



Volunteer Trustee Recruitment Pack

2025



THE INSTITUTE OF CONSERVATION

About Icon

Icon is a charity championing heritage conservation, and the membership body for the conservation profession.

Who we are

The Institute of Conservation (Icon) is the professional body for conservation-restoration professionals in the UK. Our vision is to protect, preserve, and promote our shared cultural heritage by cultivating skilled conservation professionals, fostering meaningful collaboration across the sector, and delivering public benefit through engagement and advocacy.

What we do

With a 2,300-strong membership from across the UK and internationally, Icon represents conservator-restorers from diverse specialisms, at all stages of their careers, working in institutions or private practice. Through a network of 27 Specialist Groups, Icon's active members run events, training and engagement activities to support conservators and those in the wider heritage sector.

An ambitious advocacy body and thought leader for cultural heritage conservation, Icon works to protect heritage conservation skills at-risk, promote alternative and accessible routes into the profession, and facilitate greater and more equitable access to heritage for young people, underserved communities and the wider public through partnerships and research.

We lead and uphold the highest standards and ethics of practice through our widely respected Professional Standards, rigorous Accreditation framework and publicly accessible Conservation Register. Through this work we bring confidence to the public that cultural heritage is protected for future generations.

Our Mission and Values

Icon's mission is to represent and support the practice and profession of conservation by promoting the public value of caring for cultural heritage and upholding high standards and ethics in conservation practice. Icon ensures that the guardians and owners of objects, buildings and collections can access knowledgeable and passionate professionals who will help them safeguard the physical remains of our past for the future.

Our 2030 strategy aims to achieve wider recognition of the value of conservation to wider society, and to ensure that the work of conservation professionals is recognized and respected. To achieve this, we work towards five key outcomes:

- Champion cultural heritage and the value of conservation
- Extend our reach within the UK and internationally
- Maintain high standards in conservation practice
- Develop conservation as an inclusive and rewarding career
- Strengthen our institute

You can read more about the current Icon strategy on our website.



Speakers at Icon24: Conservation for Change. The Royal Geographical Society, London, July 2024

We place great importance on our values, so we will:

Work with integrity: We are open and honest and do what we believe is best for our shared cultural heritage, the public and our members.

Be inclusive: We value diversity and ensure that opportunities are open to all those who want to care for our heritage.

Be forward-looking and outward-looking: We keep our eyes on the horizon and on the world around us.

Be ambitious: Both for our organisation and the things we believe in.

Be collaborative and generous: We work with our members and partners to share learning and achieve the best results together.

Uphold high standards: We value, support and promote the expertise and professionalism of our members and partners



Icon Marsh Award for Heritage Conservation in Action, 2024 Winner: Kabarnet Museum, National Museums Kenya

Co-opted Trustees

Icon is looking for two new Co-opted Trustees to bring strength and experience in financial management, legal services, HR, or business development to the Board.

Icon's trustees are responsible for shaping our vision and mission and for approving and monitoring our annual business plan. Trustees also take decisions on all strategic matters and are responsible for the sound financial management of the company, although the day-to-day running of the organisation is delegated to the chief executive, supported by the management team. All trustees are also directors of the limited company.

There are currently 15 members of the Board of Trustees. 10 trustees were elected by the membership and 4 were co-opted by the Board, including the Chair. As two co-opted trustees have reached the end of their terms of office the Board is seeking two individuals with skills and experience in one or more of the following areas:

- Financial management, either in a commercial or charitable environment, including familiarity with management accounts, financial risk and project finance.
- Legal services
- Human resources and employment law
- Business development and marketing.

In support of our ambition to improve diversity within the Board of Trustees it is not necessary for applicants to have previous non-executive director or trustee experience. All trustees will be provided induction training and will be offered a 'Board buddy' to help them settle into the role. Some experience of working with small organisations with limited resources and budgets would be an advantage. A broad interest in cultural heritage is important, but you do not have to have experience of object conservation or the care of collections.

General Trustee Duties

- To ensure that Icon complies with its governing document and relevant legislation including charity and company law, employment, health & safety and environmental
- To ensure Icon uses its resources exclusively in pursuance of its objects
- To contribute actively to the Board of Trustees' role in setting Strategy
- To develop, approve and safeguard Icon's Vision, Mission and Values
- To ensure that risks to the organisation are identified and managed
- To ensure the financial stability of Icon and to protect and manage the assets of the charity

Trustee Person Specification

- Commitment to Icon's values and the conservation of cultural heritage
- Understanding and acceptance of the duties, responsibilities and liabilities of trusteeship
- Understanding of the role of governance
- Good, independent judgement and a willingness to speak their mind
- Ability to work effectively as a member of a team

All trustees must agree to comply with the *Trustees' Code of Conduct*.

Time Commitment

The role is non-executive but typically requires the equivalent of 2 working days per month. Board meetings currently take place four times per year, usually during working hours. Three of these are held virtually and one in person in London. In addition, trustees are expected to serve on committees or working groups that fit their interests and skills.

An additional strategic planning day is held in person each year and we encourage trustees to attend Icon's AGM.

The role is voluntary, but reasonable travel expenses will be met. All trustees must join Icon if they are not already members; this is free of charge.

How to apply

If you are interested in finding out more about Icon, please refer to our website:

[Strategy 2030](#)

[Impact Report 2023-2024](#)

[Our Board of Trustees](#)

If you would like to be considered for a position on our Board of Trustees, please submit a brief covering letter (no more than one side of A4) to governance@icon.org.uk explaining why you are interested in the role and highlighting your relevant skills and experience. Please also provide your CV, covering no more than two sides of A4. **Applications close on Wednesday 7th May 2025.**

Receipt of your application will be acknowledged.

After the closing date, the Icon Nominations Committee will review all applications and invite shortlisted candidates to interview.

Diversity and inclusion

Being inclusive is one of Icon's core values.

As an organisation Icon values diversity and recognises that the contrasting range of backgrounds, experiences, views, beliefs and cultures represented within its staff, trustees and membership greatly enhances our organisation. Icon is therefore committed to supporting, developing and promoting equality, diversity and inclusion in all of its practices and activities.

We aim to ensure that opportunities are open to all those who want to care for our heritage.

Please don't hesitate to reach out to the Icon team at governance@icon.org.uk if you would like to have an informal chat with our Chief Executive Emma Jhita, or Chair of the Board of Trustees Emma Chaplin, prior to submitting your application.



Icon Board of Trustees Away Day 2025, The Science Museum



Heritage Open Days, guided tours of the Conservation Studios at People's History Museum, Manchester. Images courtesy of People's History Museum