

Elected Trustee Information Pack

2026

icon

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 2,200-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 28 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 Icon26: Practice, People, and Purpose. The Assembly Rooms, June 2026

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

Elected Trustees

There are 16 trustees on Icon's Board. 11 of these are Icon members elected by the wider membership to represent the diverse range of specialisms, areas of practice and interests that form the conservation sector.

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 and management team. All trustees are also directors of the limited company.

There are two seats for election at Icon's 2026 AGM (one unreserved seat, and the reserved seat for Northern Ireland). Two of Icon's current trustees are invited to stand for re-election for their second term. The successful candidates will be appointed following the AGM on the 7th October 2026 and serve a three-year term. Newly appointed trustees may be re-elected for a second term.

On the Icon website, you can find [biographies of the current trustees](#), along with [an in-depth look at what it's like being an Icon Trustee](#).

Candidates must be paid-up Accredited, Pathway, Associate or Student members of Icon, but you do not need to have previous experience of being a trustee. An effective board of trustees should be able to draw on a diverse range of skills, knowledge, qualities, and experience to help it fulfil its role. These might include:

- 'Hard' skills such as legal or financial knowledge
- 'Soft' skills such as team working or negotiation
- Knowledge of the services the organisation provides and the activities that it undertakes

In preparing your nomination form, we recommend that you consider the skills of current trustees and think about how your skills would complement them. Your proposer and seconder may be able to help, as they may recognise strengths that you have but are not aware of.

Before you submit your nomination, you might also find it helpful to find out more about what it means to be a charity trustee. We recommend the following online resources:

- [NCVO Good Trustee Guide: Summary](#)
- [The Good Trustee Guide: How trustees look after the charity - an easy read version](#)

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*.

You can also take a look at the [Icon Trustee Role Description](#), which sets out responsibilities, expectations and time commitment.

Time Commitment

The role is non-executive but typically requires the equivalent of up-to two 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.

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.

How to apply

If you would like to nominate yourself as a trustee, then please submit a nomination form on the Icon website. Your nomination must be submitted through the portal no later than **23:59 on Sunday 16th August 2026**.

You should supply accurate contact information for yourself, your proposer and seconder, as well as a personal statement and CV. Candidates, proposers and seconders must be current, paid-up members of the Institute of Conservation with Accredited, Pathway, Associate or Student membership. These details will be checked for eligibility. Please ensure that your proposer and seconder have agreed to support your nomination and that they confirm this to office@icon.org.uk.

Nominations for the reserved seat for Northern Ireland will only be accepted from members whose main residential address is in Northern Ireland and your proposer and seconder must also have their main residential address in Northern Ireland.

When it comes to voting, voters will only see your name, your personal statement and biography, your photograph, the names of your proposer and seconder, your membership of any Icon Groups and whether you are standing for a reserved or unreserved seat. All other information is only held for administration and in accordance with the Data Protection Act 2018.

You must complete a Personal Statement (up to 500 words). Please state why you think you would be a good trustee of Icon and why you would like to be elected. You may wish to mention relevant skills and experience, including any experience and knowledge of charity governance. The Trustee Role Description details the trustee's duties and responsibilities, and experience in any of these areas may be valuable, but equally important is your passion for conservation and your commitment to Icon.

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 Michael Osbaldeston, prior to submitting your application.



Icon Board of Trustees Away Day 2026, The Getty Images Archive



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