

Icon's Strategy 2017–2021



Icon

THE INSTITUTE OF CONSERVATION



Our Charitable Objects are:

- To advance the education of the public by research into and the promotion of the conservation of items and collections of items of cultural, aesthetic, historic and scientific value; and
- To preserve and conserve items and collections of items of cultural, aesthetic, historic and scientific value.

The following values underpin all our activities

- 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 and outward-looking**: we keep our eyes on the horizon and on the world around us.
- Be **ambitious advocates**: both for our organisation and the things we believe in.
- Be **collaborative and generous**: we work with our members and partners to achieve the best results together.
- **Uphold high standards**: we value, support and promote the expertise and professionalism of our members and partners.





Icon Effective and sustainable

To achieve our aims, we will work to enhance operational effectiveness and embrace a culture of continuous improvement within the organisation.

We will continue to deliver against our aims while:

- Ensuring robust and proactive governance
- Promoting sustainability through sound financial management
- Maintaining effective dialogue between the Board and the members
- Using technology to deliver efficient and effective services

The Heritage Lottery Fund awarded us an unprecedented third tranche of funding to continue our Training Bursary Scheme for internships for three more years, bringing the total to £2.45m, with an additional £1m leveraged from other funders. Icon members train the next generation of conservators.

Implementation of the strategy

Icon will develop yearly business plans with detailed actions to include:

- Production of our Journal and Magazine
- Delivery of our national conferences
- Effective delivery of accreditation and continued development of sector standards
- Development of a register of accredited conservators
- Delivery, in partnership, of conservation internships
- Continue the partnership with the V&A on the Conservation & Collections Care Technicians Diploma
- Support of our vibrant special interest groups and expansion of our interdisciplinary networks
- Implementation of our programmes within a realistic and robust budget



Since 1999, we have accredited over 1000 conservators.

Implementation of the strategy

To measure the effectiveness of the strategy Icon will develop our research base to include:

- Trends in salaries and workforce skills gaps
- Trends in member satisfaction
- Awareness of the Icon brand
- Support for accreditation by our partners and stakeholders

To assess our success we will focus on targeted outcomes in each of the three strategic areas to include:

- Increased awareness of Icon
- Increased use of our digital services
- Increased effectiveness of Icon advocacy
- Year on year increase in our membership
- Increase in the number of accredited members
- Increase in the proportion of supporters
- Increase in member satisfaction



Conservators work with other professionals in teams and lead volunteers in conservation projects.



We welcome your ideas on how we can work together to deliver our strategy.

Please write to:

Alison Richmond, Chief Executive
arichmond@icon.org.uk

Unit 3.G.2
The Leathermarket
Weston Street
London SE1 3ER

T +44(0)20 3142 6799
www.icon.org.uk

Photo credits

Page 1 front cover: Mika Takami, Treatment Conservation Manager at Historic Royal Palaces, working on objects for display at Kensington Palace. *Photo © Historic Royal Palaces.*

Page 2 top left: Siobhan Stevenson ACR, Chair, Icon Board of Trustees. *Photo credit: Matt Wreford.*

Page 2 top right: Delegates enjoying a reception at the Icon Conference 2013, Glasgow. *Photo credit: Neil Miller.*

Page 2 bottom right: Icon's new website. *Photo credit: Kia Abdullah.*

Page 3: Icon/HLF Intern Abigail Tyler at Understanding Tapestry event, Icon Textile Group, March 2015.

Page 4 top: Newman Brothers' Coffin Works volunteers, Dawn and Ling. The Newman Brothers' Coffin Works was the winner of the Icon Award for Conservation in the Community 2015. *Photo credit: Newman Brothers Coffin Works.*

bottom: Baroness Margaret Sharp of Guildford launching the Icon National Conservation Education & Skills Strategy at The Clothworkers' Foundation 2012-16. *Photo credit: Matt Wreford.*

Page 5 top: Peter Martindale ACR using stereo microscope at St Mark's, Pennington. *Photo credit: Paul Young.*

bottom: Younger Icon members at Icon16 Conference. *Photo © Bianca Harvey.*

Page 6 top: Cleaning an object from the Staffordshire Hoard using a thorn. The Staffordshire Hoard project was the Winner of The Pilgrim Trust Award for Conservation 2015. *Photo © Birmingham Museums Trust.*

bottom: A Staffordshire Hoard object during cleaning using a thorn. The Staffordshire Hoard project was the Winner of The Pilgrim Trust Award for Conservation 2015. *Photo © Birmingham Museums Trust.*

Page 7 top left: Grand Fountain, Paisley, Winner IMechE Award for the Conservation of an Industrial Heritage Artefact 2015. *Photo credit: J S Mitchell.*

Page 7 top right: Conservation Club volunteer Robert cleaning ormolu at Soho House. Conservation Club was shortlisted for the Icon Award for Conservation in the Community. *Photo © Birmingham Museums Trust.*

bottom: Staffordshire Hoard schools engagement event. The Staffordshire Hoard project was the Winner of The Pilgrim Trust Award for Conservation 2015. *Photo © Birmingham Museums Trust.*

Page 8: Icon/HLF Intern Silvia da Rocha with natural history specimens, National Museums Scotland. *Photo credit: Matt Wreford.*

Page 9: Maria Pardos Mansilla pins out a piece of lace after wet cleaning at The Bowes Museum. *Photo © The Bowes Museum.*

Page 10: Emily Austin, Icon/HLF textile conservation intern, with textile conservator Katy Smith, examining exhibits at the Bowes Museum. *Photo © The Bowes Museum.*

Page 11 top left: Intern Ioannis Vassalos funded by The Clothworkers Foundation with photographic collections at the National Galleries of Scotland. *Photo credit: Matt Wreford.*

top right: Conservation Club volunteer Michelle Gayle cleaning a stone sculpture in the galleries. Conservation Club was shortlisted for the Icon Award for Conservation in the Community. *Photo © Birmingham Museums Trust.*

bottom: ACR Lizzie Neville with delegates at Icon Adapt & Evolve Conference 2015. *Photo credit: Paul D Rowland.*

Page 12 top: Nanette Kissi, supported by Historic Royal Palaces, qualified with an MRes in Heritage Science from UCL in 2016. *Photo © Historic Royal Palaces.*

bottom: Liz Ralph, HLF Skills for the Future intern, PZ Conservation, Training Volunteers at Bodmin 2013. *Photo credit: Matt Wreford.*

Page 13 back cover: Alison Richmond ACR, Chief Executive, Icon. *Photo credit: Eric Richmond.*



THE INSTITUTE OF CONSERVATION

The Institute of Conservation is a company limited by guarantee registered in England (No. 05201058). The Institute is a charity registered in England & Wales (No. 1108380) and Scotland (No. SC039336).

Icon Institute of Conservation Strategy 2017– 2021