strong contenders to be SHBT Trustees or members of the Working Group.
- 2.13.3. There were strong views expressed by a small number of respondents on the present use of SCC resources for the running of the SHBT. It was felt that there was too much reliance on the county council and that much of the work undertaken by SCC officers was not acknowledged or understood by Board members or Friends.

## **2.14. Grant system**

- 2.14.1. It was generally felt by all that the offering of grants was an important part of the work of the SHBT and that it helped raise the profile of the Trust and was a good way of disseminating best practice to owners of historic buildings in Surrey.
- 2.14.2. Some felt that it would be better to provide a more thematic approach to grant provision and that the system was due for review as it had been set up at a time when there was a very different political and financial climate. In addition to this a few respondents felt the grants should be means tested and better publicised.
- 2.14.3. There was also a sense, among a small number of respondents that there was a geographical bias to the grant programme and that this generally reflected

---

<sup>1</sup> A Powerpoint presentation has been compiled historically but there has been little take-up for its use.

favourably those areas which have a Conservation Officer in-post within the District/Borough.

- 2.14.4. One respondent felt that the Board should have more involvement in the grant process.
- 2.14.5. Perhaps most notable was the point made that presently the system was not reviewed in any meaningful way and there were no benchmarks for reflecting the success or otherwise of the grant scheme.

## 2.15. ***Present activities***

- 2.15.1. There was genuine and consistent praise and compliments for the present programme of events, (mainly the annual visits), which have been organised by the SHBT. There was anecdotal evidence that numbers of friends attending organised events has dwindled over the last five years. This was noted by a number of respondents.
- 2.15.2. Some respondents felt that there should be more publications; both on a small scale with newsletters, pamphlets and leaflets and on a larger scale with books, such as the Surrey Style by Roderick Gradidge, produced by the SHBT in 1991.

## 2.16. ***Future Projects***

- 2.16.1. There were a number of suggestions for future projects. Generally, it was felt by a number of respondents that there was a need to increase the number of friends, with particularly emphasis on attracting younger people to take an interest on the work of the SHBT.

## 2.17. ***'Increase the fan base'***

- 2.17.1. A general view is held that the SHBT does not do enough to celebrate the work it does or publicise how Friends and others can get involved with planned projects.
- 2.17.2. Future projects are summarized below as a series of bullet points. They are not in order of priority but provide a flavour of the type of work Friends and Board members felt the SHBT should be organising or facilitating.
- Acquisition, repair, refurbishment and onward sale of historic buildings (the revolving fund model) – a number of responders considered this to remain a valid and strongly defining role for the SHBT.
  - Make a bigger 'event' of the Conservation Awards ceremony.
  - Guidance/advice on maintenance and management of historic buildings.
  - Production of advisory 'best practice' leaflets.
  - Joint projects and activities with like-minded historic environment organisations.
  - Website on historic buildings of Surrey.
  - Focus on sites on the EH Buildings at Risk Register in Surrey.
  - Raising the profile of the work of the Trust.

- Engage with Surrey schools to raise interest/awareness of historic houses/churches/gardens.
- Survey/audit of historic buildings in Surrey.
- Development of a better website for the SHBT.
- Running courses for homeowners on the care and repair of traditional buildings.
- Newsletter – at least three times a year with educational content.

## 3. Best practice

### 3.1. *Like-minded organisations*

3.1.1. A key part of the review project was to ascertain from other similar organisations in Surrey and beyond the county border how building preservation trusts and similar organisations are set up, particularly in terms of their structure, governance and decision making. This review will inform future projects to try to take account of the changing climate, both financially and politically, and in particular how the SHBT makes decisions and what skills the Trustees require for the future of the Trust to be secure and stable.

3.1.2. In selecting Trusts and organisations we considered the historic environment to be the key indicator for linking these groups with the exception of the Surrey Wildlife Trust who own or have some interest in a number of historic buildings in the County. The Trusts and organisations approached were as follows:

#### Within Surrey

- Domestic Buildings Research Group (Surrey)
- Dorking Local History Group
- Farnham Society
- Leatherhead and District Local History Society
- Reigate Society
- Surrey Archaeological Society
- Surrey Churches Preservation Trust
- Surrey Gardens Trust
- Surrey History Trust
- Surrey Wildlife Trust
- Woking History Society

#### Outside Surrey

- Berkshire Churches Trust
- Buckinghamshire Historic Buildings Trust Ltd
- Hampshire Building Preservation Trust
- Kent Building Preservation Trust
- Sussex Heritage Trust
- Wiltshire Building Preservation Trust

- 3.1.3. These organisations and Trusts were approached by telephone and email. It was generally found difficult to make direct contact and find the person who was able to provide a response on behalf of the relevant organization. There was a general wariness in terms of responding to questions raised about financial matters and matters relating to property despite for the most part this information being publically available elsewhere.
- 3.1.4. Despite the shortcomings of the research it is felt that sufficient understanding of these organisations was gained to be able to provide some conclusions as to this part of the project. The findings of the research into the Surrey organisations and beyond are summarized in the table found in **Appendix B**.
- 3.1.5. A summary of results is given below for use in informing future decisions to be taken with regard to the structure and management of the SHBT.

### **3.2. *Membership costs and benefits***

- 3.2.1. The SHBT charges an annual membership of £10. For this Friends receive each year:
- An annual tour with a visit to a Surrey village or town of architectural and historical interest or perhaps somewhere further afield.
  - A country house visit, often to a house not usually open to the public.
  - The Conservation Awards presentation at which entries are exhibited and awards made.
  - The Annual General Meeting which usually includes a talk and a short visit.
- 3.2.2. Like-minded organisations membership costs range from £8 to around £25 per annum. The average is just over £13. The benefits of membership vary with the SHBT being higher placed in terms of organised events (although there is generally an additional cost attached to these events) but lower in terms of publications provided to membership with most of the other organisations producing a regular newsletter.

### **3.3. *Number of members***

- 3.3.1. This widely varied across the group but with most organisations unable or unwilling to provide an exact number estimate. It ranged from 90 (the SHBT) to over 1000 (Surrey Archaeological Society).

### **3.4. *Number of trustees***

- 3.4.1. This ranged from 7 to over 45. Some organisations had elected members (who are effectively Trustees); these generally were the smaller organisations where the main roles of committee; chairman, secretary, treasurer etc were the elected officers. The average, leaving aside the abnormally large 45 Trustees of the Surrey Archaeological Society, is 11. The SHBT at 17 (expected to become 18) has one of the highest number of Trustees (known as Board members) of the organisations approached (based on the information provided).

### **3.5. Summary of structure**

- 3.5.1. The structure of other organisations is varied and in some cases dependent on size and the nature of the trusts' work. For example, Farnham Building Preservation Trust have a council of management and meet monthly with additional meetings as required. Hampshire Buildings Preservation Trust (HBPT), perhaps the most comparable organisation, comprises a Board of Trustees supported by a Review Group of six people, 3 of whom are trustees and 3 are ordinary members, which meets monthly. The Review Group including the Project Manager for the Lottery application for the Bursledon Brickworks (an ongoing project to which the HBPT is historically linked). This structure is similar to that of the SHBT Board and Working Group structure.
- 3.5.2. Other trusts and societies have a series of committees which report to an Executive Committee. To take the Farnham Society as an example, they have an Executive Committee and 4 sub-committees; Planning Sub-Committee, Traffic Management Group, Social Events Committee and Heritage Open Days Working Group.

### **3.6. Provision of services**

- 3.6.1. This appears to be very much related to the function and activities of the trust and its scale. The majority are entirely voluntary with some of the larger organisations having part-time employees and others, like the SHBT having some form of input from a local government organisation. Bucks County Council provides support for the Buckinghamshire Historic Buildings Trust Ltd through a service level agreement arrangement between the Trust and the Council.

### **3.7. Grants**

- 3.7.1. Most Trusts do not have a grant budget. Where these were present, they were modest sums in line with that the SHBT small grants scheme. The criteria varied according to the nature of the trust, for example the Surrey Churches Preservation Trust provided grants for places of worship only. Others, such as the Sussex Heritage Trust, are investing time in the development of a Heritage Lottery Fund bid for a single project. The Domestic Buildings Research Group (DBRG) receive incoming grants for the Surrey Dendrochronology Project.
- 3.7.2. The SHBT appear to be rare in that they are one of a very few trusts and organisations that still administer a grant programme for secular buildings.

### **3.8. Ownership of property**

- 3.8.1. Very few of the organisations contacted presently own property or gain an income from property leasing. A number have premises such as the Sussex Heritage Trust who rent office space for the day to day running of the trust and as a meeting place. Others have the use of a building such as the Surrey History Trust who meet at the Surrey History Centre.

### 3.9. **Recent projects**

3.9.1. There is a broad range of projects and work being undertaken by the organisations approached. This ranged from the production of papers and newsletters to education programmes and the running of courses for home owners for example. Only 1 trust (the Farnham Building Preservation Trust) was involved with a revolving fund project, in this case Farnham Pottery. Sussex Heritage Trust were managing a bid to the Heritage Lottery Fund for the repair and refurbishment of St Helen's Ore Church, Hastings.

3.9.2. The Sussex Heritage Trust runs an annual awards scheme with up to 8 categories of winners within the historic environment of Sussex. This is a major event and attracts sponsorship which contributes to the running cost of the event.

### 3.10. **Joint working**

3.10.1. All organisations contacted expressed a willingness to look at the possibility of joint working with the SHBT subject to detailed proposals. This extended outside the county to Sussex and Hampshire in particular.

## 4. **Future projects**

### 4.1. **Introduction**

4.1.1. The Charity Commission is keen to see that charities are fit for purpose and to this end they recommend that a charity such as the SHBT:

*'Regularly reviews its structures, policies and procedures to ensure that they continue to support, and are adequate for, the delivery of the charity's purposes and mission; this includes policies and procedures dealing with board strategies, functions and responsibilities; good employment practices and the encouragement and use of volunteers;'*<sup>2</sup>

4.1.2. The review should include:

- **Governance:** the Governing Document
- **Reputation:** protecting the reputation of the charity particularly in its use of funds
- **Policy implementation:** the implementing of policies and procedures
- **Risk:** review and assess its risks
- **Equality:** recognise the values of equality and diversity
- **Partnership:** considers collaborative working or partnerships
- **Sustainability:** considers the impact of its activities on the environment (ensuring a sustainable approach to working is undertaken)

---

<sup>2</sup> <http://www.charitycommission.gov.uk/Library/guidance/cc10text.pdf#page=3>

## 4.2. Governance

### 4.2.1. Review of governance and management

- a. There was a report to the Board entitled 'Future of the SHBT' on 12 April 2010. This set out various scenarios and addressed the very real possibility of the potential loss of funding from SCC and the diminishing of roles undertaken by SCC particularly in relation to administrative services and funding for small grants.
- b. There have also been a number of suggested strategies for review, including papers which have been considered at Board meetings dealing with possible future arrangements. This has been with particular regard to the management of the grant programme; a paper presented to the Board relating to the possibility of establishing a permanent 'Surrey Historic Buildings Fund', within the Community Foundation for Surrey<sup>3</sup> and to future projects such as 'Restoration – Surrey', an event based on the successful television series but focusing on a number of key historic buildings within the County and with the specific aim of trying to reach and engage with 'younger people'<sup>4</sup>
- c. However, there has been no full review of governance and management to look closely at the present work of the SHBT and its future role. Moreover, there have been consideration of the value, or quality of the work of the trust, or performance bench marks put in place upon which to measure the success or otherwise of the Trust since its inception.
- d. The SHBT needs to undertake a full review of its governance and structure. The original concept of the SHBT as a revolving fund is continuing to look increasingly unviable and, although the downturn in the property market may reveal opportunities for the purchase of properties, this is unlikely.
- e. The review will be in accordance with best practice as outlined by the Charity Commission. It should include:
  - A review of the number of Trustees and their present skills.
  - The drafting of job descriptions for all new Trustees.
  - A review of the structure of the trust and the relationship between the Board and the Working Group.
  - Amendment where necessary to the Association Articles and Memorandum.
  - A review of the relevance and relative weight of the nominating bodies.
  - Exploring the potential for a number of committees with specific responsibilities for example a Grants committee, Public Relations committee, Events committee.

### 4.2.2. Project outline (governance review)

- a. Undertake a review of the SHBT governance led by the consultants and others where necessary. This will take the form of a workshop event which all trustees will need to attend.

---

<sup>3</sup> 'The Surrey Historic Buildings Fund – Community Foundation for Surrey draft proposal – undated.

<sup>4</sup> 'Restoration- Surrey' Paper presented by the Vice Chairman to the Working Group October 2010.

- b. The workshop will include a strengths, weaknesses, opportunities and threats (SWOT) analysis of the present structure and discussion of future possible management scenarios based on best practice as demonstrated by other similar organisations.

#### **4.2.3. Trustees induction pack**

- a. Presently trustees are given only a limited induction to the work of the SHBT and there does not appear to be a formal process of introduction or selection based on skills or skill requirements.

#### **4.2.4. Project outline (trustees induction pack)**

- a. In conjunction with the review of the SHBT governance of the, an induction pack should be prepared by SHBT Board members with input from SCC officers and others which deals with:
  - The role of the trustee (based on the advice provided by the Charities Commission).
  - A job description (these may vary for the position of chairperson for example).
  - A history of the SHBT.
  - A summary of the work of the SHBT to date.
  - A list of grants paid to date.
  - Memorandum and Articles of Association
  - Induction notes.
  - Minutes of last full Board meeting (and meeting dates agreed for the following year).
  - The last full set of audited accounts.
  - Risk analysis/five year rolling strategy/business plan.
- b. The induction pack should be approved by the Board and then provided to all present and future trustees.

### **4.3. Reputation**

#### **4.3.1. Public relations and website review**

- a. Much comment was made in the questionnaires, during oral interviews and also raised as a question/comment at the AGM on 19 October 2011 regarding the public perception of the SHBT and the use of its website and other means of raising awareness.
- b. It was also noted during research that very few organisations provided links to the SHBT website or mentioned the presence or work of the SHBT despite in some cases joint grant funding being given by the SHBT.

#### **4.3.2. Project outline (reputation)**

- a. One of the present Trustees of the SHBT or a new Trustee if these skills are not present should take on the role of public relations and events coordinator. This role will require a job description with the specific role of raising awareness and promoting the work of the SHBT. Regardless of the outcome of the governance review, a role of Public Relations/Events Coordinator should be defined either

within the present Trustees or from the Working Group (with a view to making this individual a Trustee if he or she isn't at present).

- b. The new role will oversee the full review and redesign of the SHBT Web-site which may include the website being hosted on its own site, rather than being a micro site of www.surreycc.gov.uk.

#### 4.3.3. Publications (including newsletters)

- a. The SHBT needs to look at ways of disseminating information about historic buildings in Surrey in general, and the work of the Trust in particular and raising public perception of the value of the historic environment and the work of the Trust. This will be the role of the Public Relations/Events Coordinator.
- b. The role of the SHBT should also include;
  - Work on future publications about the historic buildings of Surrey.
  - Production of a quarterly newsletter with an agreed distribution list. This should include all those involved with the SHBT, SHBT Friends, District and Borough Councils chief executives, Conservation Officers and heritage organisations within and bordering Surrey.

#### 4.3.4. Project outline (publications)

- a. Production of quarterly newsletters (similar to those previously published – **Figure 3**) and liaison with the Domestic Building Research Group as a possible joint conference with published research papers on aspects of the Surrey historic built environment including the work undertaken on dendro-dating timber-framed buildings within the County.
- b. Further possible publications could include a celebration of the work to date of the SHBT similar to those produced by other Trusts (**Figures 4 and 5**) This could include successful projects, review of the Conservation Awards programme; interviews with past winners, showcases, examples of building repair and re-use.
- c. Resources would need to be found within SHBT and SCC with the possible use of consultants, graphic designers and publishers for publications.



Figure 3: Cover of SHBT Newsletter Jan 2005 (SHBT)

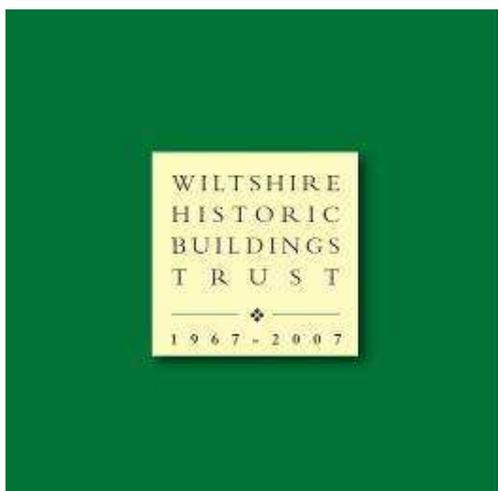


Figure 4: Wiltshire Historic Trust – the cover from a publication celebrating 40 years of the Trust’s work (WHBT)



Figure 5: Wiltshire Historic Trust –extract from a publication celebrating 40 years of the Trust’s work (WHBT)

#### 4.3.5. Conservation Awards

- a. Historically, the Conservation Awards run by the SHBT have been a successful event attracting good numbers of friends to celebrate best practice in building conservation within the County. The event is held in the Riverhouse Barn (an historic venue) and includes an exhibition of the entrants, the presentation of the awards and an illustrated talk from someone closely involved in working with historic buildings.
- b. This is an extremely important part of the SHBT profile and the opportunity should be taken to promote the work of the trust within the County. Presently numbers and applications for awards have dwindled over the last few years. There are a number of reasons for this but there is a considerable amount of work required for the successful undertaking of events such as this. One significant issue is that the organisation of the events falls to the Working Group over and above the work they already undertake on grant reviews.
- c. For the Sussex Heritage Trust, for example, this is the main event in the calendar and often includes sponsorship of the event. There is a dedicated committee for the running of the awards in Sussex and this works on a yearly basis with promotion and publicizing of the event well in advance of the actual awards ceremony.

#### 4.3.6. Project outline (Conservation Awards)

- a. To review the process of organizing, promoting and celebrating the Conservation Awards in Surrey. In combination with the appointment of a Public Relations/ Events Coordinator look to create a higher profile for the event, which could include sponsorship, and place the organizing of the event under a separate committee. This committee would be responsible to the Board and chaired by the Public Relations/ Events Coordinator.

## **4.4. Policy implementation**

### **4.4.1. Review of grant programme**

- a. The grant programme to date has been run effectively and has provided an important support for the work of the Conservation Officers of the district and borough councils in promoting best practice and the use of traditional materials and techniques on the historic buildings of Surrey.
- b. It is a key part of the work of the SHBT but relies heavily on SCC and the commitment of a small number of members of the Working Group who advise on their appropriateness and detailed execution.
- c. However, this resource, and in particular the knowledge, understanding and experience gained from this work, is not measured or disseminated. The good work of the SHBT is not sufficiently publicized so as to make the most effective use of limited funds.
- d. In addition and supported by responses to the questionnaire, it is considered that the grant programme needs review. In particular, the type of work and criteria for grant aiding and the methods by which their effectiveness is measured need to be updated.
- e. Presently the grants provided by the SHBT are mostly for roofing work but also for the repair and replacement of windows, tile hanging repair, and repairs to timber-framing. Support is given to the Domestic Building Research Group (DBRG) undertaking surveys, including dendrochronological surveys, of timber-framed buildings identified through the work of the DBRG and Conservation Officers. Criticisms and shortfalls (identified through the questionnaire and interviews) of the present system are as follows:
  - English Heritage Buildings at Risk within Surrey not targeted (although some grants have been offered to buildings on the Register).
  - Use of local materials not promoted proactively.
  - Register of local building contractors not provided.
  - Places of worship excluded.
  - Applicants not means tested.

### **4.4.2. Project outline (grant criteria and focus)**

- a. The SHBT should launch a campaign asking for organisations, professionals and local people to respond to where they consider grant funds should be allocated. There should be an emphasis on preventing the potential loss of local craft skills or local materials being permanently damaged/removed. This is an opportunity to respond to and provide a good evidence base for grant applications to other funding bodies such as the Heritage Lottery Fund.



Figure 6: Ironstone path, Titsey Place  
© Martin Higgins



Figure 7: Brick pavement, Claygate ©  
Forum Heritage Services

- b. An example might be the survival, repair and re-instatement of local paving materials. Surrey has two local traditions; the ironstone pavements and floor finishes (**Figure 6**) and the brick pavement (**Figure 7**). The ironstone, in particular, is unique to Surrey and therefore highly significant to the Surrey historic built environment. A further example might be the boundary walls of Surrey. This built feature is often neglected and generally has very limited intrinsic monetary value. However, they are often the only truly vernacular feature in towns, villages, settlements and historic groups (such as farmsteads).
- c. The project can be combined with the re-launch of the SHBT website and the appointment of a Public Relations/Events Coordinator.
- d. The opportunity of joint working with the DBRG should be explored through grant work with conditions of grant awards including the provision of access to record the buildings being grant aided. This would further inform the understanding of the historic resource within Surrey's built heritage.
- e. Building contractors who undertake successfully grant aided work should be included on a list under specialism headings; for example; re-roofing of Horsham slates, timber-frame repairs, repairs of timber windows, thatching. This should be 'published' yearly. This is not a recommended list but merely a list of contractors who have undertaken work which has been grant aided. This, in itself, however will be a measure to show that the work has achieved a standard acceptable for a grant to be paid. Caveats would need to be placed on the list advising that these contractors were not endorsing the company but the work which was carried out upon which a grant was paid.

#### 4.4.3. Project outline (skills shortages)

- a. The grant programme should be used to provide information on the skills shortages within Surrey for certain types of building repair work. Where these are highlighted by individuals or district or boroughs through their conservation officers or through English Heritage, the SHBT should be looking to highlight these shortcomings and possibly seek to sponsor or part-sponsor apprenticeship and/or training in these skills.

#### 4.4.4. Project outline (management of the grant programme)

- a. The grant scheme has the following elements: promotion, appraisal of applicants, administration of the grants (issuing payments, calculating spend to date, and so on). There should also be regular review of the impact and value of the scheme. Promotion of the grants could be undertaken by the Board, alongside other publicity tasks, or by some other mechanism to be agreed on review of the Governance and management of the SHBT.
- b. Appraisal of grants could be undertaken by the Board on recommendation from a sub-committee or by some other mechanism to be agreed on review of the Governance and management of the SHBT.
- c. For administration, possible partnership working with the Community Foundation for Surrey could be pursued whereby the Community Foundation for Surrey take on the responsibility of the running of the administrative elements. Liaison between the Community Foundation for Surrey and the SHBT could be undertaken by a member of the Board or a volunteer given this specific task.
- d. Regular review of the impact and value of the scheme is the responsibility of the board. If thematic grant schemes are adopted, evaluation before, during and after the scheme will be essential.

#### 4.4.5. Provision of advice leaflets

- a. The opportunity to disseminate information about Surrey's historic environment is an opportunity to highlight and promote the work of the SHBT. The SHBT has extensive experience of the issues facing the repair of buildings in Surrey and is well-placed through its grant programme to highlight and promote best practice.

#### 4.4.6. Project outline (advice leaflets)

- a. A series of subject headings should be drawn up by the SHBT (perhaps through the Working Group and possible use of consultants) in partnership with the district and borough councils (some of whom have produced their own leaflets and advice notes) on subjects relating to the repair and maintenance of historic buildings in Surrey. These should provide advice on Surrey-specific issues relating to local materials or construction methods. The advice of the DBRG and the Surrey Archaeological Society should also be sought on specific Surrey based issues. There is also the opportunity to update and publish already present leaflets and advice notes and place these on the SHBT website to encourage dissemination.

### 4.5. **Risk**

#### 4.5.1. Financial advice

- a. It is essential that the SHBT carefully reviews its position as presently the treasurer's role (financial management and administration) is undertaken by an SCC officer. However, responsibility for the financial management of the Trust lies individually and collectively with the Trustees. This arrangement may become untenable in the future given the pressure that all local government is presently under to make savings in their operations.
- b. In the light of recent events, specifically the ongoing recovery of funds from the Icelandic bank, Glitnir, after its collapse in 2009, which have affected the SHBT

and part of its invested funds it is essential that the SHBT receives sound and timely advice in relation to its finances.

#### **4.5.2. Project outline (financial advisor)**

- a. Seek to establish either a trustee willing to take on the role of SHBT treasurer with the relevant financial background (probably a new appointment) or to pay for professional advice and management of the fund from either the SCC or from another source. These options should be investigated and presented to the SHBT Board for review.

#### **4.5.3. Revolving fund**

- a. The potential for revolving fund-type projects is becoming increasingly rare. The property market in Surrey is such that there are very few historic buildings which would not be attractive to potential private investors and the SHBT is finding it difficult to compete on the open market to obtain property.
- b. Many trusts, including the SHBT, have historically retained a building that they have restored as a means of generating income to enable them to undertake future projects. In practice, this approach is a good model. However, it can be very high risk and during the economic recession the risks associated with this model have been exposed. The SHBT could greatly benefit from the ownership of a property which could provide an office and meeting place for the SHBT and an income through the sub-letting to a third party, be this residential, office or commercial interests.
- c. There are genuine opportunities to show how best practice can be achieved especially through the re-use of buildings. These could be show-cased through step by step recording and publicising of the adaption, repair and reuse of an historic building. However this cannot be undertaken under present market conditions; the SHBT cannot compete in the property market with its present funds and would be unwise to act as a 'developer' in the present economic climate.
- d. Given that district and borough councils are generally risk averse and have limited funds for pursuing prosecution action on buildings at risk within their areas, the SHBT could be of most help as the provider of 'last resort' funding in support of repairs and urgent works notices. Here the SHBT can expect to recover its costs and could find a building or buildings which it could continue to own and lease to third parties or use (in part or full) for its own requirements.
- e. The SHBT could greatly benefit from the exclusive use of a premises, preferably an historic building which it has repaired and refurbished as its 'home' and 'base' sending a clear message of how it works and what it stands for whilst at the same time helping maintain and conserve part of Surrey's built heritage.

#### **4.5.4. Project outline**

- a. The SHBT through its partners, SCC, English Heritage and district and borough councils, should explore opportunities of the possibility of supporting repairs and urgent works notices on known buildings at risk within Surrey. These could be

listed buildings or other old buildings which make a positive contribution towards the character and appearance of conservation areas<sup>5</sup>.

- b. Where Buildings at Risk surveys have not been carried out within parts of Surrey or are out of date, the SHBT should consider possible part funding of surveys to be undertaken with the potential to identify future partnership projects with local authorities where repairs or urgent works notices may be an appropriate method of achieving successful resolution to poorly maintained or neglected buildings.
- c. SCC and other district and borough councils should be approached with a view to reviewing their property holdings and assessing whether any buildings could benefit from input from the SHBT. The SHBT might consider the possible acquisition of buildings for their own purposes or for refurbishment and re-use by others to provide an income stream for the SHBT.

## **4.6. Equality**

### **4.6.1. Schools and young people**

- a. A very clear message emerged from both interview with Board members and the questionnaire that the SHBT should be encouraging young people to get involved with the trust.
- b. This is a very difficult audience to reach and would need a carefully considered and well-resourced programme. The primary focus would need to be schools, colleges and the universities within Surrey with an assessment of how the work of the SHBT might make a positive contribution to the national curriculum and/or the course content of higher education courses.

### **4.6.2. Project outline**

- a. Seek to develop a dialogue with the universities and other education providers in Surrey. The latter could be approached through internal bodies/committees hosted by SCC with an invitation to schools and colleges (particularly those teaching HNC/HND construction studies and other related courses) to form links with the work of the SHBT. This could link with community archaeology projects and other work already developed by Surrey Heritage (SCC).

### **4.6.3. Partnerships for joint working**

- a. During discussions with like-minded organisations within and bordering Surrey, all who responded were prepared to consider the possibility of joint working subject to the type of project/collaboration proposed.
- b. Although a number of organisations, including the SHBT, met in recent years to discuss what work or events might be shared, this has not developed into any tangible events.
- c. One of the respondents to the questionnaire suggested the production of a computer based presentation on the work of the SHBT which could be 'borrowed'

---

<sup>5</sup> Please note that unlisted buildings within a conservation area would require the approval of the Secretary of State to serve repairs or urgent works notices.

by SHBT Board and Working Group members and Friends in order to promote the work of the trust to other organisations.

#### **4.6.4. Project outline (capacity building and partnership)**

- a. Invite representatives of the known like-minded organisations within Surrey and bordering the county to a half or full day seminar on the potential for capacity building and joint working and partnership within Surrey. This could also be attended by members of the Association of Preservation Trusts (APT) and the Institute of Historic Building Conservation (IHBC) as well as RIBA and RICS members. The event could be coordinated by SCC and consultants.

#### **4.6.5. Project outline (promoting the SHBT)**

- a. A promotional illustrated document is to be produced for use by SHBT Board and Working Group members, Friends and SCC officers to promote the work of the SHBT particularly in relation to joint working.

### **4.7. Sustainability**

#### **4.7.1. Best Practice**

- a. Sustainability is at the heart of the work of the SHBT: the repair and reuse of historic buildings rather than replacement and under-use. The present government's agenda with regard to sustainability will potentially have a direct impact on the historic environment, particularly the upgrading of historic fabric and the retrofitting of renewable energy equipment (photovoltaic cells, wind turbines and insulation of building fabric). All of these have the potential to have a very significant impact on the historic built environment of Surrey.
- b. The SHBT could place themselves at the forefront of providing advice on how to manage these changes within the Surrey context, particularly in relation to wall and roof insulation to historic buildings.

#### **4.7.2. Project outline (sustainability)**

- a. To pursue the potential to provide best practice advice across Surrey in relation to the emerging agenda relating to the upgrading of traditional buildings to improve their sustainability. This could take the form of exemplar projects on average house types say, for example, the Victorian terrace or semi-detached house.

## **5. Project delivery**

### **5.1. Timetable**

- 5.1.1. This section of the report deals with the process and timetable by which the SHBT needs to progress its review. The following table summarises the projects outlined above and provides a suggested timetable, resources and partners, priority; expressed as:

- Essential (must be undertaken).
- Highly Desirable (should be undertaken if at all possible).

- Desirable (should be undertaken but is not essential).
- Possible (is an opportunity which should be explored but is not a high priority).

Project Summary	Suggested timetable	Resources and/or partners	Priority	Estimated budget cost
<b>Governance</b>				
<b>Governance review</b> Undertake a review of the governance of the SHBT. This will take the form of a workshop event with all trustees in attendance.	Jan-March 2012	SHBT, Surrey Heritage (SCC), EH and consultants	Essential	£1500
<b>Trustee induction pack</b> In conjunction with the review of the governance of the SHBT, an induction pack should be prepared by SCC, SHBT and others.	Jan-March 2012	SHBT, SCC	Essential	-
<b>Reputation</b>				
<b>Public relations and website review</b> A job description for a trustee with the specific role of raising awareness and promoting the work of the SHBT. Regardless of the outcome of the governance review, a role of Public Relations/Events Coordinator should be defined.  The website should be reviewed and updated (with possible separation from SCC website).	April-December 2012	SHBT, Surrey Heritage (SCC), EH, consultants	Essential	-  £2000-5000

Project Summary	Suggested timetable	Resources and/or partners	Priority	Estimated budget cost
<p><b>Publications</b></p> <p>Production of quarterly newsletters and perhaps liaison with the Domestic Building Research Group as to possible joint conference with published research papers</p>	2012	SHBT, SCC, consultants?	Highly desirable	Up to £2000
<p><b>Conservation Awards</b></p> <p>To review the process of organising, promoting and celebrating the Conservation Awards in Surrey. In combination with the appointment of a Public Relations/Events Coordinator look to create a higher profile for the event, which could include sponsorship, and place the organising of the event under a separate committee.</p>	Ongoing	SHBT, EH, SCC and others; possible joint working with RIBA, RICS, RTPI.  And possible sponsors.	Highly Desirable	-
<p><b>Policy implementation</b></p>				
<p><b>Review of grant programme</b></p> <p>The SHBT should launch a campaign asking for organisations, professionals and local people to respond to where they consider grant funds should be spent. There should be an emphasis on the potential loss of local craft skills or local materials to be permanently damaged/removed because of the lack of either materials or craftsman to use and repair these materials effectively.</p>	2012	SHBT, Surrey Heritage. Member Services and Communications (SCC), EH, District and Borough Councils, consultants	Desirable	£1000-2000

Project Summary	Suggested timetable	Resources and/or partners	Priority	Estimated budget cost
<p><b>Skills shortages</b></p> <p>The grant programme should be used to provide information on the skills shortages within Surrey for certain types of building repair work. Where these are highlighted by individuals or district or boroughs through their Conservation Officers or through English Heritage, the SHBT should be looking to highlight these shortcomings and possibly seek to sponsor or part-sponsor apprenticeships and/or training in these skills.</p>	2012-13	<p>SHBT, Surrey Heritage (SCC), EH, SPAB, District and Borough Councils</p> <p>Other organisations and sponsors (private sector).</p>	Desirable	-
<p><b>Management of the grant programme</b></p> <p>-Appraisal -Administration -Review</p>	Jan-March 2012	SHBT, Surrey Heritage (SCC), Community Foundation for Surrey, consultants	Desirable	£1000
<p><b>Provision of advice leaflets</b></p> <p>A series of subject headings should be drawn up by the SHBT trustees of the (through the Working Group and possible use of consultants) in partnership with the district and borough authorities on subjects relating to the repair and maintenance of historic buildings in Surrey. These should, where possible, provide advice on Surrey specific issues relating to local materials or construction methods.</p>	2012	<p>SHBT, Surrey Heritage (SCC), District and Borough Councils</p> <p>Possible: SPAB, other Trusts</p>	Desirable	£1000 (production and publication)

Project Summary	Suggested timetable	Resources and/or partners	Priority	Estimated budget cost
<p><b>Risk and financial advice</b></p> <p>Seek to establish either a trustee willing to take on the role of SHBT treasurer with the relevant financial background (probably a new appointment) or to pay for professional advice and management of the fund from either the SCC or from another source.</p>	<p>Jan-March 2012</p>	<p>SHBT, Finance (SCC), external consultants, professional advisers</p>	<p>Highly Desirable</p>	<p>-</p>
<p><b>Revolving Fund</b></p> <p>The SHBT should explore opportunities for the possible supporting of repairs and urgent works notices to known buildings at risk within Surrey.</p> <p>Where Buildings at Risk surveys have not been carried out within Surrey or are out of date, the SHBT should consider possible part funding of surveys to be undertaken with the potential to identify future partnership projects.</p> <p>SCC and other district and borough councils should be approached with a view to reviewing their property holdings and assessing whether any buildings could benefit from the input of the SHBT with the possible acquisition of buildings for their own purposes or for refurbishment and re-use by others providing an income stream for the SHBT.</p>	<p>2012</p>	<p>SHBT, Surrey Heritage (SCC), EH and District and Borough Councils</p>	<p>Desirable</p>	<p>Unknown</p>

Project Summary	Suggested timetable	Resources and/or partners	Priority	Estimated budget cost
<b>Equality</b>				
<p><b>Schools and young people</b></p> <p>Seek to develop a dialogue with both the universities in Surrey and other schools. The latter could be approached through internal bodies/committees hosted by SCC with an invitation to schools and colleges to form links with the work of the SHBT.</p>	2012-13	SHBT, Surrey Heritage, Children and Young People (SCC)	Possible	-
<p><b>Partnership</b></p> <p>Invite representatives of the known like-minded organisations within Surrey and bordering the County to a half or full day seminar on the potential for capacity building and joint working and partnership within Surrey.</p>	April – December 2012	SHBT, Association of Preservation Trusts (APT) and the Institute of Historic Building Conservation (IHBC) as well as RIBA and RICS. The event could be coordinated by Surrey Heritage or Member Services SCC and consultants.	Highly Desirable	£1000-£2000
<p><b>Promoting the SHBT</b></p> <p>A promotional illustrated document to be produced for use by SHBT Board and Working Group members, Friends and SCC officers to promote the work of the SHBT particularly in relation to joint working.</p>	2012	SHBT	Possible	-

Project Summary	Suggested timetable	Resources and/or partners	Priority	Estimated budget cost
<b>Sustainability</b>				
<p><b>Best Practice</b></p> <p>To pursue the potential to provide best practice advice across Surrey in relation to the emerging agenda relating to the upgrading of traditional buildings to improve their thermal efficiency. This could take the form of working on exemplar projects on average house types say, for example, the Victorian terrace or semi-detached house.</p>	2012-13	SHBT, Surrey Heritage (SCC). Surrey Climate Change Partnership	Possible	Unknown

## 6. Conclusion

### 6.1. Summary

*'There is no one size fits all solution, but the first step is for groups to start a period of reflection, identifying the benefits of broadening their base and the actions and changes to the way they do things that will achieve it.'* (Britain Thinks)

- 6.1.1. The SHBT is at a critical point in its history where changing circumstances and a different market to that seen at its inception are requiring the trust to think very carefully about its future.
- 6.1.2. The present structure and framework is not sustainable and relies too heavily on a small number of people. Their capacity to maintain the level of commitment to the SHBT is very limited and will be short-lived. When these volunteer resources move on, or if the SCC resources are reduced, in its present form, the trust will be potentially exposed to the very real possibility of having to wind up its present functions.
- 6.1.3. There is a significant level of professional support given by Surrey Heritage (SCC). This arrangement may become untenable in the future given the pressure that all local government is presently under to make savings in their operations, and the current Public Value review of Surrey Heritage.
- 6.1.4. The demographic of the present SHBT Friends means that there is limited capacity for expansion through the present Friends network. There is a real need to attract new Friends and Trustees with particular skills. Expertise is particularly

needed in public relations and the running of events and accountancy/ financial services.

- 6.1.5. The present reliance on SCC for the trust's administrative and financial services is not sustainable for the future and the SHBT should be looking to phase in alternative arrangements. This is not to say that the support for grant work from SCC should cease as this is a very important link between the SHBT and SCC, not least as the SHBT does and has the capacity to increase its support of the aims and objectives of the SCC particularly in relation to the historic environment. However, the reliance on SCC for administrative and financial support is not advisable and the potential for alternative arrangements should be pursued with possible partners one of which might be the Community Foundation for Surrey.
- 6.1.6. The grants programme needs to be more focused towards the Surrey vernacular and particular issues/problems within Surrey. This should reflect the need for local skills with regard to the use of local materials, for example the laying and repair of ironstone or brick pavements. Grants should also focus on dealing with Buildings at Risk within Surrey, both listed buildings and unlisted buildings which make a positive contribution towards the character and appearance of conservation areas. This should be based on strong partnerships with district and borough councils particularly in relation to repairs and urgent works notices.
- 6.1.7. The SHBT should be actively seeking positive working relationships with other established local and regional groups. There is some highly regarded work being undertaken by other like-minded organisations within Surrey. Much of this work overlaps with the important work, particularly in relation to grant funding, that the SHBT undertakes. A good example of this is the links between the Domestic Building Research Group and the SHBT. These links should be revisited and reinforced with the possibility of joint working proactively pursued both within Surrey and adjacent counties.

## 6.2. ***Recommendations***

- 6.2.1. **That this report be endorsed by the SHBT Board and that work on those projects deemed Essential be given a priority, allocated an approved budget, a timetable drawn up, with input from the consultants, and be undertaken immediately overseen by clearly identified Board members.**
- 6.2.2. **That the SHBT Board considers the projects identified as Highly Desirable and select those which they wish to pursue, including the further development of the cost of these projects, with timetables, to be approved by the SHBT Board at a later meeting.**
- 6.2.3. **That the SHBT Board considers the projects identified as Desirable and Possible and consider whether any of these should be of a higher or lower priority and select those which they wish to pursue, including the further development of the cost of these projects, with timetables, to be approved by the SHBT Board at a later meeting.**

## 7. Appendices

### A. Questionnaire

#### **Surrey County Council Capacity Building Project and the future of the Surrey Historic Buildings Trust**

##### **Questionnaire for members and friends of the Trust**

The purpose of this questionnaire is to seek the views of the members and friends of the SHBT as to the future role and management of the Trust in seeking to achieve its objectives and role as a charitable Trust.

One of the key requirements of the Trust is to show that its work is of direct benefit to the public and that this benefit is not being unreasonably restricted or excluding any people (for example those of limited financial means).

We are keen to hear your views on the future role of the SHBT at this important point in the Trusts history. Please complete as much of this questionnaire as you can.

Please note that the information gathered will be in confidence and will be collated anonymously. If you are NOT a Trustee you do not have to provide your name. If you are a Trustee you will need to complete the personal details section. This is so we can be certain that ALL Trustees have responded to the questionnaire.

Could you complete and return the questionnaire to:

Surrey Historic Building Trust (Questionnaire)  
Room 122, County Hall, Kingston upon Thames KT1 2DN

Please continue on a separate sheet if necessary (clearly marking which questions you are responding to) and append this to the questionnaire

**By 30<sup>th</sup> September 2011**

##### **PERSONAL DETAILS (mandatory for BOARD MEMBERS/TRUSTEES)**

Name:

Address (including post code):

Telephone No:

Email address:

If you are a BOARD MEMBER/TRUSTEE but wish the information you have provided to remain anonymous please tick this box:

## GENERAL QUESTIONS

### 1.0 In what capacity are you associated with the SHBT (please tick as many as are relevant)

Member (private individual)

Member of working group

Board Member (Trustee)

Employee of SCC

### 2.0 How long have you been associated with the SHBT?

### 3.0 Are you a member of any other building preservation trust or local society relating to the historic environment?

YES

If YES, please state which one(s)

### 4.0 What was the last event/meeting organised by SHBT you attended?

### 5.0 How much time do you estimate you presently commit to the SHBT per year (in terms of days)?

5.1 Do you think this is: too much/too little/ about right?

### 6.0 What skills/expertise can/do you bring to the SHBT? (this might be for example accounting or technical knowledge)

### 7.0 What skills/expertise do you think is absent within the SHBT?

### 8.0 What do you see as the role of the SHBT to the people of Surrey?

### 9.0 Do you feel the present structure and management of the Trust is sound and transparent?

YES/NO?

If NO, could you provide some summary points as to how you feel this can be improved?

### 10.0 Do you feel the present grant system and criteria are sound?

YES/NO

If NO, how can this be changed/improved?

**11.0 Do you feel the present activities (visits, publications, grant scheme) of the SHBT reflect its aims?**

YES/NO

11.1 Have they been successful?

**12.0 What future projects/activities would you like the SHBT to organise/facilitate?**

**13.0 What future projects can YOU bring forward for the SHBT?**

**14.0 Is there anything else you would like to comment upon regarding the SHBT?**

If you are a Board Member/Trustee, Forum Heritage Services will be contacting you to further discuss the future of the SHBT. How would you like to be contacted?

Please ensure that you have completed the **PERSONAL DETAILS** section in order that Forum Heritage Services can contact you.

I am a Board Member/Trustee and would like to be contacted:

By telephone

By email

By personal interview

By post

Thank you for taking the time to complete the questionnaire.

An initial analysis of responses will be provided in a written report to the Board of the SHBT on 19<sup>th</sup> October 2011.

## B. Summary table of organisations consulted

membership cost, benefits	no members	no trustees	structure summary	services provision	property ownership	grant budget, eligibility	recent projects	joint projects with SHBT	additional comments
<b>Within Surrey</b>									
<b>Surrey Historic Buildings Trust</b>									
£10	90 Friends	17 (soon to be expanded to 18)	Board of Trustees and working group reporting to Board	SCC provides admin and legal services and meeting venues	Historically yes, presently no	£30,000 grant budget yearly. Eligibility is based on criteria and not means tested	Regular grants to small private and public projects across Surrey	n/a	

membership cost, benefits	no members	no trustees	structure summary	services provision	property ownership	grant budget, eligibility	recent projects	joint projects with SHBT	additional comments
<b>Surrey Archaeological Society</b>									
£25 They receive the <i>Collections</i> and the <i>Bulletin</i> ; have use of the Society's Library; may attend lectures, visits etc, may attend all general meetings of the Society.	Over 1000	Approx. 45	7 standing committees 6 specialised groups reporting directly to the Council of Trustees.	2 people working on a part-time paid basis a total of 36 hours a week. 18 hours for the library and 18 hours for general admin.  Members generally serve on Council, committees, groups and projects on a voluntary basis.	No	Incoming grants – occasional and normally for express projects.  Outgoing grants to third parties, usually decided by 1 of 2 sub-committees. Criteria determined by Society objectives	This are widely diverse including Excavations, Publications, Lectures, Events, Training, Purchase of technical equipment, Surveys, Landscape archaeology, and Restitution of unpublished material.	Haven't previously but happy to discuss	There is a training pack for Trustees which sets out their responsibilities and the Society objectives.

membership cost, benefits	no members	no trustees	structure summary	services provision	property ownership	grant budget, eligibility	recent projects	joint projects with SHBT	additional comments
<b>Surrey Gardens Trust</b>									
£12 Twice yearly newsletter Year round programme of Garden Visits and Lectures. Opportunities to take part in Garden Research Projects	Unknown	11	Main Council  Five working committees	Entirely voluntary	No	Small grants with grant criteria	Phillips Memorial Cloister, Godalming, and a number of research and recording projects for local authorities.	Yes – subject to details	
<b>Surrey Wildlife Trust</b>									
£27 Magazine (Surrey Nature), Free entry to SWT owned nature reserves, events diary, Invitation to events, Annual review accounts, car sticker	Unknown	Unknown	Unknown	Unknown	Yes	Yes	Ongoing projects relating to the Wildlife Resource of Surrey including management of nature reserves owned by the Trust	Unknown	

membership cost, benefits	no members	no trustees	structure summary	services provision	property ownership	grant budget, eligibility	recent projects	joint projects with SHBT	additional comments
<b>Surrey History Trust</b>									
£10 Regular newsletter, annual report. Invitations to events at Surrey History Centre, Opportunity to volunteer for special projects	Unknown	9	There is a Members committee and a Board of Trustees	Unknown	No But has use of the Surrey History centre for meetings	Unknown	Unknown	Unknown	

membership cost, benefits	no members	no trustees	structure summary	services provision	property ownership	grant budget, eligibility	recent projects	joint projects with SHBT	additional comments
<b>Domestic Buildings Research Group</b>									
£10 Members receive three newsletters each year. Events include visits to buildings not normally open to the public, village walks, the annual and winter series lectures.	Approx. 200	11	Single committee	Entirely voluntary	No	Incoming grants for Surrey Dendrochronology project. No outgoing grants	n.a.	Could join with tours of larger properties, especially where coach transport is provided	

membership cost, benefits	no members	no trustees	structure summary	services provision	property ownership	grant budget, eligibility	recent projects	joint projects with SHBT	additional comments
<b>Reigate Society</b>									
£8  Members receive three newsletters and an Annual Report each year	Over 800	President  5 elected officers	6 standing committees:  -General Purposes  -Architecture and Planning  -Merstham  -Natural Amenities  -Redhill  -Transport	Entirely Voluntary	Unknown	Unknown	Ongoing encouragement for a high standard of design in the new architecture of the Reigate area.	Unknown	

membership cost, benefits	no members	no trustees	structure summary	services provision	property ownership	grant budget, eligibility	recent projects	joint projects with SHBT	additional comments
<b>Farnham Society</b>									
£10  Members receive a Newsletter	Unknown	15 Committee and Officer posts	Executive Committee and 4 sub-committees:  -Planning Sub-Committee  -Traffic Management Group  -Social Events Committee  -Heritage Open Days Working Group	Entirely voluntary	Unknown	Unknown	Unknown	Unknown	

membership cost, benefits	no members	no trustees	structure summary	services provision	property ownership	grant budget, eligibility	recent projects	joint projects with SHBT	additional comments
<b>Farnham (Building Preservation) Trust</b>									
-	-	10	Council of management (held monthly) and special meetings as required	Entirely voluntary	Yes	Occasional grants, but mostly advice and ongoing revolving funding of large-scale projects	Farnham Pottery	Unknown	
<b>Surrey Churches Preservation Trust</b>									
£10 Annual Report and newsletter. Church tours. Study days and social events	Unknown	10	Trustees meet 3 times a year- 2 for grant review and 1 for organizing the yearly 'Ride and Stride' event	Entirely voluntary	No	Variable;- last year £20,250	Yearly 'Ride and Stride' event	Unknown	

membership cost, benefits	no members	no trustees	structure summary	services provision	property ownership	grant budget, eligibility	recent projects	joint projects with SHBT	additional comments
<b>Dorking Local History Group</b>									
£8  Membership entitles individuals to attend 11 meetings a year, 1 guided walk, book places on winter and summer outings, receive 2 newsletters a year and receipt of the Group's annual publication, <i>Dorking History</i>	Unknown	Unknown	Subsidiary of Dorking and District Preservation Society	Entirely voluntary	No	None	Regular publications	Unknown	

membership cost, benefits	no members	no trustees	structure summary	services provision	property ownership	grant budget, eligibility	recent projects	joint projects with SHBT	additional comments
<b>Leatherhead and District Local History Society</b>									
£18  Quarterly newsletter.  Annual Report, access to the society's records and library, access to programme of walks and talks. Able to vote at the AGM.	Unknown	-	-	Entirely voluntary	No, but has use of Leatherhead Museum	No	Regular production of proceedings	Unknown	
<b>Woking History Society</b>									
£8  Newsletter, access to talks, visits to places of interest.	Unknown	-	Unknown	Entirely voluntary	No, but has the use of The Lightbox, Woking	No	Ongoing research, production of history papers etc		

membership cost, benefits	no members	no trustees	structure summary	services provision	property ownership	grant budget, eligibility	recent projects	joint projects with SHBT	additional comments
<b>Outside Surrey</b>									
<b>Bucks Historic Buildings Trust Ltd</b>									
-	-	13	There are sub-groups and working groups identified on a project by project basis  Groups report back to the next Meeting of the Trustees	Administrative support is provided by Bucks CC on a service level agreement	Does not presently own property, but is under discussion at present (December 2011)	The Trust has grant money and no set grant criteria in line with the Articles of Association	Grant funding for small projects	More details on projects would be necessary	
<b>Hampshire Building Preservation Trust</b>									
£14 Annual Report and 2 Newsletters a year.	100	13	Board of Trustees is supported by a Review Group of 6 people, 3 of whom are trustees and 3 are ordinary members.	All admin is provided by volunteers, the Secretary receiving only expenses	No, but use of Bursledon Brickworks for meetings, events and training	No	The HBPT is trying to recruit a group of professional helpers, for example, architects and structural engineers who are willing to give advice to the public.	Yes	HBPT intends to run practical skills courses at the Bursledon Brickworks.

membership cost, benefits	no members	no trustees	structure summary	services provision	property ownership	grant budget, eligibility	recent projects	joint projects with SHBT	additional comments
<b>Kent Building Preservation Trust</b>									
-	-	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	Provides advice on website but no further contact details
<b>Sussex Heritage Trust</b>									
Unknown	Unknown	10	Main Board 3 sub-committees -Projects Committee -Fundraising Committee -Awards Committee	Almost full-time Administrative Assistant	Ashcombe Toll House, Kingston, Sussex  Use of offices		Restoration of St Helen's Ore – an HLF funded project  A major Awards scheme presented annually	Yes- in principle	

membership cost, benefits	no members	no trustees	structure summary	services provision	property ownership	grant budget, eligibility	recent projects	joint projects with SHBT	additional comments
<b>Wiltshire Historic Buildings Trust</b>									
-	-	7	Board of Trustees and external advisors	Entirely voluntary	Unknown	Small grants and grant enabling through HLF funding	Historically, a successful series of refurbishments of properties notably Barton Farm, 23 South Wraxhall, Wilton Windmill, 3 High Street Marlborough	Unknown	

---

FORUM  
Heritage  
Services

[www.forumheritage.co.uk](http://www.forumheritage.co.uk)

