



THE INSTITUTE OF CONSERVATION

Icon 2019 Membership Survey Final Report

December 2019

Michael Nelles
Head of Membership

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Executive Summary

Icon's mission is to support *advocacy, excellence and engagement* – building influence, extending knowledge and encouraging public awareness and participation. In order to ensure our approaches to achieve these objectives are firmly based on evidence, at this time last year we conducted our second full membership survey; illuminating membership perception of current strengths and weaknesses across the organisation, and providing insights into challenges and opportunities facing Icon members across a wide range of employment contexts.

The survey was open for three weeks and gleaned 495 responses out of a potential 2420 – a response rate of 20%, which is deeply satisfying for a membership survey of such length and scale. The resulting qualitative and quantitative datasets were rich and comprehensive, illuminating the views of survey respondents on a wide range of Icon activities and providing new detail on the present membership demography.

The results of the new survey suggest substantial continuity with previous results across a range of questions around membership views and demography, but also highlight areas for better practice. Among the good news, membership satisfaction is on the rise – with a full 5% increase in the number of respondents answering *yes* to the question *Are you satisfied with Icon?* 'Generally speaking,' reported one respondent, 'I think Icon does everything well, given the financial resources etc. I think it punches above its weight at the moment.'

Respondents highlighted our communications tools (defined as Icon's regular publications and Iconnect e-bulletins) as key strengths, alongside the events programme organised by Icon's Groups, Networks and Professional Development Team. 'Icon is really good at keeping conservators in the loop of new research and work and has a really good community with regards to the groups,' said another. Alongside this, Icon continues to benefit from higher-than-average levels of membership engagement with our voluntary groups and committees when compared to benchmarking data obtained by the Professional Associations Research Network.

Although respondents rated Icon communications highly, the survey results indicated a lack of understanding around Icon's advocacy activities – which received a considerable boost with the appointment of Policy Advisor Anni Mantyniemi on the heels of the 2016 survey. 'I don't think it's always visible how Icon is advocating for the profession in political spheres, or at least what outcomes and impacts are made by Icon there,' one respondent asserted.

Other respondents considered the affordability of Accreditation, while a perceived London-centricism of events was also a continuing feature of concern. As ever, the need for Icon to understand and support the professional conservator was key: respondents underscored the need for Icon to emphasise resources to support those in private practice and mid-career conservators.

These areas will now be subjected to new strands of targeted development work, using the survey results as a key evidence base. One respondent commented, 'Icon does most of what I as a professional conservator hope and expect it to do. The increase in advocacy and raised awareness of minimum wage are very valuable. The organisation keeps looking ahead at what it needs to do to help the profession remain focused & relevant.' Icon will continue building on its strengths to ensure the promising upward trends of the survey continue whilst also addressing areas where there is room for improvement. We remain committed to supporting our members in the public and private sectors as well as delivering the charitable aims of the organisation.

Introduction

Shortly before Christmas 2018, Icon launched its second triennial membership survey.

The first survey, published in 2016, had strongly influenced Icon's strategic direction and directly lead to such new initiatives as the appointment of grant-funded Policy Advisor to address the membership perception, evidenced by the survey, that Icon's advocacy for the sector needed to be much stronger.

The 2018 questionnaire asked many of the same questions as the previous survey in order to obtain directly comparable data on Icon on membership views covering all areas of Icon's operations, while also branching out into new areas to obtain feedback on fresh aspects of the organisation. The objective was to determine the extent to which Icon had managed to address membership feedback and ensure strategic development work progressed in accordance with member expectations, while mitigating areas of member dissatisfaction.

Like the previous survey, the survey was conducted via online surveying platform SurveyMonkey. The survey framework was updated to obtain data that will be required for a specific project commencing in February 2019, so time was of the essence. However, the original launch date of mid-November was delayed owing to staff changes, following which other urgent projects took priority.

As a result, the survey was launched on 13th December. A total of 2,420 members were invited to take part in a mail-merged email sent from the Head of Membership, to all those who were paid-up Icon members on this date. The survey remained open over the Christmas holidays and closed at 5.00pm on Thursday 7th January.

While the disruption of the Christmas holidays naturally posed less-than-ideal implications for the survey – in part as it was not possible to send survey reminders during the holiday shutdown – the survey nonetheless succeeded in obtaining 495 responses, of which 83% were fully completed. By comparison, the previous survey in 2015 obtained 604 responses, of which 84% were fully completed.

The publication of the report was delayed while the office team focussed on delivering Icon's 2019 triennial conference in Belfast. The draft report was eventually completed later in the year and submitted to Icon's Management Team and Board of Trustees to obtain feedback for its further refinement ahead of publication.

The data highlights areas of Icon's activity rated highly by members, alongside areas where better communication of progress would help to improve membership perceptions of Icon's efficacy as a professional body. The demographic data helps to indicate how these ambitions might be best-calibrated, and also illuminates the challenges ahead – underscoring the extent to which Icon represents members who work with a diversity of materials, in a variety of roles, in unique working practices and under varied working conditions. The balance Icon must strike to support the professional member in all the forms professional members can take is an especially delicate one. Icon's Board and Management Team, using this survey data, will be addressing issues raised by the survey results in Icon's next strategic plan.

1. Who are our members and what demographics do they stratify?

Summary

The results indicate that the survey was completed by a greater proportion of Accredited members compared to their actual representation within the membership mix. As seen in the previous survey, nearly half of respondents joined Icon at convergence, again accounting for a greater proportion of survey respondents when compared to their actual representation within the membership mix.

The age stratigraphy of survey respondents suggested a decline in participation from those members at earlier ages, with a significant increase of participation from those at retirement age. More than 10% of respondents were aged over 65. London was the place of residence most often cited by respondents – but the majority were based in regions outside the capital, in the South West, East of England, or Scotland, beyond which the location of residence varied. However, as the set of regional selections were updated for the present survey, the data is not directly comparable.

The majority reported they were conservation sector professionals (93%), and this represented a minor but notable increase on the proportion seen in the previous survey. This suggests Icon has some ways to go in the drive to recruit and engage allied professionals into the membership ranks.

Respondents tended to be well-established in the sector, with most active from between 21-30 years (23%) – while there was a marked increase in respondents who had been active for 41 years or more, which doubled to 8% compared with previous results. Correspondingly, the number of conservators active for ten years or less fell by a full 5%, although this might be an anomaly explained by the higher representation of ‘Accredited’ members among survey respondents.

Most respondents identified themselves as practical conservators, and there was a sharp decline in the number of respondents identifying themselves as ‘Managers’ compared to the previous survey. There was also a slight decline in the number of respondents reporting they were presently employed as conservators. Among those who were employed, those reporting public sector employment contexts fell by 4%, and this was matched by a corresponding increase of 4% of those reporting private sector employment contexts.

While Colleges and Universities remain strong recruiting grounds for Icon, with nearly 43% of respondents first coming across the organisation by this method, there was also a considerable increase in the number of respondents reporting they had first heard of Icon from a friend or colleague, which increased by more than 4% compared to the previous survey. This underscores the extent to which Icon members are its best ambassadors, and may also be symptomatic of Icon’s progress over the previous three years in responding to and acting upon the concerns of Icon members as illuminated in such exercises as the present survey.

1.1 Membership or subscription type of survey respondents

The majority of survey respondents were Accredited members, amounting to 45.17% of respondents – an increase of 5% compared to the previous survey. Associate members amounted to 39.84% of respondents, while Students amounted 7.80%.

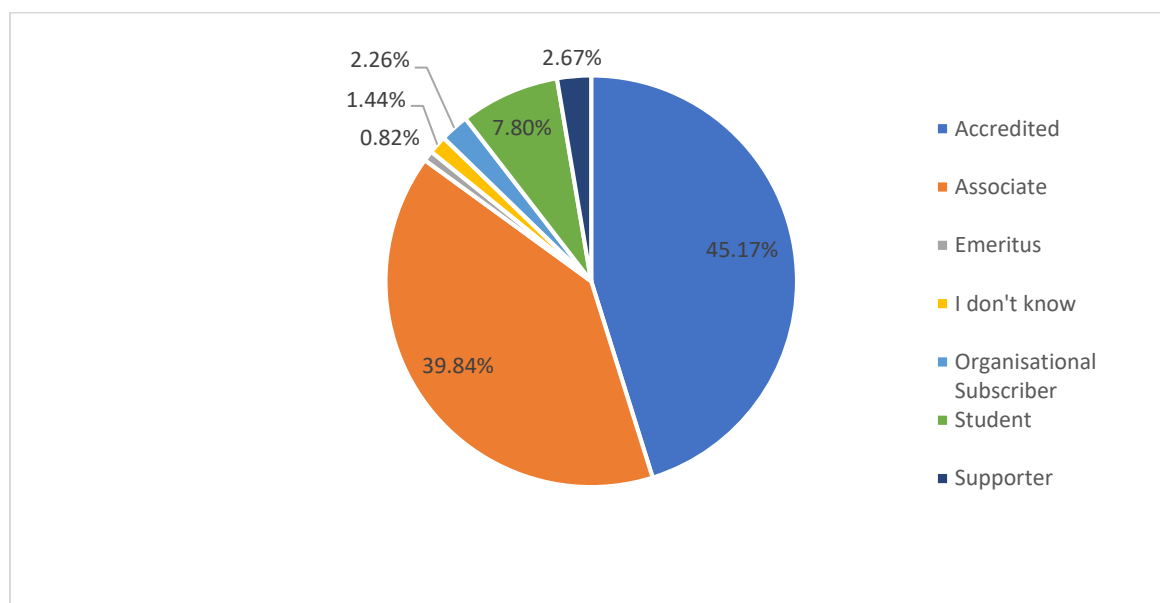


Figure 1. Membership type of survey respondents

Accredited members were also more strongly represented in the survey than they are in the actual membership mix, where they account for only 31.33% of all members. Accordingly, Associate members were underrepresented, amounting for 39.84% of survey respondents but 49.20% of all Icon members.

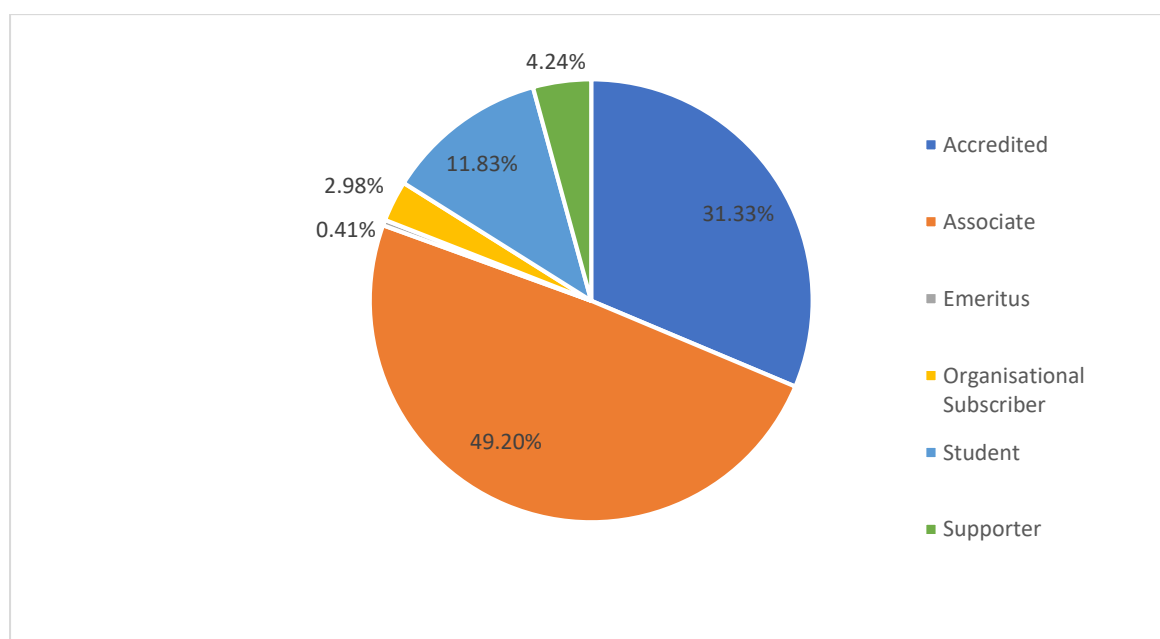


Figure 2. Membership stratigraphy across the entire Icon membership

Alongside this, 1.44% of respondents reported they ‘didn’t know’ their membership type, but this is less than half the figure seen in 2015 (3.94%). This might indicate the success of Icon’s annual membership cards in bringing greater clarity to the membership status of individuals.

1.2 Membership length of survey respondents

The majority of respondents (47.28%) had belonged the vanguard groups and joined Icon at convergence. This figure is strongly reminiscent of the previous survey, in which 48.37% of respondents had belonged to the vanguard groups.

Of those who joined Icon at convergence, 70% of respondents held Accredited membership and thus represent a substantial contingent of those with long histories of engagement with the organisation through processes such as mandatory CPD recalls.

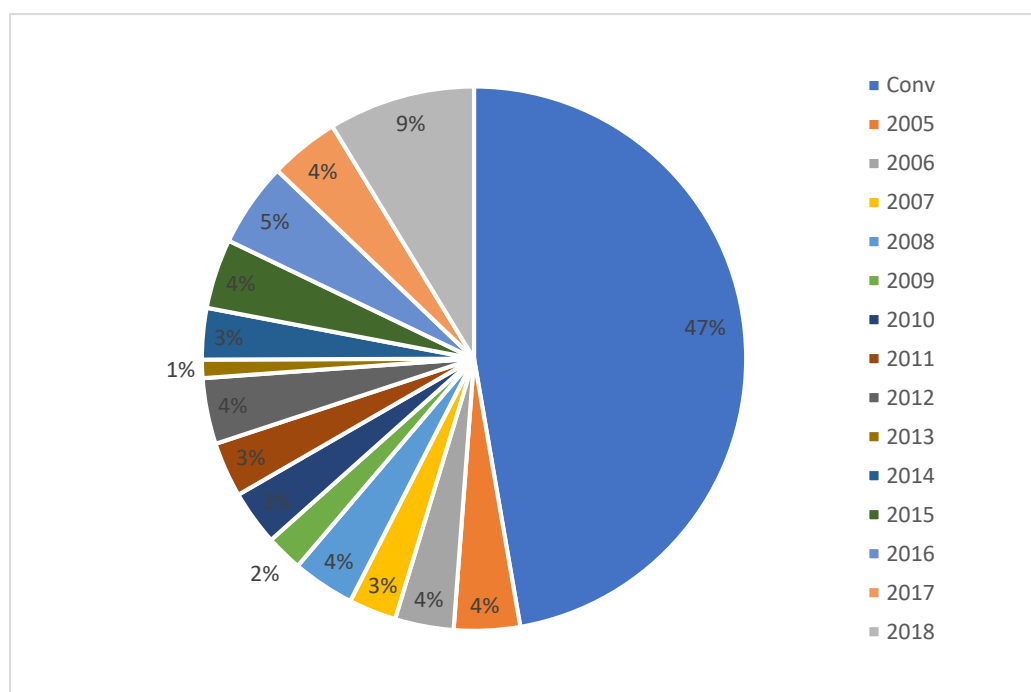


Figure 3. Joining year of survey respondents

However, as those who joined at convergence account for a considerably slimmer proportion of the Icon membership as a whole (32% of the entire membership, compared to 47.28% of survey respondents), they are thus more heavily represented in the survey than they are as a proportion of the entire Icon membership.

Convergence joiners also represented 36% of the entire Icon membership in 2015, and so their ranks have declined by 4% over the past three years. The decline in representation from Icon’s longest-serving members suggests the continuing impact of retirement on Icon’s membership networks.

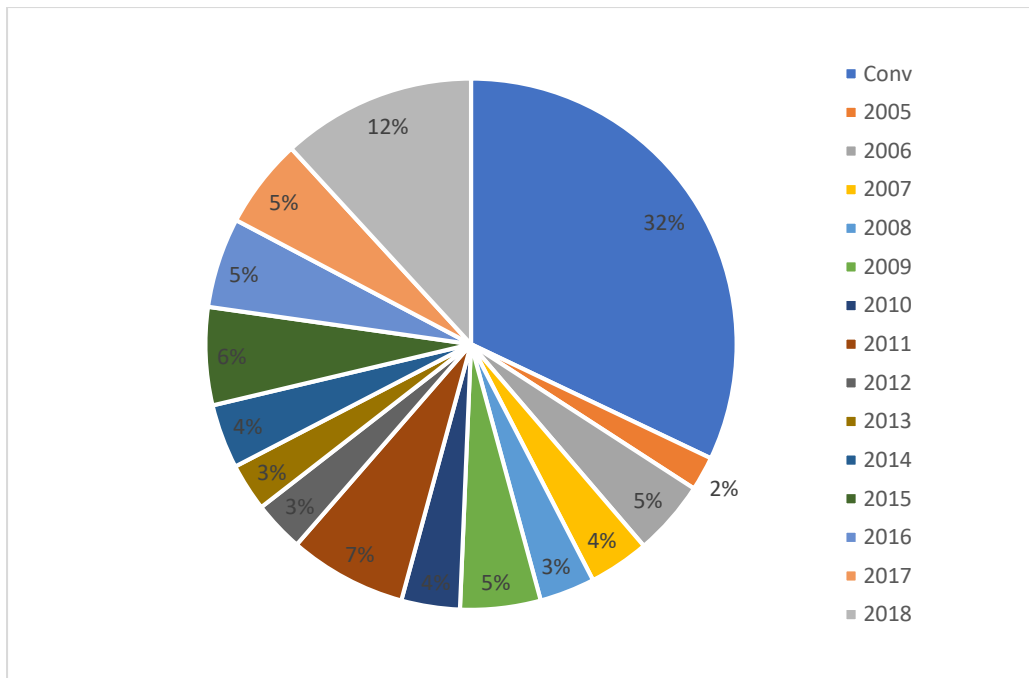


Figure 4. Joining year stratigraphy across the entire Icon membership (December 2018)

1.3 Age range of survey respondents

Variances in the age range of survey respondents are sharply apparent in recent results, compared to the previous survey.

Members between the ages of 35 and 55 responded in the greatest numbers, amounting to 48.98% of the total. This is strongly reminiscent of the previous survey, in which members aged between 35 and 55 accounted for 47.25% of respondents.

Q1 How old are you?

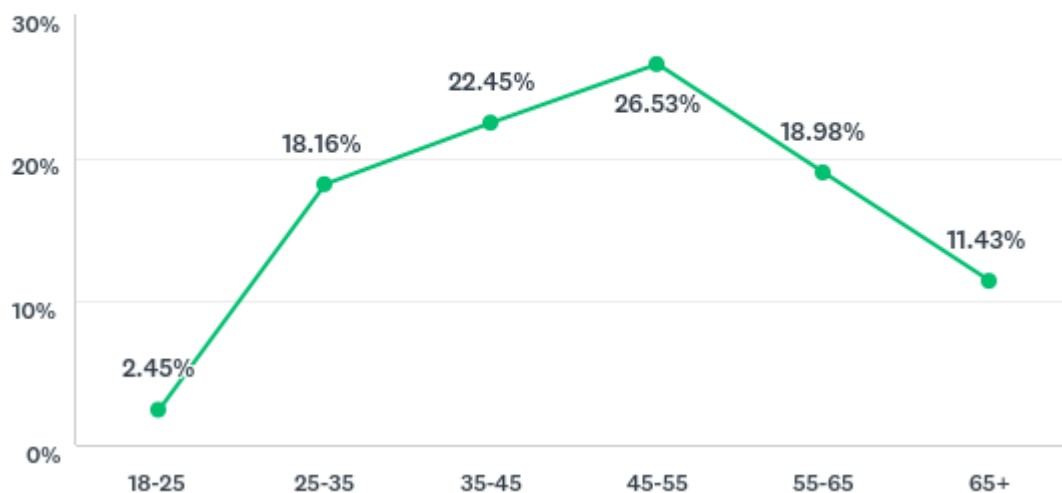


Figure 5. Age range of survey respondents

There was sharply diminished participation in the survey from members aged 25-35, who accounted for just 18.16% of respondents compared to 22.20% in 2015 – a drop in participation of 6%.

There was also diminished participation from Icon members in the earliest age bracket, with 2.45% aged between 18-25 compared with 3.34% in 2015. Unsurprisingly, the majority of respondents in this were Students at 66% - although 16% were Associates, and one reported they were Accredited. In this demographic, as many respondents reported living in London as living in the North East.

At the other end of the scale, 11.43% of respondents were aged over 65. This is nearly twice as many as fell into the 65+ in the 2016 survey (6.34%). The picture underscores the need for Icon to provide clear means to demonstrate relevance to those at later life stages, and those long-serving conservators now in retirement, as their numbers are fast increasing. The continued development of the new 'Emeritus' category will be a key aspect of this work.

Of those aged 65 and above, the strongest proportion lived in London, at 27% - but beyond this, equal proportions lived in the South East, the South West and North America – all at 12.5%. The majority were Accredited, at 59% - while 7% had taken up 'Emeritus' membership. The largest minority were those who held 'Associate' membership, who amounted for 26.7% of these respondents.

1.4 Residence

While most respondents – 28.98% - were based in London, the vast majority were not with 71.02% resident outside the capital. The second-largest contingent were based in the South East, where 13.67% reported residence. Asides from further substantial concentrations of respondents in the South West, East of England and Scotland, the location of residence varied.

Comparing these figures to previous results, a sharp drop is evident in those reporting the South East as their place of residence, which fell by 4.19% between 2016 and 2019. Importantly however, the present survey provided an expanded and more specified set of areas of residence: figures for the 2016 survey are not entirely comparable.

A full 16.12% of respondents were resident outside the UK, with substantial concentrations in North America and Europe. Of those who reported 'Other' as their place of residence, most were based in Australia and New Zealand (29.6%), followed by Singapore (14.8%).

Excluding Northern Ireland, where until recently Icon had no official regional networks on the ground, the fewest respondents reported residence in the West Midlands (3.27%). However, the previous survey made no distinction between West and East Midlands, which together represent a continuous proportion in the present survey (8.37%) as in the 2015 antecedent (8.68%).

Q2 Where do Icon members reside?

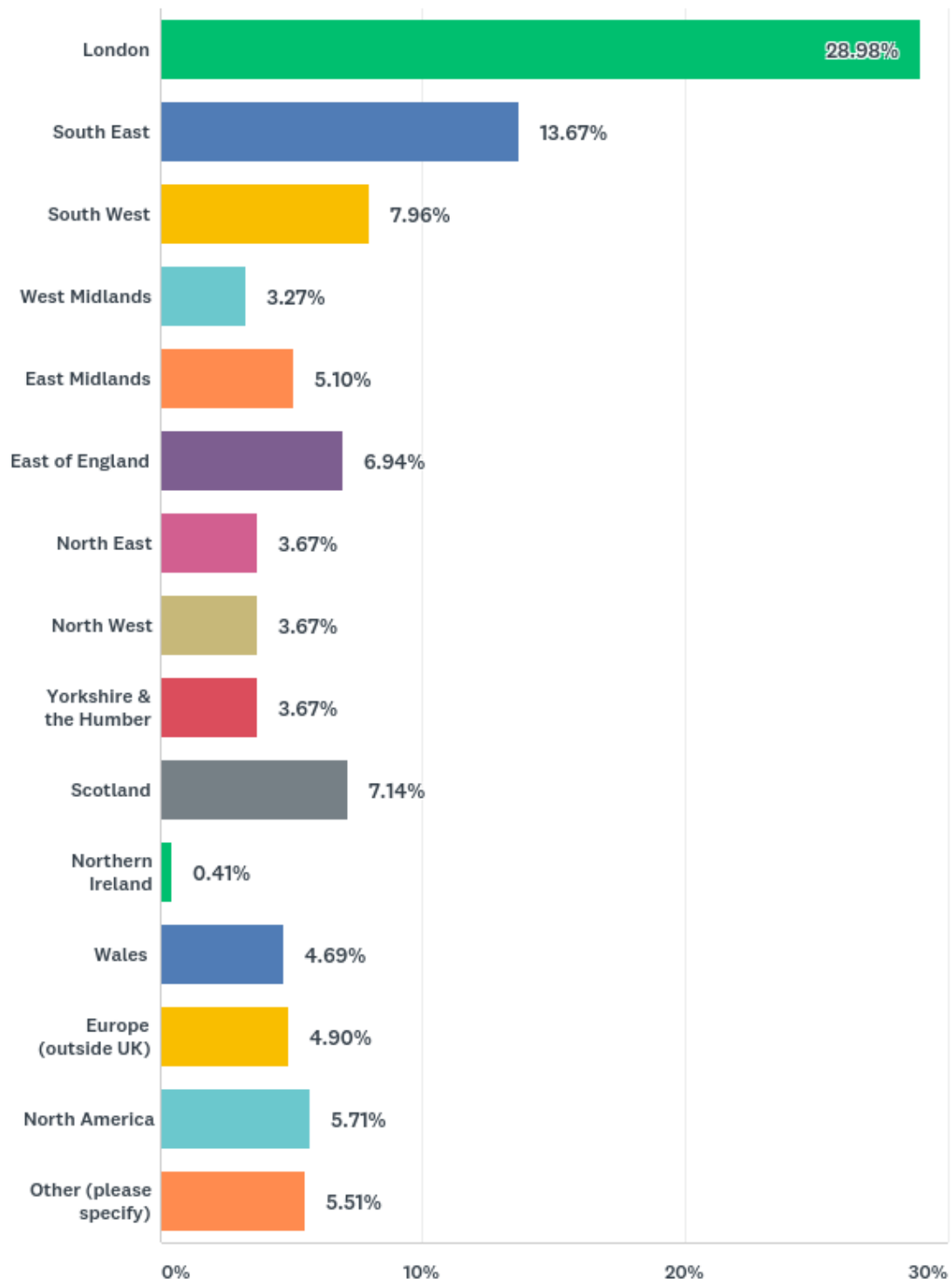


Figure 6. Place of residence indicated by survey respondents

1.5 Location of Work

The survey asked members to give their place(s) of work, including areas to which they were prepared to travel. Unsurprisingly, London emerged as a clear draw. In accordance with previous results in 2016, after London most members reported the South East as their location of work, followed by the Midlands.

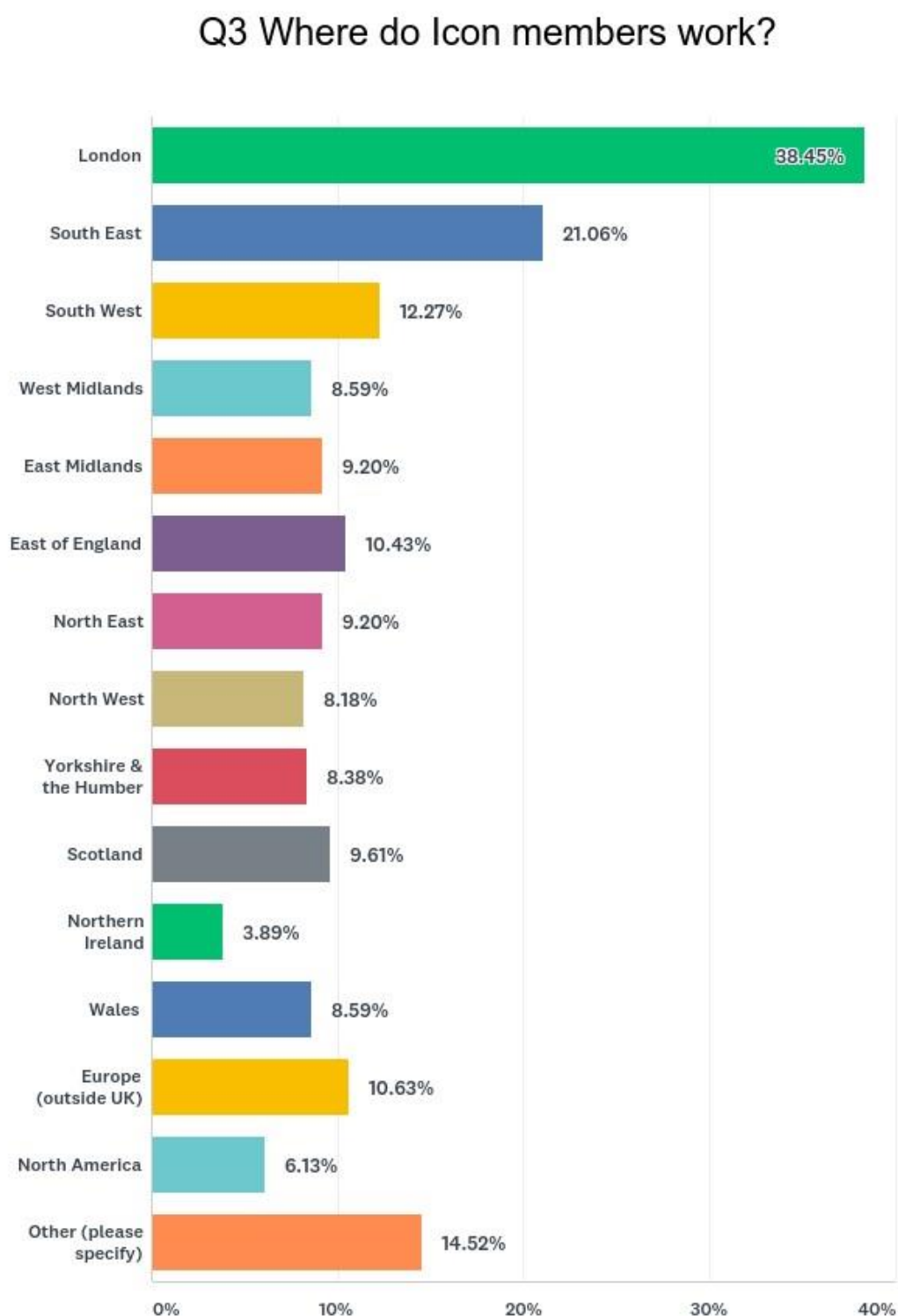


Figure 7. Places of work indicated by survey respondents

1.6 Ethnic Group

The previous survey suggested that Icon was a homogenously white organisation, as BME members were steeply underrepresented among respondents.

Since the previous survey, the sector has focused more intensely on questions of diversity and inclusion – and at Icon, this has manifested itself in initiatives such as the ‘diversity debate’ that followed Icon’s 2018 AGM.

Despite this, when members were asked ‘*What best describes your ethnic group?*’ the results indicate that Icon remains a homogenously white organisation, with only the slightest upward trend visible in the results.

With more than 88% of respondents reporting they identified as White, only 6.3% gave an alternate ethnic group designation. This represents an increase of 0.76% since the 2015 survey.

1.7 Members with disabilities

Of those who responded to the question about disabilities, 92% reported that they did not consider themselves to have a disability.

With 4.73% declaring a disability, this represents a slight increase on the 3.84% who did so in the 2016 survey.

1.8 Social media use

Facebook was the highest-rated social media network, used by 62.24% of respondents. This was followed by Linked-In, which was cited by 55.81% of respondents. YouTube emerged as the third-most popular platform (39.21%). Closely behind YouTube was Instagram (38.17%), and Twitter (35.27%).

While most of these figures are largely in accordance with the results of the 2015 survey, a clear exception is Instagram which has sharply increased in popularity over the previous three years, with 38.17% of respondents reporting they used the platform compared to 15.83% in 2015.

A slight decline in the number of users reporting no social media use at all was also apparent, with just 15.77% reporting no usage at all compared to 19.50% in 2016. Those reporting they did not use social media were far more likely to be at middle life stages, rather than those at polar ends of the scale. Just one respondent aged between 18-25 reported they used no social media compared with none between the ages of 25-35. Those reporting they did not use social media included 10% of those respondents 35-45, 19% of those 45-55, and 30% of those 55-65. Of those reporting they were over 65, only 19% reported they did not use social media – reversing the trend.

Q6 Which social media platforms are used by Icon members?

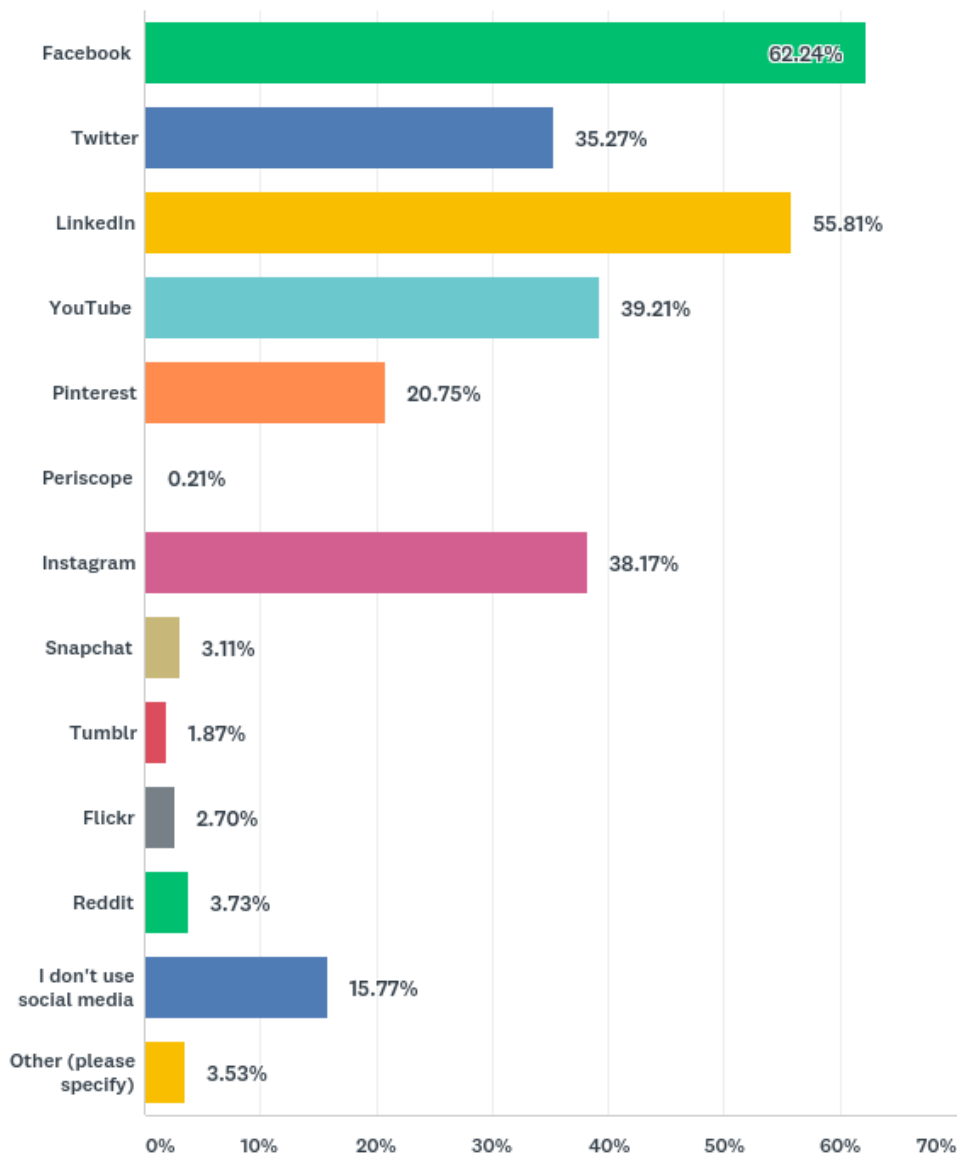


Figure 8. Social media platforms used by survey respondents

1.8.1 Do you follow Icon on social media?

Among those who used social media, Icon's own platforms have won greater attention from members over the last three years, with the largest gains from respondents who followed Icon on Twitter, which increased from 22.86% in 2016 to 31.96% in the present survey.

While the proportion of respondents following Icon on Facebook and LinkedIn remained stable, overall the number of respondents reporting they did not follow Icon on any social media channels decreased by 13% compared to the previous survey.

Q7 Do you follow Icon on any of these social media platforms?

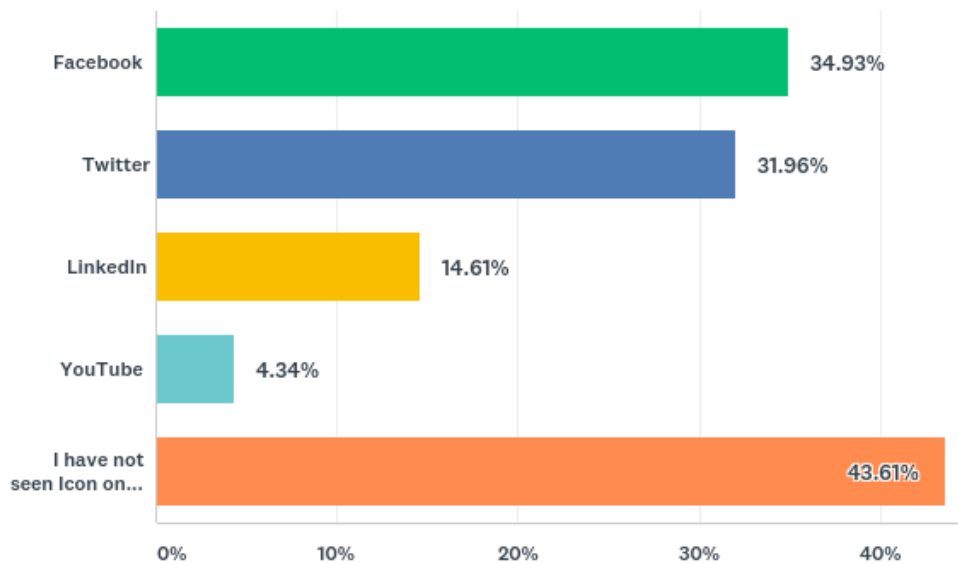


Figure 9. Respondents who follow Icon on social media

1.10 Are you a conservation sector professional?

The overwhelming majority of respondents were conservation sector professionals (92.87%). This represents an increase of nearly two per cent when compared to the previous survey, although the numbers of those who reported they were not conservation sector professionals remains significant at 7.13%.

As in the previous survey, the majority of those who reported they were not conservation sector professionals were Students (42.86%), while of the remainder 20% were Associates and 20% were Supporters. This would suggest that Students do not view themselves as professionals while in training, although a substantial majority of these would be highly likely to become professionals in future.

That the remainder were heavily divided between 'Supporter' and 'Associate' categories demonstrates the greater attention that must be paid to membership benefits offered via the 'Supporter' category, as it has not succeeded in winning over its target audience from the other membership categories.

1.11 How long have you been active in the sector?

The data indicates the majority of Icon members are well-established in the sector, with the highest proportion of members active between 21 and 30 years (22.77%), closely followed by those active for between 11 and 20 years.

The figures are consistent with results from the 2016 survey. A notable exception to this is the number of those active in the sector for 41 years or more. In 2016, 4.24% of respondents stood in

this category – but the latest data indicates this has doubled to 8.48%. This again underscores Icon’s aging core membership demography, in accordance with the far higher numbers of those reporting an age of 65 or higher for the present survey when compared to 2016.

Meanwhile, new conservators who had been active in the sector for ten years or less fell by 5%. This may be an anomaly brought by the higher numbers of ‘Accredited’ members who responded to the survey when compared to the broader organisational membership mix – but it nonetheless illustrates the continuing importance of Icon members who have been active in the sector for longer periods of time than the organisation itself has been in existence.

Based on these figures, it can be anticipated that the promises of the 2004 ‘Blue Book’, and the lingering organisational memories and cultures from previous networks and membership bodies prior to the formation of Icon in 2005 will continue to have a clear resonance with a substantial contingent of members.

Q9 How long have you been active in the sector?



Figure 10. Years of survey respondent sector activity

1.12 What is your job role?

Most respondents identified themselves as practical conservators, with 47% identifying as such compared to 44% three years ago. Alongside this, a decline is evident in the number of respondents identifying themselves as ‘Managers’, which fell by nearly 4.5%; this year, 9.78% fell into this category compared with 14.14% in 2015.

Least represented were those Icon members identifying as ‘Teachers’, who accounted for 1.56% of respondents compared with 2.42% of respondents in 2015. This variably suggests the contracting jobs market for conservation instructors; an increased tendency for such respondents to identify more closely as Scientists and Researchers; or a need for Icon to engage more dynamically with conservation training courses and higher education institutions through such initiatives as the Icon Higher Education Institutions Network.

Q10 What best describes your job role?

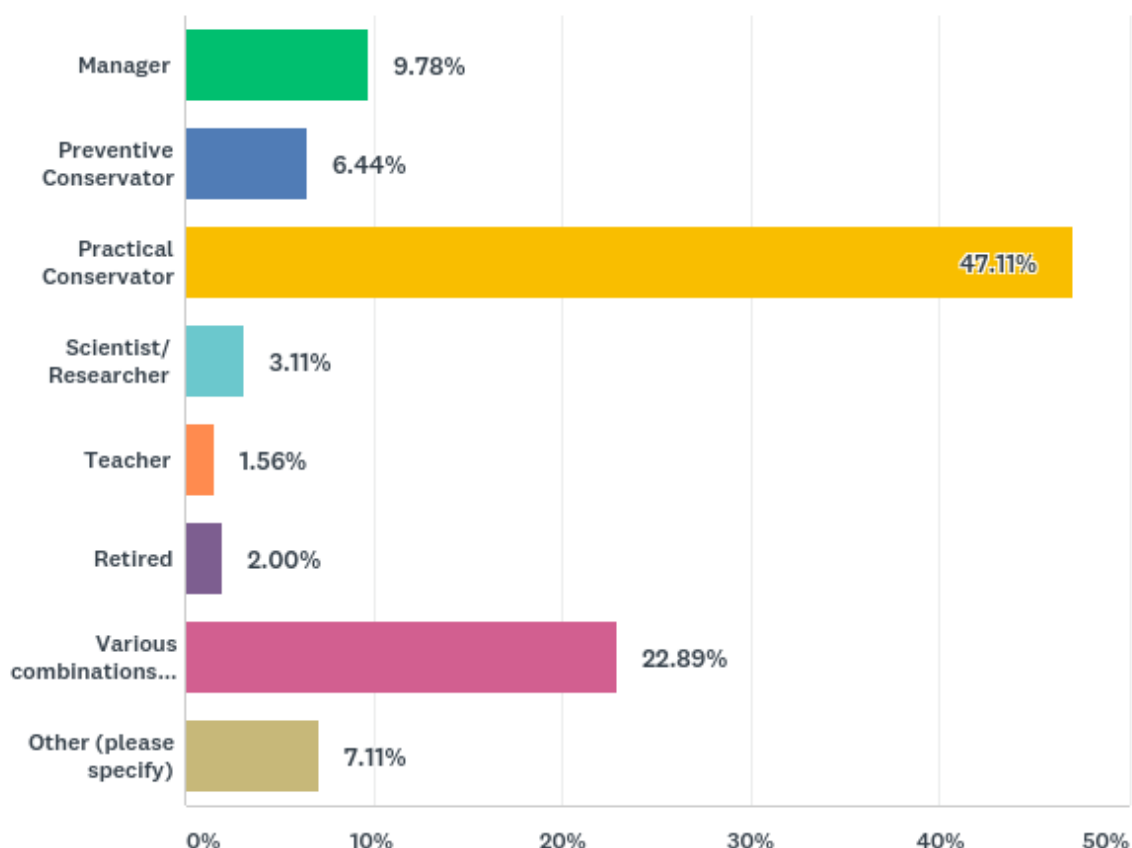


Figure 11. Job roles of survey respondents

1.13 What is your specialism?

Responses to this question were varied. Respondents were able to tick as many options as applied – and with this survey, the survey framework was expanded to provide for a wider range of options. New specialisms such as architecture, archives, conservation management, contemporary art and many others added to the mix. However, some core specialisms including Stained Glass were inadvertently omitted.

As in the previous survey, the results continue to indicate a considerable diversity in the specialist focus of Icon members, although concentrations were strongest in Collections Care (33.11%), Preventative Conservation (25.56%) and Objects Conservation (18.89%). The expanded series of options also revealed the presence of conservators with specialisms outside those catered for by Icon's current suite of Groups and Networks – most prominently, those specialising in the conservation of Sculpture (8.67%), and 5.56% reported a specialist emphasis in the conservation of Social History. Alongside this, 2.22% of respondents reported Engineering as a personal specialism, and 1.56% reported a specialism in the conservation of musical instruments.

These results indicate future areas in which Icon's *Network* model might best engage with members and cater for the broader diversity of specialist emphasis that has emerged.

Q11 What is your specialism? Tick all that apply.

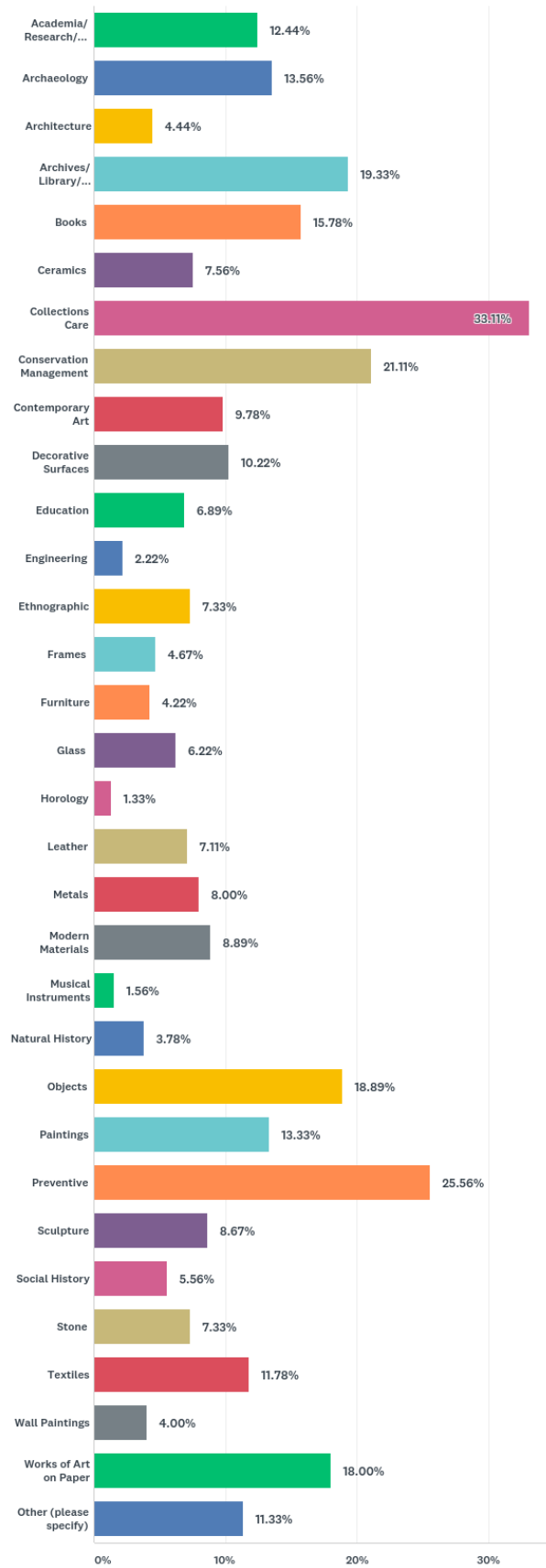


Figure 12. Specialisms of survey respondents

1.14 Are you presently employed as a conservator?

There was a decline in the number of survey respondents reporting they were presently employed as conservators. The latest data indicated 80.72% of conservators were presently employed, compared with 83.67% in 2015.

With higher numbers of respondents reporting ages of 65 and above, it was anticipated the majority of those reporting they were not presently employed as conservators would be more likely to be retired. However, as many respondents aged between 35-45 and those 45-55 reported they were not presently employed as conservators as those over the age of 65.

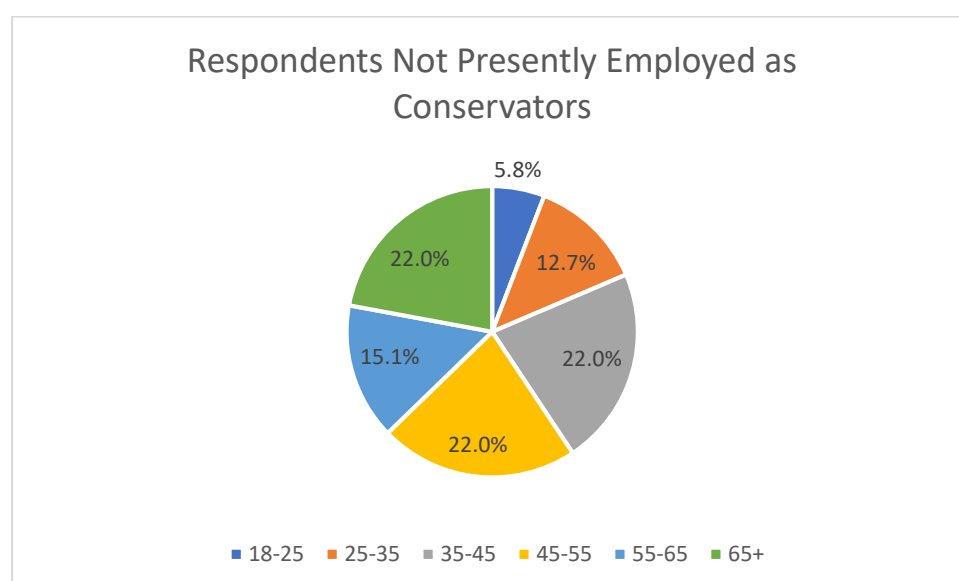


Figure 13. Age range of respondents not presently employed as conservators

1.14.1 If not conservation, what is the nature of your current employment?

Those not presently working as conservators were asked to provide details on their roles.

Most (22.5%) were academics working in various University contexts. Beyond this, as with the previous survey, there was an indication that those self-employed (15.4% of those not presently employed as conservators) tended not to consider themselves conservators, as their work took them more broadly across the sector, and perhaps because they would have to develop a broader range of marketing, finance and administrative skills in running their own businesses. A further 12.6% of those not presently working as conservators reported they were retired, while 11.2% reported working in various management roles in conservation or closely related sectors, suggesting some members no longer consider themselves conservators after 'leaving the bench' for career development.

Other responses varied:

- Retail (x2)
- Customer service
- Environmental Adviser to Government Indemnity Scheme

- I run a company specialising in the sale of vintage toys & other curious curios
- Stay at home parent and carer

1.15 What best describes the nature of your employment?

The most significant proportion of respondents reported employment under permanent contracts (53.87%) – an increase of 1.66% over the previous results. Alongside this, 32.04% of respondents reported freelance employment, while 11.60% reported working on short-term contracts. Respondents working a combination of all of the above accounted for 2.49% of respondents.

These results present only very minor differences from the result in 2016, in which 52.21% of respondents reported employment under permanent contracts, with 33.19% reporting freelance employment and 11.06% working under fixed term contracts.

Q13 What best describes the nature of your employment?

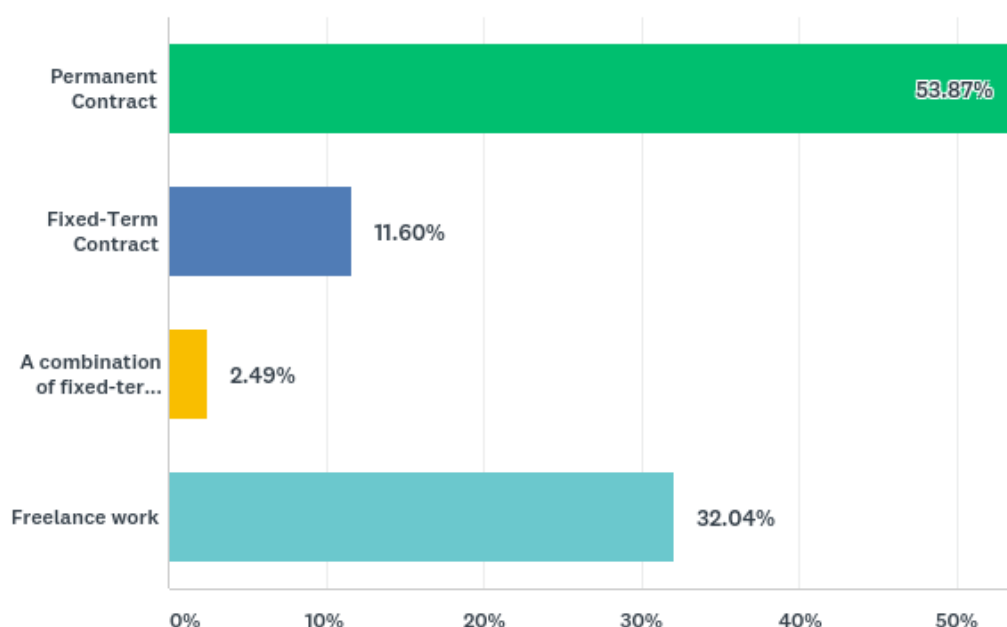


Figure 14. Job roles of respondents working as conservators

1.16 What best describes your place of employment?

Those reporting public sector employment contexts fell by more than 4%, alongside an increase of more than 4% in those reporting private sector contexts of employment. In all, those reporting employment in the public sector at either local or national levels accounted for 34.16% of respondents, falling from the 40.9% seen in the previous survey. Similarly, those reporting academic or research-based employment contexts fell by 3.41%, accounting for 10.47% of respondents in the current survey compared to 13.88% in 2015.

Although the ranks of self-employed conservators remained largely stable at 31.68%, showing only a slight increase from the 2015 figure of 30.40%, it can be anticipated their representation will increase should the public and academic sectors continue to contract.

Q14 What best describes your place of employment?

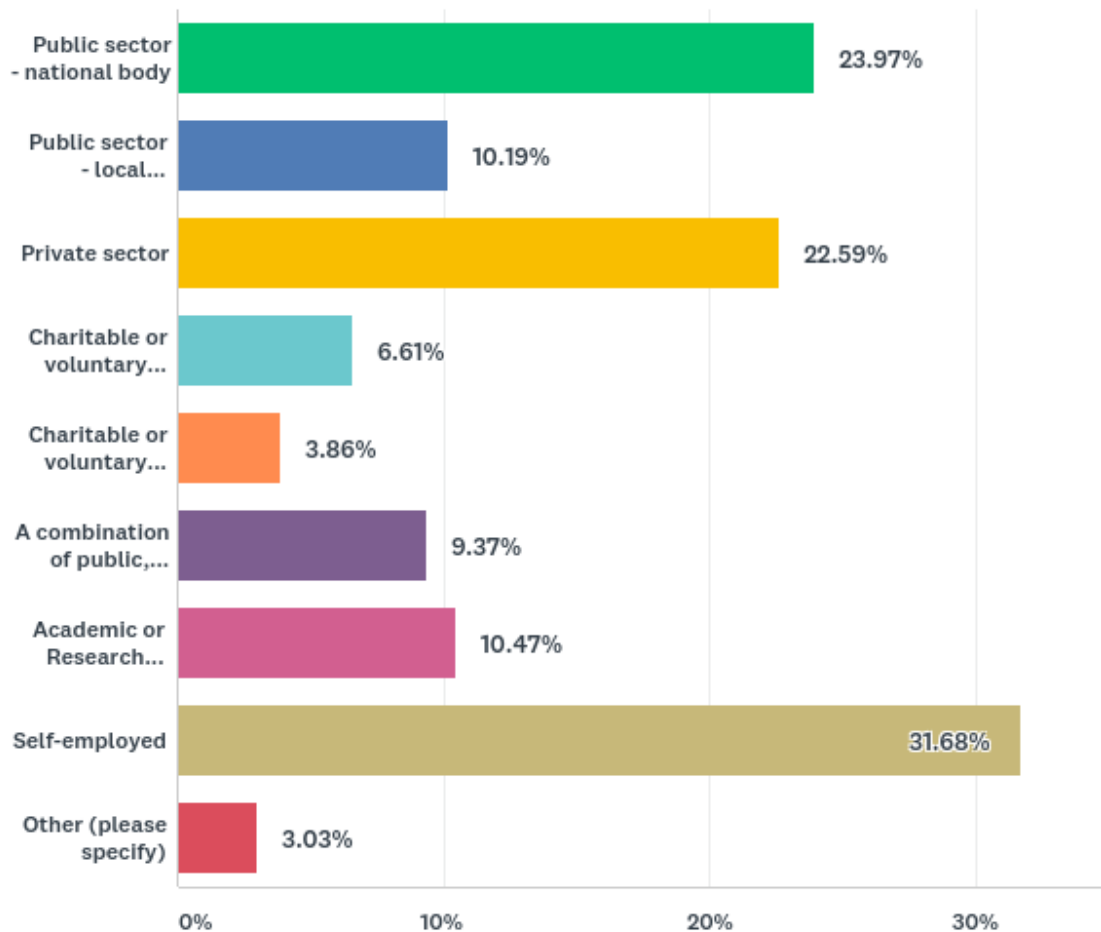


Figure 15. Place of employment of survey respondents

1.17 How many conservators are there in your organisation?

The survey results continue to indicate a lonely working life for most conservators, with 30.47% reporting they were the only conservator employed by their organisations. Of these, 66.36% were freelancers – a drop of more than 4% when compared to the previous survey.

The results nonetheless continue to underscore the vital lifeline Icon can extend to these members in providing a sense of community and shared purpose in conservation alongside professional skills development.

Q15 How many conservators are there in your organisation?

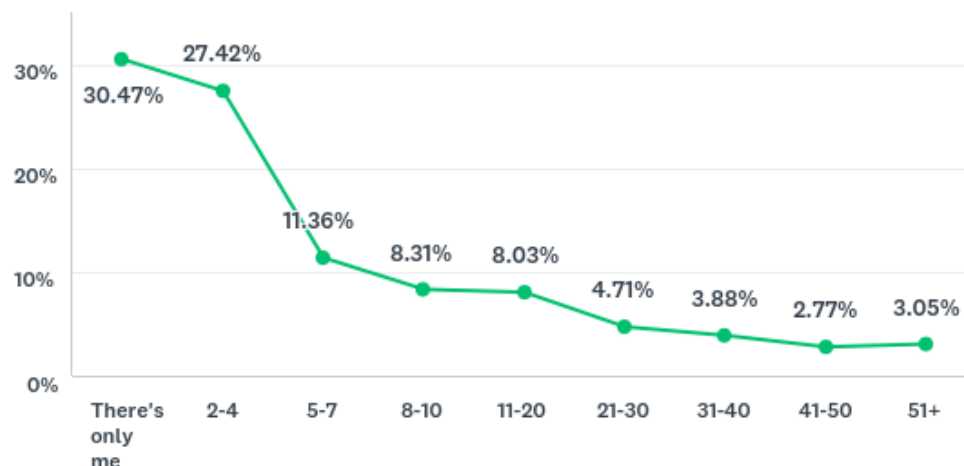


Figure 16. Number of conservators working with survey respondents

1.18 How did you first hear about Icon?

The results indicate that colleges and universities remain strong recruiting grounds for Icon, with nearly 43% of respondents first coming across the organisation by this method. This is a slight increase on those reporting college or university as the means by which they first heard of the organisation in 2016 (41.87%).

However, the results also indicate a marked increase in the number of respondents reporting they had first heard of Icon from a friend or colleague (22.56%), which increased by more than 4% when compared to the 2016 survey (18.34%). This increased tendency for members to come across the organisation after hearing positive 'word of mouth' from a friend or colleague may be symptomatic of Icon's steady progress over the past three years in responding to and acting upon the concerns of Icon members as illuminated in exercises such as the present survey.

Alongside this, the number of respondents reporting they first heard about the organisation on Twitter or Facebook has commenced a slow increase – from 0% in 2016 to 0.87% in 2019.

Contrasting this, despite their stronger representation among respondents when compared to the actual membership mix, fewer numbers of respondents reported first hearing of the organisation at convergence. In the current survey, 18.44% of respondents reported first hearing of the organisation at this stage.

Among those reporting 'Other' as the means by which they first heard of the Institute, some explained Icon's more inclusive approach convinced them to join after years outside the organisation. 'I have been aware of Icon since its early inception,' wrote one respondent, 'but at the time was unsure as to its relevance to my particular needs. I now feel it offers a more inclusive approach that is more relevant and consequently chose to join and apply for ACR.'

Q41 How did you first hear about Icon?

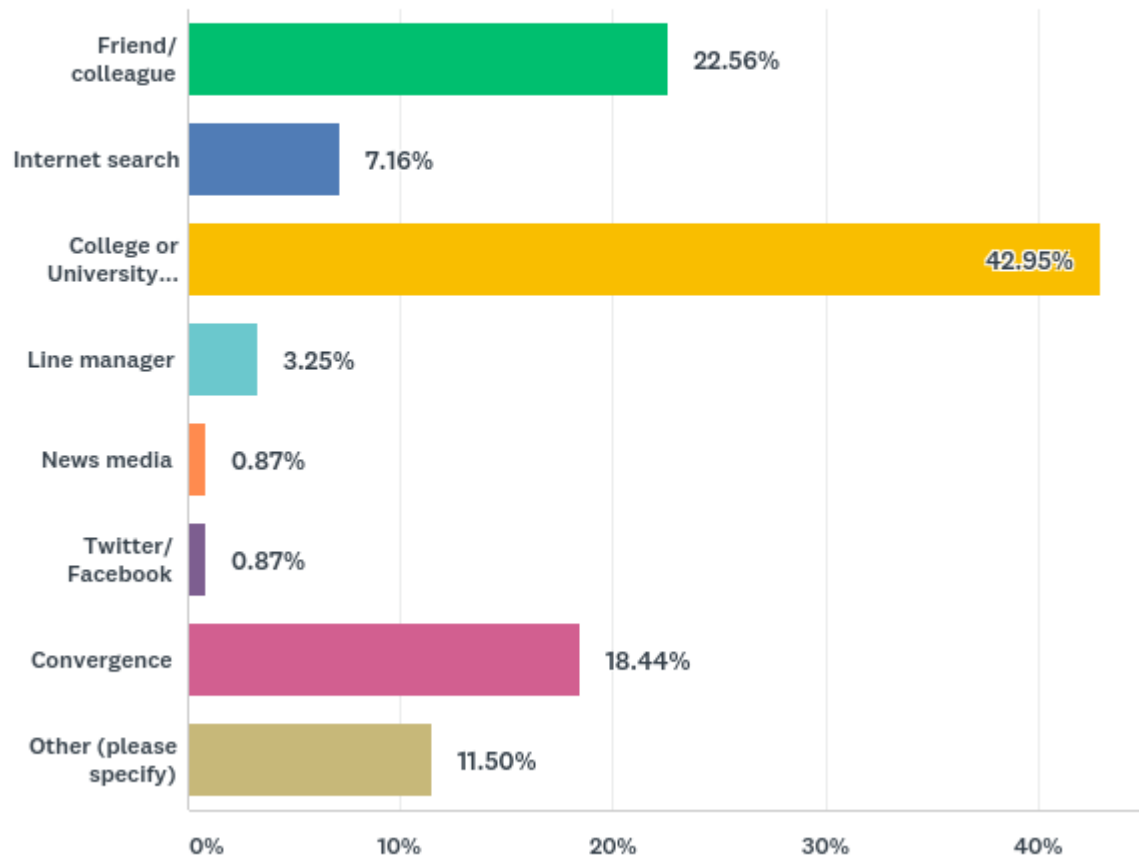


Figure 17. How survey respondents first heard about Icon

2. How far has Icon managed to meet expectations, and in what areas do member expectations need better management?

Summary

Most respondents joined Icon as Icon is the professional body for conservation (74.46%) and to access professional development opportunities (74.46%), suggesting that members view these as the core functions of the organisation. Joiners expected Icon to help them stay in touch with developments in the sector (89.83%), and provide access to community and inclusion within the profession (77.49%).

The 2016 survey revealed that nearly a third of respondents felt their expectations had not been met, with 30% opting *No* in response to the question, 'Have your expectations been met?' The last three years have seen considerable change in this regard. In the present survey, those reporting their expectations have not been met have fallen by a full 10%, with 20% of respondents reporting their expectations have not been met. While this clearly indicates a positive trend, it also demonstrates that a substantial contingent of members remain who are at risk of dissatisfaction and lapsed or resigned membership should their expectations not be met or mitigated.

Of the factors driving this dissatisfaction, responses indicated the visibility of Icon's advocacy work required enhancement; respondents weren't aware of Icon's extensive activity in this arena. Alongside this, a perceived London centricism, anticipated employment advantages that failed to materialise, a perceived lack of support for conservators in private practice, and a perceived lack of support for mid-career professionals (Icon's strongest demographic) were key drivers.

2.1 Why did you join Icon?

Contrasting the previous survey, respondents in 2019 were able to select as many options as applied when queried as to their motivation in joining the organisation; the figures between the two surveys are thus not directly comparable.

Like 2015, the majority of respondents joined the organisation *Because it's the professional body*. The chance to engage with professional development opportunities was a close second.

Q42 Why did you join Icon? Tick all that apply.

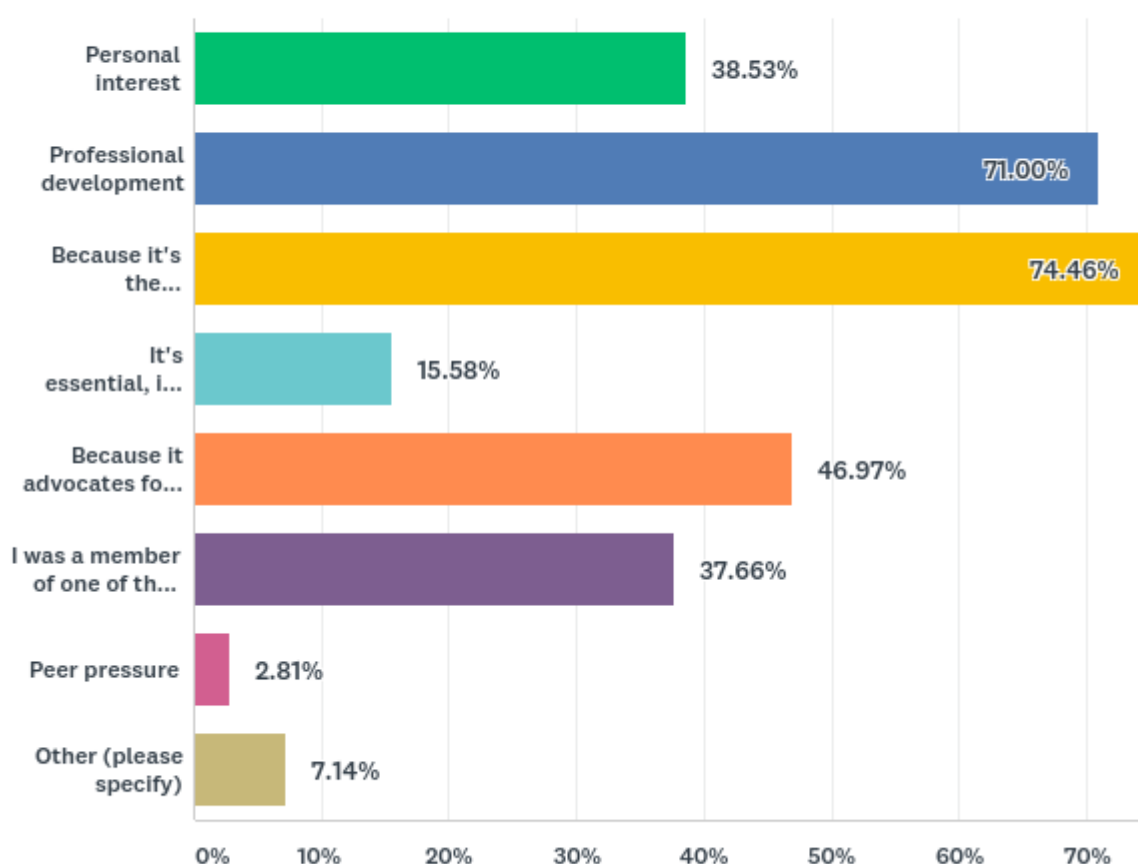


Figure 18. Why did you join Icon?

The strongest increase concerned those reporting *Because it advocates for the conservation profession*, which accounted for 4.98% of respondents in 2016 but was reported as a key driver by 46.97% of respondents in 2019 – although in 2019 respondents could indicate as many options as applied. ‘I thought that we would have more influence as a larger body,’ wrote one respondent. ‘This is now starting to happen.’

Other responses varied, and highly visible within this were notions that Icon membership is obligatory for career progression. ‘If you are serious about your career, not being a member is not an option,’ wrote one. Expectations fostered during conservation training were particularly salient

here. Wrote one respondent, 'Joining ICON [sic] was an expectation rather than an option when I was at university - and there didn't seem any good reason why not since the student rates were not prohibitive.' This was also associated with the ability of the organisation to foster a wider appreciation of the cross-specialist picture: 'I was a student an expected to join for networking and to understand the wider heritage conservation community,' wrote one.

Some respondents also noted Icon's excellent customer service as a key advantage which set the organisation apart from similar bodies in the field. One respondent reported joining for the 'ease of membership, excellent membership service, unlike IHBC which is clueless when it comes to membership matters.'

The outward-facing perspective of the organisation, along with the emphasis on practical skills development, won members from abroad – with one joining as 'Icon, in comparison to North American organizations, displays greater awareness of the need for academic and research studies to be implemented in areas of applied practice both institutional and private.'

2.2 What were your expectations?

Most respondents believed that Icon membership would help them stay in touch with developments in the sector (89.83%), while providing access to community and inclusion within the profession (77.49%). Enhanced access to skills development opportunity was also a popular expectation (52.38%) – although less than half as many respondents cited an expectation to improve their employability in the sector (38.74%) as those who joined to stay in touch with developments in the sector.

Across the responses, support for the profession was a key driver. One respondent felt upon joining that "the profession had a ways to go before it could be considered mature and although a great deal has been achieved in the last 13 years, there is still a lot to do." Another respondent joined to "help [the] profession build its profile so that conservation can be seen to be equal with other professions in the heritage and building sector - and drive up rates of pay/remuneration."

Within this, notions of representation tied to advocacy were highly visible. One respondent expected "that Icon would be THE voice both for the profession AND for the conservation of moveable heritage in the UK at every level" – representing the interests of its members and supporting them within the profession.

Q43 What were your expectations?

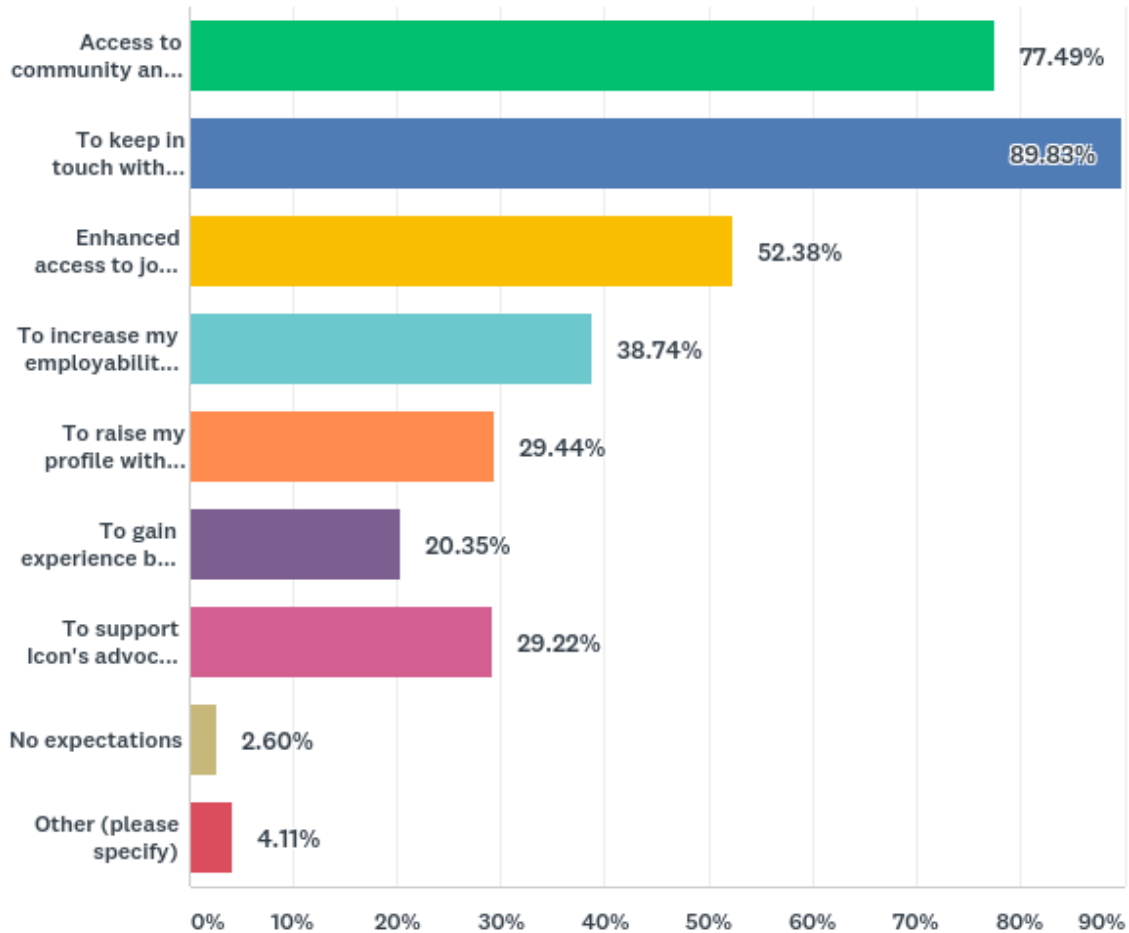


Figure 19. Expectations of those joining Icon

2.3 Have your expectations been met?

The 2016 Survey revealed at a full third of Icon members felt their expectations had not been met, with 30% opting *No* in response to this question. Of these, most were disillusioned at a perceived lack of advocacy for the profession, and this led to strong demands that Icon engage more actively in policy work.

The last three years have seen considerable change in this regard, and those who feel their expectations have not been met by the organisation have fallen from 30% in 2015 to 20% in 2018.

Q44 Have your expectations been met?

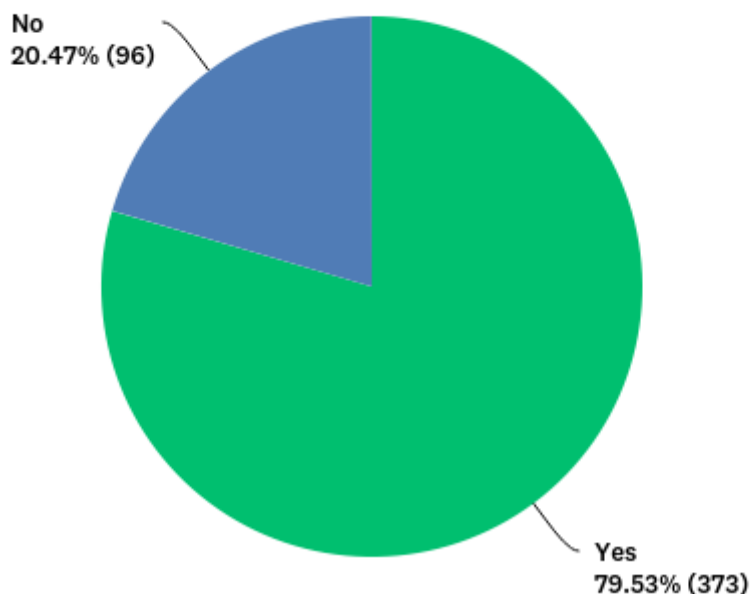


Figure 20. Have your expectations been met?

2.3.1 In what ways have your expectations not been met?

Respondents who felt their expectations had not been met were asked to elaborate in free-text space, and emerging from this were ten principal areas of negative perception:

- Bias towards museums
- Fees
- Groups framework
- Job prospects stagnant
- Just joined
- London centricism/ no events in my area
- Publications/ Not enough about my specialism
- Representations/ advocacy
- Too much focus on emerging conservators
- Training and development

Of these, the strongest area of disillusionment revolved around advocacy, with a perceived London-centricism emerging as a close second.

Advocacy Work

Respondent disillusionment with Icon's advocacy work is compelling, given the Policy Advisor Icon recruited on the heels of the previous membership survey. Within this, continuing discord over low rates of pay for conservators continued to drive disappointment with the organisation.

- in terms of advocacy I don't see what Icon is doing to improve the standing of the Conservation profession, except when it takes money to advertise jobs but puts in a red highlighted line about how it doesn't meet Icon's salary levels, that seems hypocritical though I understand why we need to emphasise professional pay for professional work, institutions that create these jobs are clearly not getting the message and there are so many people applying for these roles... I don't know what the answer is, but there's a clear disparity between the work and people willing to pay for the work.
- I do not believe that icon advocates for conservators
- Well, I have seen conservation salaries dropping, for example at the Tate Gallery but ICON appears to have done nothing about this. Conservation jobs have been advertised that have no requirement for a conservation qualification and ICON has done nothing (for example the 'leather conservator' role at Hendon RAF Museum).
- I don't think icon represents us in political spheres

These assertions are incorrect and underscore the need for Icon to more forcefully communicate policy activities. This is borne out by the feedback.

- I don't think it's always visible how Icon is advocating for the profession in political spheres, or at least what outcomes and impacts are made by Icon there.

Perceived London centricism

A perceived London centralism also featured strongly in the responses. These concerns were equally well-aired in the 2016 survey, following which new strategies were deployed to highlight Icon's geographic diversity, ranging from influences driving the selection of Belfast as the location for Icon's 2019 conference to regular columns in *Icon News* such as 'Travels with the Membership Manager'. It is a disappointing clash, however, that this geographic diversity appeared to slow around Icon's networks in the twelve months leading up to the survey.

- It appears that mainly the events/opportunities are in London or sometimes Scotland, there does not seem to be that much going on in the North West/North/East Midlands
- All events & professional development takes place in London making it hard for Northern conservators to come & participate

Employment advantages

Among other responses was a clear sense that members expected to secure an advantage for themselves through their membership – although some contradictions were evident. Where these ambitions failed to pan out, members reflected negatively on the organisation and felt their expectations had not been met.

- I wasn't able to get a job.
- I feel that there is a pressure to be a member (you may be looked down upon at a job interview if you aren't, for example) but from a job-hunting perspective, Icon doesn't have any edge over the other free resource(s) out there.

Support for those in private practice

Other respondents felt Icon did not offer sufficient practical support when compared to other professional bodies, and those in private practice tended to feel this quite sharply:

- Not enough support to those who work in the private/ free- lance sector
- Not enough help when starting out or wanting to change direction, especially if wanting to set up a private business.
- It feels like those in private sector work and those working on architectural conservation are still very much outsiders and that there is limited understanding of the pressures and expectations placed on us by clients who are, at the end of the day, paying our wages
- ICON does not support its members properly particularly in the private sector which is alarming because that's where most of its members practice. Within Institutions there are fewer members
- There are minimal central resources for conservators in private practice with no joint agreement on Insurance, central health and safety templates, RAMS, forms of contract etc. All other professional bodies in the architectural world (even builders) provide this. Having discussed this issue with historic building architects and engineers, it is one of the key reasons next to maintaining standards, that they support membership of their bodies. Even the Federation of Small Businesses has these resources available. Practical support of this type for the private sector appears a low priority for ICON.

Support for mid-career professionals

Respondents were also dismayed to perceive a continuing focus on early career professionals to the detriment of more experienced conservators:

- I don't believe ICON represents the interests of most of its core membership. It has become obsessed with supporting early career conservators and abandoned many of those who have been working hard in the profession for years but who are not interested in accreditation
- I don't feel it does not support mid and later career professionals. Emerging professionals seem overrepresented and catered for.

3. How do members perceive the benefits available to them?

Summary

Access to Icon's publications, defined as *Icon News* and the Journal, appear to draw in the most new members, followed by access to Icon's events programme. Networking opportunities were viewed as a considerably useful membership benefit.

Ranking less highly were volunteering opportunities and the PACR Pathway, which might suggest that new joiners were encouraged into these networks after becoming established members. It might also be symptomatic of the higher proportion of Accredited members who were represented among survey respondents when compared to the broader membership mix.

3.1 In what benefits were you most interested when you joined?

By a substantial margin, Icon's publications – defined as *Icon News* and the Journal, along with Icon's e-bulletins such as Iconnect Jobs, continued to be the most substantial lure towards membership. This was closely followed by training and networking opportunities provided by Icon's Groups.

Q48 In which of the following were you most interested when you joined?

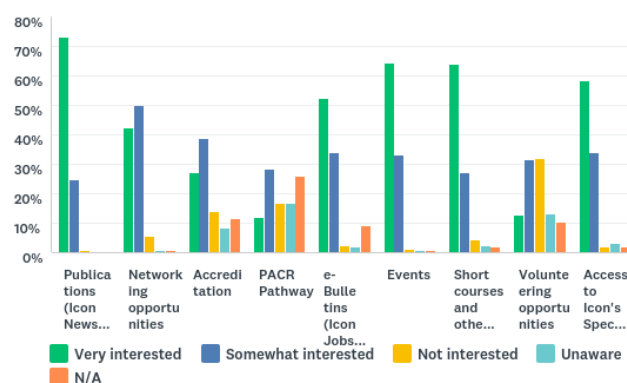


Figure 21. Membership benefits attracting new members

At the bottom end of the scale, members were less motivated by volunteering opportunities and the PACR Pathway when joining – but importantly, this could instead be symptomatic of the high proportion of Accredited members who provided responses. With more Accredited members engaging with the survey than other membership groups, the largest pool of respondents would thus have no need for the Pathway.

3.2 How useful have you found Icon's membership services?

Icon's events and networking opportunities emerged as the most useful benefits of membership among respondents, along with access to Icon's Groups. Icon's publications and e-bulletins also proved popular.

At the other end of the scale, respondents had considerably less regard for volunteering opportunities available through the organisation – which would suggest a lack of awareness of such opportunities and their value to professionals.

Q49 How useful have you found the following membership services?

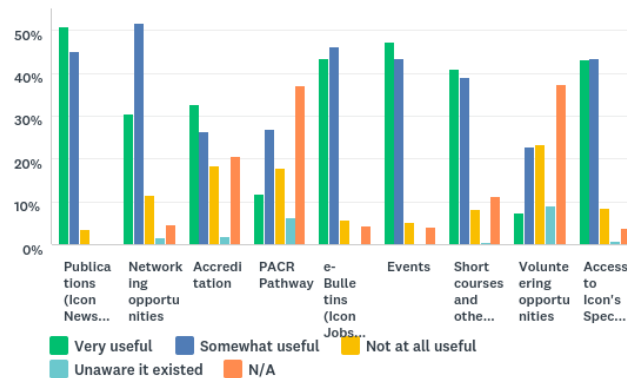


Figure 22. How useful have you found membership services?

4. How engaged are the bulk of Icon members? What motivates our volunteers, and what barriers to engagement does Icon need to address?

Summary

Most respondents were at least moderately engaged with Icon, with nearly 56% having attended at least one event over the previous year – although the second-largest contingent, 33%, had attended no events at all. Nearly 30% of this group were among those who had reported Icon had not met their expectations.

Geography remained a prime events barrier, even in London where 38% reported this made it difficult to attend events. Funding was another significant barrier to events attendance (21%), highlighting the value of Icon's efforts to provide CPD grants for conservators in order to mitigate this barrier and encourage involvement.

A strong proportion of Accredited members were engaged with the system, with 33% reporting they served as a PACR Mentor, Assessor, or Reader. There was also a slight but perceptible upward trend in the number of respondents engaged with voluntary networks across the organisation, with 22% reporting they had served on the Board of Trustees, within one of Icon's Groups or on other committees over the last three years. This is in excess of PARN survey data indicating a median average of 17.5 membership engagement with special interest or subject-specific professional association networks.

The most substantial driver motivating respondents to get involved was a desire to support or contribute to the profession (47%), with networking a representing a close second (31%).

4.1 How many events have you attended in the last year?

Nearly duplicating previous results, the majority of respondents (55.99%) were moderately engaged with the organisation, having attended between one and three events in the previous year.

The second largest contingent, however, were those who had attended no events at all, and who will thus have had little or no contact with Icon's Groups and Networks. Of these however, more than 80% reported their expectations had been met: an increase of 5% from the same demographic the previous year.

Q51 How many Icon events have you attended in the last year?

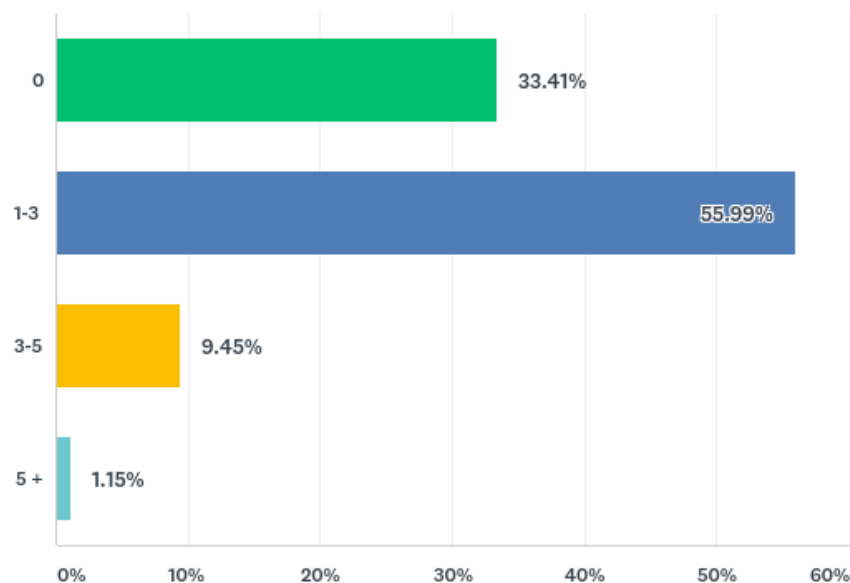


Figure 23. Number of events attended by respondents in the last year

4.2 Have you found it easy to attend Icon events?

Duplicating previous results, the respondents were split evenly between those who had found it easy to attend events (51.76%) and those who found it difficult (48.06%).

Geography was again the leading barrier to event attendance reported by members, and of those the majority lived in London (38%), with the second-largest contingent resident in North America or further abroad (32%). Proportions rapidly fell thereafter, with 23% of those finding geography a barrier to attendance resident in the North East, the North West or the South East.

Q53 If you have found events to be inaccessible, what have the primary barriers been?

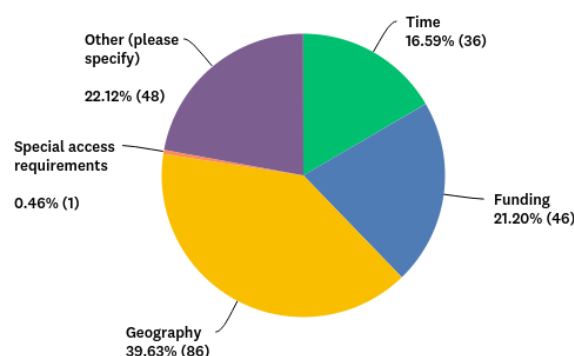


Figure 24. Barriers to events attendance

An annual analysis of events locations would help to identify target areas where events planning could be incentivised and provide raw data to reinforce the true geographic diversity of Icon's events offer.

Beyond geography, funding was the next most significant barrier to events attendance reported by respondents. Those working in the public sector were the most likely to experience this problem (32%), followed by those working in the charitable sector (10%). Self-employed respondents emerged comparatively unscathed, with just 6% reporting funding was a barrier. This is a considerable reduction on the number of respondents reporting funding as a barrier in the previous membership survey (15%).

Of those reporting 'other' as a barrier to attendance, 10% reported childcare commitments were a difficult challenge to overcome, and one went on to advocate greater use of webinars and online events to bridge this gap.

4.2 If Accredited, do you serve as a PACR Assessor, Mentor or Reader?

The results indicate a strong proportion of Accredited members are engaged with the system – with 33% of Accredited respondents reporting they served as a PACR Assessor, Mentor or Reader. The majority of these (54%) were Accredited between 2001 and 2015, although the proportion of those fast-tracked remains significant (43%).

Of those serving, the majority were freelancers, with 29% of respondents reporting self-employment, while those working in the private sector consisted of the second largest contingent at 27%. Contrasting this, among respondents far fewer PACR Assessors, Mentors and Readers came from public sector work contexts, with just 17% representing this category compared with 45% in the 2016 survey.

4.3 Have you served on an Icon Board of Trustees, Group or Committee within the last three years?

The survey results indicate a slight but perceptible upward trend in the number of respondents engaged with voluntary networks across the organisation, with 21.53% reporting they had served on

the Board of Trustees, within one of Icon's Groups or other committees within the last three years – an increase of nearly 4% from the previous survey. This is in excess of PARN survey data indicating a median average of 17.5% membership engagement with special interest or subject-specific professional association networks.¹

Q55 Have you served on an Icon Board of Trustees, Group or Committee in the last three years?

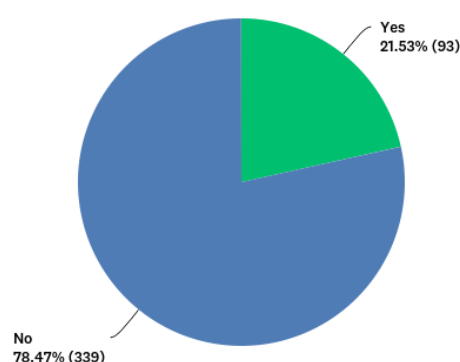


Figure 25. Respondents who have served on an Icon committee in the last three years

Most of the activists (29%) were aged between 35-45, while those aged between 25-35 and 45-55 were also strongly represented (23% and 24% respectively). Most lived in London (24%), with a second substantial concentration in the South East (18%). At the other end of the scale, among respondents there was a marked lack of activists resident in the East of England (3%), the Midlands (2%), or the North East (1%).

Of the activists, 43% had joined Icon at convergence and can thus be said to have long histories and well-established networks within the organisation – although this figure represents a 13% decline from those activists who reported joining the organisation at convergence in the 2016 survey.

A full 50% of the activists were Accredited, down 3% from the previous survey. There was a slight increase in the number of activist Associate members, who accounted for 40% of the total in the present survey and 38% in 2016. The number of Student activists rose sharply, with 7% of activist respondents holding Student membership compared to 1% in 2016.

4.4 What were your responsibilities while serving on an Icon Board, Group or Committee?

In line with the previous survey, the majority of respondents had been involved with Icon Groups and Committees as events organisers (23%). Alongside this, a lesser majority reported serving Icon in a 'general' capacity (22%), which may suggest a contingent of those serving on Icon Group Committees without a specific portfolio of responsibility. Those serving on the Board or on Board Committees amounted to a further 12%, while those who had served as Group Chairs represented 11% of those responding to this section.

¹ Professional Associations Research Network, *Managing Member Networks: Strategy, Volunteers & Funding*. London 2014, p. 76.

4.5. What was your motivation for getting involved?

The majority of respondents were motivated to get involved with the organisation in order to support the profession and contribute to the sector. Following this, notions of community were especially prevalent.

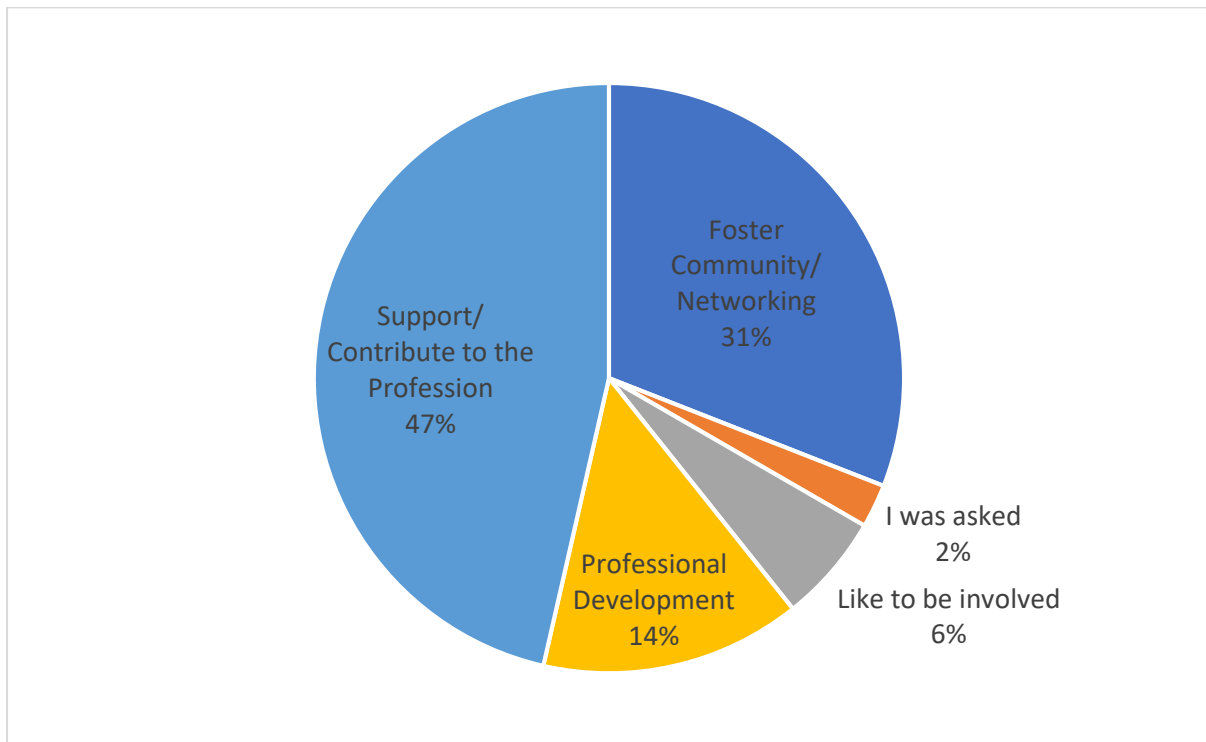


Figure 27. Motivation for getting involved

Other responses varied:

- Don't really think about it in terms of motivation - it's what I have always done.
- Duty
- Great to be part of organisation, especially as sole trader/freelancer
- Hope! Intellectual interest
- I feel that being a member of any organisation that I should be active not passive.
- trying to see if I could gain a positive view, and reach real people, rather than being a northern satellite

5. Overall, how satisfied are members with Icon?

5.1 What does Icon do well?

This section of the survey was deliberately open-ended and generated a wide variety of responses. Generally, most could be grouped under the following themes, and in particular

- *Communication*, defined as Iconnect updates and other bulletins to keep members involved of upcoming opportunities and developments in the sector
- *Publications*, defined as *Icon News*, *Journal of the Institute of Conservation* and articles published on the Icon website
- *Advocacy*, defined as political engagement and efforts to raise the profile of conservation
- *Events*, defined as conferences, lectures, workshops

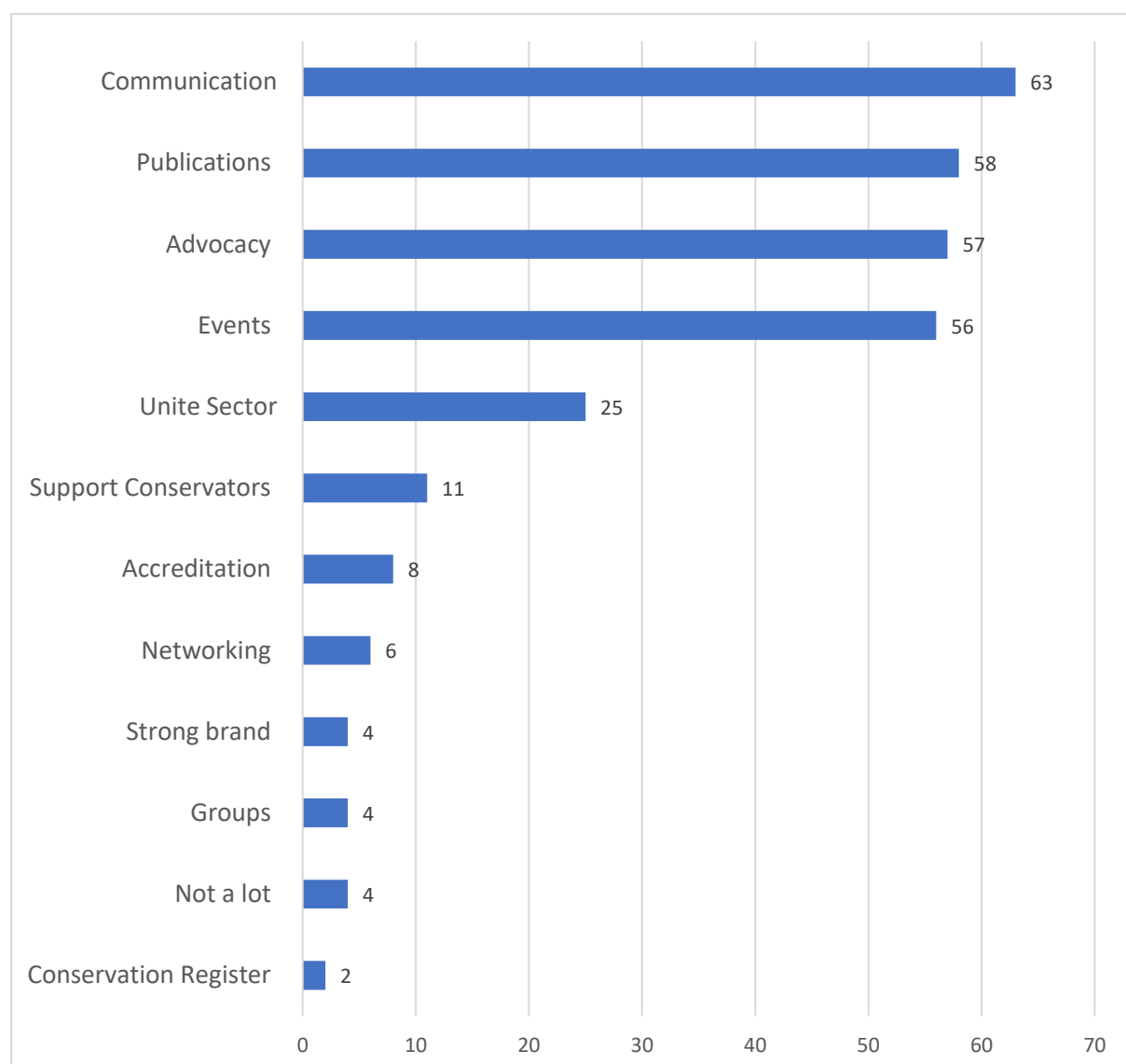


Figure 28. What does Icon do well?

Other responses varied (*all direct quotes*):

- Much greater presence in the last few years, great to receive regular updates about what's happening by email.
- Generally speaking I think ICON does everything well, given the financial resources etc. I think it punches above its weight at the moment.
- I am very pleased with the work Icon is doing. It is necessary to have a professional body and I think it is doing very well.
- Icon has done well to raise the level of professional standards in conservation.
- It believes in conservation
- Represents and challenges the profession, provides a voice, a place to gather and exchange, discuss upcoming challenges, policy work, great for students, CPD fora.
- Icon is really good at keeping conservators in the loop of new research and work and has a really good community with regards to the groups.
- Advocacy, raising our profile-- has been slow but can begin to see effects
- The emailing system is good, I feel connected without having to search the official website on my own account.
- There is still a lovely "family" feel, even as Icon has grown hugely in the last few years. It is way more professional and effective than that predecessor groups (at least, than UKIC, of which I was a member). The publications and events are generally of high quality.
- The staff is always very approachable. Also great keeping in touch via newsletters, the Iconnect Jobs, and useful publications.
- Gravitas. It looks jolly well polished and presentable with all its publications and a snazzy website!
- I appreciate that Icon has to do an awful lot and I think it copes with this workload very well. I think it's good at keeping the members informed, and good at representing us to the outside world. The groups do excellent work.
- Icon has been very good at listening to its members since the last survey. Running interesting events. Internship scheme. The membership team are very approachable to discuss issues and ideas with.
- Icon is a respected body
- Icon's reach seems to have increased since I joined and it presents itself well through outward facing channels. Activity is inconsistent across the groups, but on the whole given they are run by volunteers they work well. Outreach and communication from the office team is very good.

- It seeks its member's opinions. It works well with a small staff. The staff are very good at their jobs. Fundraising to keep Icon running and to expand.
- Much greater presence in the last few years, great to receive regular updates about what's happening by email.
- Positive and supportive
- Present a corporate image and professional front.
- Proactively supports networks and CPD. Great that we now also have someone working specifically on policy and advocacy. Also really appreciate that listings for non-ICON events are available on website alongside ICON events - it makes this page a go-to place for everything which is fantastic.
- punches above its weight as a professional body. provides excellent training and intern opportunities
- The accreditation programme has grown well. The support around it like the information clinic with testimonies is improving. The responses to the last membership survey took awhile but changes are now visible. The important policy statements are increasing and improving. I think this will be even more important as the UK moves through BREXIT.

5.2 What can Icon do better?

Members had diverse views on areas in which Icon's performance could be improved – but foremost among these by a substantial was *Advocacy*. Many respondents seemed unaware of Icon's work in this area, and among some responses this was influenced by a sense that things hadn't changed as much as they'd expected.

Members also highlighted perceived issues with *Accreditation*, and in particular the emergence of a 'two-tier' system of membership. Icon's communications would secure benefits by better articulating what is meant by accreditation in this context, and why accreditation remains important.

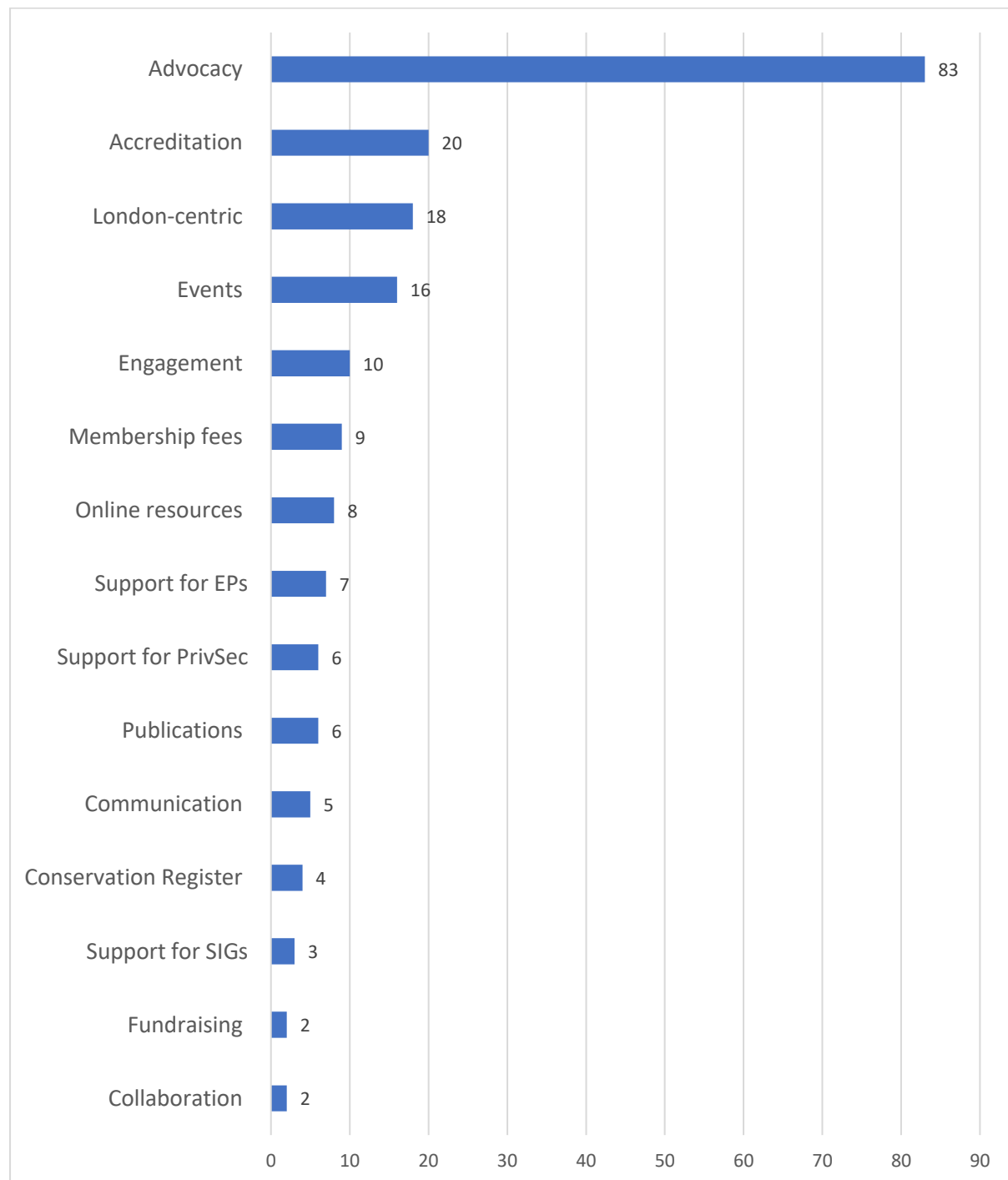


Figure 29. What can Icon do better?

Feedback from members (*all direct quotes*):

Accreditation

- Dislike the Associate membership for non-accredited members. Unnecessarily hierarchical.
- Make accreditation appear accessible to all, not just the few that can afford the cost and the increased membership fee.
- Making accreditation more accessible for lower income professionals
- Actually take steps to increase diversity, be aware that they are hindering diversity with what they approach (Accreditation), being more aware that many of us are struggling financially
- Run less of a two-tier system between accredited and non-accredited conservators (eg. special conferences just for accredited conservators).
- cater to all levels of membership and not just the accredited

Advocacy

- Advocate for the status of conservators within large organisations. In my organisation at least we do not have equivalent status to equivalently qualified curatorial staff, particularly with regard to grade and salary.
- Build alliances across the museum sector as well as the heritage, and engage with the public.
- Improve its power with employers. For example - having the minimum required salary is not enough if you're still going to advertise those jobs for them. Icon needs to put more pressure on Employers to fund CPD and research for working conservators, and to ensure that salaries are competitive.
- Perhaps involve in promotion of conservation profession in the construction environment. I frequently find that construction companies are in charge of projects involving major conservation work and their sole way of sub-contractor selection is based on their profit margin.
- Everything else, including advocating for conservators to be paid properly! Most institutions pay conservators peanuts which makes our profession look a joke. ICON need to back conservators so that we can earn more, rather than barely surviving on a small wage, given our long and continuing training and highly skilled practice. ICON should not advertise any jobs that are low paid (putting it in red on their job website and stating it is under the ICON recommendation for salary is useless and disrespectful).
- Very disappointed to see paid ICON ads for 2 different jobs which fell below the minimum salary recommendations in the last 6 months or so. There are now many other online places where employers can advertise museum jobs. It undermines the profession if ICON is seen to support employers which do not pay even a minimum salary by hosting these ads (even though I know this is a revenue source for ICON). I think ICON should be tougher on this and refuse to post jobs below the minimum salary guidelines. This is a hot topic right now with a lot in the media about exploitation, discrimination etc and ICON should be upholding a standard. Even the basic salary level is not very high!
- Actively support its members with things like insurance matters & actually get out there and talk to the Nation about looking after what we've got. ICON spends a lot of time with heritage sector & tin pot govt agencies it's never spoken to people 'in the street'. ICON has no idea who most of its members work for or with.

Collaboration

- Encourage more cross interactions between individual disciplines.

Engagement

- I think there could be much more contact with fellow professionals - curators, archivists etc. We are always concerned with making our information (importance of the environment, dust, pest,

etc etc) more available. But I think we are not so good at learning about the concerns of others working in the heritage sector - e.g issues concerning cataloguing, significance, learning, collections management etc

- Icon could definitely improve its connections with ECCO and other European countries.
- Inclusion of historic buildings as equal status as sometimes it feels as though we are the rougher cousins included to boost membership.
- Include architect and provide support for qualifying as conservation architects

Events

- Events and inclusivity through sourcing further funds and reducing overheads.
- The courses sometimes are too expensive.

Fundraising

- Bring in more funding

Online resources

- more video broadcasts of lectures and talks would be very helpful.

Publications

- Make publications searchable by article title to make it a real online resource.
- The magazine is not useful. Is boring to read. Pages of info on people working at ICON we don't necessarily need to know all about and lots of adverts and reviews of events which have already happened. What's new in conservation? New treatments? New Labs? Incredible projects? Future events? Interviews key people in conservation rather than in ICON office? International collaboration? Political issues which impact our profession?

Support for Emerging Professionals

- Mentoring and events specifically for emerging professionals attempting to establish themselves within the field
- More support for the younger members. I think they are the ones struggling.
- Reach out to its student members. Make courses etc. more easily accessible and consider providing funding especially for student members.
- I am very pleased with Icon overall. Maybe more emotional support towards young professionals could be put in place (forums, maybe, shared platforms?). It can be quite difficult to survive in the fields the first years.

Support for Groups

- Support its groups which are seen as the energetic, interactive heart of ICON; by training (how to carry out committee duties, for example), and financially.
- The groups do not make much sense, some of the groups are object-based such as sculpture or furniture and others are material-based such as stone and ceramics.

Support for the Private Sector

- Personally, I would like to see more help in terms of setting up a business, being it easy access to a lawyer to talk through terms and conditions, privacy policies, day-to-day documents (release notes, legal documentation), or an accountant to learn the basics or a webinar with a private conservator that can talk through all the above. The GDPR webinar was an excellent example of how to do this! I could go on: Excel, Database making, database online, accounting software, time/resources management...
- More practical help in setting up private business (contracts, insurance etc.)

- Promote and support the self-employed, independent conservators, who they do very little for.

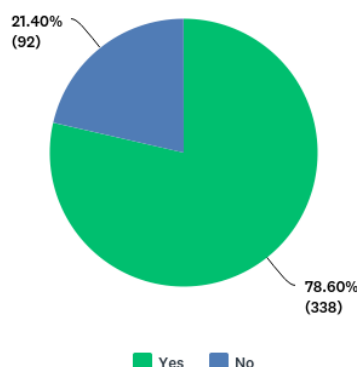
Other feedback included:

- Consider moving from charity to company and chartered status, I think the charity model has never really fitted with the goals the majority of members want Icon to achieve and it has pushed our strategy in a direction that keeps us in low-pay low-status public-good third-sector doldrums. Being a chartered profession will give us more scope to convince clients that we are serious professionals, equivalent to architects, archaeologists (now), designers etc. it will help increase remuneration for conservators, let PACR be fully recognised and open up the profession to a wider socio-economic audience. Then we start to increase diversity.
- I had imagined at the start of my career (1980's) that we would be a chartered profession by now, but accreditation seems like an important step on the way

5.3 Are you satisfied with Icon?

While nearly 80% of members reported they were satisfied with the organisation, compared to the previous survey Icon has only been moderately successful in increasing this trend, with a 5% increase in member satisfaction indicated by the present survey compared to 2016.

Q64 Are you satisfied with Icon?



Among the comments:

Critical

- Although I am fairly satisfied with Icon, I am sometimes frustrated at the apparent disconnection between advocacy work and the need to support professional members in practical ways.
- But the trips the staff do abroad (China was it?) don't give me the fuzzy feeling of appreciation towards the staff running the expensive offices.
- Compared with IPC we pay slightly more but get rather less and the benefits that were promised never really materialised.
- Generally a good, supportive resource but not good at acknowledging the realities of the sector- low pay, short-term contracts, bread and butter conservation work. Accreditation is geared towards longer contacts and/ or research-based roles- requires some stability and continuity
- I couldn't understand that I have to pay for an exhibition in the national gallery. I thought ICON members can visit exhibitions for free. The people who are selling the tickets never heard of ICON and they showed me a list of institutions with free entrance but ICON was not listed.
- I'd like it to represent the profession in a serious way, including wages and ask for consensus in representing members, rather than representing what the just the CEO believes in. The profession needs to establish firm guidelines for volunteering and stop apologising for ourselves. We need to include minorities by being an attractive, well-paid and democratic profession. We need more aggressive representation in the sector.
- ICON don't back conservators enough in the museum and heritage sector. Surely it is their purpose to do this!!!
- Icon is doing a great job promoting conservation and conservators, with a small membership base and limited resources. My concern would be that Icon takes on too much and is not able to deliver esp on the key issue of delivering the benefits of accreditation to members and more importantly to the sector

Neutral

- I am largely satisfied with the excellent work that Icon does considering the limitations of its resources. The staff are exemplary. I do however feel that it should be able to respond to changes in the sector more swiftly and visibly. Although it is not a campaigning body I am concerned by the decline of the sector and our readiness to accept it.
- As a passive member of ICON I pay my money, get professional accreditation and the networking journal etc. are there if I want to take advantage. I have volunteered to act as a mentor as this is a way in which I feel I can feed back into the profession. I have in the past been involved in setting up ICON conferences (CF10) and occasionally been involved in some of the section work, but time pressures make more involvement difficult which I do feel guilty about. For me, ICON works in that I make very little demands of it, if that makes sense.
- I find Q48 difficult to answer. On a local level, yes. On a national level probably not. Membership fees are increasing every year and I have heard from a number of members (and agree) that they do not think they are getting much of relevance to them in return. This may be partially dependent on specialism groups and their activities and individual time to engage with ICON. The ICON central team is growing and, no doubt, doing lots of really good work but their impact needs to be made more obvious and relevant to individual members. ICON is trying to do all things for many very different people which means that a lot of the events and publications are not relevant to a large section of the membership a lot of the time.
- I think Icon does a solid job, but it is not always out there and obvious what they are doing apart from send emails, send out publications and try and get people on the PACR pathway. I think the group's do the most beneficial and positive forward facing work providing courses, lectures, conferences etc without much obvious assistance from central.
- Icon is doing a great job promoting conservation and conservators, with a small membership base and limited resources. My concern would be that Icon takes on too much and is not able to deliver esp on the key issue of delivering the benefits of accreditation to members and more importantly to the sector
- Generally ICON provides a decent service for its members, though at too high (and increasing!) a subscription cost but, like the school report cliché, ICON 'could do better'. ICON could engage more widely and pro-actively within the heritage/arts sector and society at large. Also, I do not feel ICON has supported conservation professionals adequately, particularly with regard to job cuts and the closure, or threatened closure, of businesses, departments and training courses.

Complimentary

- Although I think there still need to be improvements it is clear that Icon is working hard to improve and is listening to its members. I feel I can trust Icon to do its best for its members.
- As the professional body for a small profession it provides a good service.
- Because it supports conservators and the conservation field in different ways. It is also the voice of the field when talking to government bodies and departments. This voice is very important.
- Excellent value for money, friendly members and staff, and without it, I have no access to formal training and professional development.
- For those who are active and engaged in the conservation profession, Icon offers support, information and an important network. Not sure how this could be improved to those who are not keen to engage in such a way. Regional networks might be helpful not just subject specialists - getting to know other conservators who operate in the same geographical area is helpful.
- I can really only say that if I weren't satisfied with the major professional body, I would not be a member!!

- I feel proud to be part of ICON. I like that it advocates for our profession, that it keeps its feet on the ground and tests itself for relevance. And that it keeps the welfare of our heritage and those who care for it at its core.
- I think ICON has come a long way in a short time, and despite weaknesses in some areas it is getting better.
- Icon does most of what I as a professional conservator hope and expect it to do. The increase in advocacy and raised awareness of minimum wage are very valuable. The organisation keeps looking ahead at what it needs to do to help the profession remain focused & relevant.