

# Chair of the Board of Trustees

## Recruitment Pack, 2025-26



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 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 recognised 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*



## Chair of the Board of Trustees

*Icon is looking for an enterprising and passionate supporter of cultural heritage to chair our Board of Trustees through an ambitious period of growth and change.*

This fulfilling role will appeal to a people focused individual, who will welcome the opportunity to actively engage with Icon's membership and the wider heritage sector. We are looking for the skills and ambition to support us as we establish a new strategy to champion conservation and deliver sustainable financial growth to support our charitable objectives.

We need you to offer strategic leadership through:

- Championing the conservation of cultural heritage
- Raising the professional and public profile of Icon and its members in the UK and overseas
- Supporting new fundraising initiatives and entrepreneurial activities
- Nurturing positive engagement amongst staff, volunteers, and members
- Guiding Trustee contributions to the next Strategic Plan (2027 onwards), responding to emerging opportunities and risks.

The Chair's responsibilities include those of all Icon Trustees, with the additional operational responsibilities:

- Providing leadership to the Board in its strategic and policy role
- Chairing the Board and other meetings to facilitate positive discussion and development
- Ensuring the Board fulfils its legal and charitable responsibilities for the governance of Icon
- Establishing a constructive working relationship with the Chief Executive
- Appraising the performance of the Chief Executive and the Trustees
- Advocating for Icon and conservation via public speaking appointments at Icon events and within the wider heritage sector.
- Supporting Icon's petition for Royal Charter through stakeholder engagement activity.



### **Additional 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

### **Chair of the Board Person Specification**

You will be:

- Committed to Icon's values and the conservation of cultural heritage
- Committed to the professional ethos that defines Icon and its members
- Able to direct the business of the Board efficiently and effectively
- Skilled in developing and nurturing productive working relationships
- Willing to challenge us and introduce new ways of thinking

You will have experience in:

- Charity or corporate governance
- High level advocacy across a range of media, including public speaking, interviewing and written commentary.
- Successful fundraising and/or entrepreneurial activities
- Delivering organisational growth and future resilience
- Problem solving, building understanding, and fostering collaboration

All trustees must agree to comply with the *Trustees' Code of Conduct*. You can find more information about being a Trustee on Icon's website: [Icon's Board of Trustees](#)

### **Time Commitment**

The role is non-executive but typically requires the equivalent of 2-3 working days per month. Board meetings currently take place four times per year, usually on Wednesdays and 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 the Chair of the Board will be required to attend and chair 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 for trustees.

The Chair can serve for up to two terms, each term is 3 years.



## How to apply

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

[Strategy 2030](#)

[Impact Report 2024-2025](#)

[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](mailto: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 11<sup>th</sup> February 2026, 5pm.**

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](mailto:governance@icon.org.uk) if you would like to have an informal chat with our Chief Executive Emma Jhita, or current 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*