



THE INSTITUTE OF CONSERVATION

Annual Report and Accounts

For The Year Ended 31 March 2018

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INSTITUTE OF CONSERVATION

CHARITY INFORMATION for the year ended 31st March 2018

REGISTERED COMPANY NUMBER:	05201058
REGISTERED CHARITY NUMBER (England and Wales):	1108380
REGISTERED CHARITY NUMBER (Scotland):	SC039336

BOARD OF DIRECTORS:

Penny Bendall (term ended 29.11.2017)
Jonathan Betts
Iain Boyd
Sarah Cummings-Cove
Megan de Silva
Lorraine Finch
Frances Graupner
Rebecca Hellen
Melanie Houston
David Howell (term ended 29.11.2017)
Ruth Howlett
Peter Martindale
Lucie Mascord (elected 29.11.2017)
Caroline Peach
Siobhan Stevenson (Chair)
Deborah Walton
Jennifer Williamson

EXECUTIVE OFFICERS:	Chief Executive:	Alison Richmond
	Company Secretary:	Simon Green

REGISTERED OFFICE:	Radisson Court, Unit 2 219, Long Lane London SE1 4PR	WEBSITE:	www.icon.org.uk
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BANKERS:

Unity Trust Bank plc
Nine Brindleyplace
Birmingham
B1 2HB

SOLICITORS:	Mills & Reeve LLP Fountain House 130 Fenchurch Street London EC3M 5DJ	AUDITORS:	haysmacintyre 10, Queen Street Place London EC4R 1AG
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ACCOUNTANTS:

JS2 Limited,
One Crown Square
Church Street East
Woking
GU21 6HR

INSTITUTE OF CONSERVATION

REPORT OF THE BOARD OF TRUSTEES FOR THE YEAR ENDED 31st March 2018

The Board of Trustees presents its report and audited financial statements for the year ended 31st March 2018.

Icon's vision

Icon's vision is for cultural heritage to be valued and accessible and for its future to be enhanced and safeguarded by excellence in conservation

Icon's mission is to support

Advocacy — through influencing our partners and the public.

Excellence — through building knowledge, high standards and valuing the profession

Engagement — through encouraging public awareness and participation

These 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.

EXECUTIVE SUMMARY

This year has seen a significant increase in Icon's capacity to influence policy, a rise in Icon's profile at home and abroad, funding for vital research to inform future promotion of accreditation, a successful partnership with the Association of Independent Museums, and two new apprenticeship standards for conservation roles. Our first-ever Twitter conference attracted a wide public audience, while our marketing activity resulted in a growth in membership!

Advocacy – through influencing our partners and our public

Icon was very fortunate to receive a grant from The Clothworkers' Foundation to support a new post of Policy Advisor. After the first six months, Icon already has a firm foundation for policy work including an Advocacy and Policy Framework and a responsive Stakeholder Map. Following Icon's participation in last year's High Level Cultural Exchange Tour to China, Icon gained recognition from government and the heritage sector for its work in fostering cultural ties with Shaanxi Province. Icon was also successful in securing funding from The Pilgrim Trust to undertake much needed research into stakeholders' attitudes on which to base future promotion of accredited conservation professionals to the public. After undertaking a full review of its governance resulting in a steep reduction in the number of Appointing Bodies, The National Trust has recommended to its membership that Icon continue as an Appointing Body.

Excellence – through building knowledge, high standards and valuing the profession

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REPORT OF THE BOARD OF TRUSTEES (CONTINUED)

for the year ended 31st March 2018

Working in partnership with the Association of Independent Museums and funded by The Pilgrim Trust, Icon was able to train Accredited Members to undertake basic collections care audits in small museums. Icon is leading the sector in the development of standards for Trailblazer Apprenticeships and has been successful in gaining approval from the Institute for Apprenticeships for the Technician Standard with the Conservator Standard soon to follow. The PACR Pathway continued to be popular with 561 Members registered. Its success was recognised when those on the Pathway applied to be accredited in 2017 were 100% successful! The Journal of the Institute of Conservation has grown to three issues per year and is expanding its reach. Highlights were the 40th Anniversary Issue and the Festschrift for Jonathan Ashley-Smith. Online downloads through our publishers Taylor & Francis/Routledge website were on the increase across the globe. Icon has responded to calls for more CPD events for mid-career professionals by hosting its first Accredited Conservator-Restorer (ACR) Conference which focused on leadership. In addition, a bespoke leadership course was developed in partnership with Transforming Performance Ltd which has already received high praise from participants.

Engagement – through encouraging public awareness and participation

Icon's website continued to be refreshed every week with news, stories, blogs and updates. After two years it was time to undertake a review to assess the impact of the website and highlight areas for improvement. Social media activity reached its peak with Icon's first ever Twitter conference which brought together 50 speakers each delivering 15 minute papers entirely on Twitter. The event had a global reach; over more than 1000 tweets the conference hashtag ultimately reached more than 2 million impressions!

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REPORT OF THE BOARD OF TRUSTEES (CONTINUED)

for the year ended 31st March 2018

STRUCTURE GOVERNANCE AND MANAGEMENT

Governing document

The Institute of Conservation ("Icon") is registered as a Charity in England and Wales, (Number 1108380) and in Scotland (Number SC039336). The Institute of Conservation is a Company Limited by Guarantee, Number 05201058, and is governed by its Articles & Memorandum of Association which were approved and adopted by the Members at the Annual General Meeting on 1st December 2014. The Trustees have delegated day-to-day running of the Charity to the Chief Executive.

Recruitment, appointment, induction and training of Trustees

All Trustees are also Directors of the Limited Company. The Trustees are volunteers and receive no remuneration apart from travel and subsistence expenses associated with their work for Icon. Most Trustees are elected from and by Icon's membership, serving a term of three years. The Trustees may co-opt up to four other Trustees, based on the skills need identified by the Board. The current Chair of Icon was co-opted onto the Board in December 2015.

Icon provides information on the role and conduct of Charity Trustees to all Members of the Board when they take office and all new Trustees are given a copy of the governing documents. Trustees are briefed on the Aims and Objectives and advised of the financial position of the Charity. New Trustees joining the Board are given an induction by the Business Manager on accounting and financial matters.

Trustee Activity

The Trustees met six times in the year including two days to review and plan strategy. Trustees keep a watching brief on Icon's Risk Register which is reviewed at every Board meeting. In March 2018, new formal Delegated Authority for the Chief Executive and Financial Regulations were agreed.

Committees and advisory panels chaired by Trustees and with Trustee representatives are: Finance, Professional Standards & Development, Nominations and Remuneration. Three Trustees sat on the Professional Standards and Development Committee (PSD) which has oversight of all of Icon's professional development activities. Four Trustees sat on the Finance Committee which receives quarterly Management Accounts and oversees the preparation of the Trustees' Annual Report, budget setting, the appointment of the Auditors and major project expenditure. Three Trustees sit on the Nominations Committee and four on the Remuneration Committee. In addition, the Chair meets with the Chairs of the Special Interest Groups.

In addition, task groups are set up from time to time. In 2017-18, task groups, chaired by Trustees, worked on Governance, Conservation Register research & development, Conservator Salaries, Supporter Category research & development, Ethics Task & Finish Group and a Review of Special Interest Groups.

Icon consulted its Members and a wide range of stakeholders on the [Icon Strategy 2017-2021](#). Copies were sent to key stakeholders and an action plan for 2017-18 was implemented.

At their **Planning Day** this year, the focus for discussion and decision was a Case for Support Statement and the new Advocacy & Policy Framework. Trustees selected a memorable statement that would be a cornerstone for Icon communications:

'Professional conservators save our heritage so that our stories can survive'

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REPORT OF THE BOARD OF TRUSTEES (CONTINUED)

for the year ended 31st March 2018

Trustees invited the Chief Executive of the Chartered Institute for Archaeologists Peter Hinton to present on ClfA's policy work and Icon's new Policy Advisor Anni Mantyniemi introduced the new framework for Icon which would formalise the way in which all parts of Icon would contribute to policy matters and which the Trustees were happy to adopt.

OBJECTS AND ACTIVITIES FOR PUBLIC BENEFIT

The Charitable Objects of Icon 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 Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing their aims and objectives and in planning Icon's future activities.

The year ending 31 March 2018 was Icon's 13th operating year and built on our progress to date addressing key challenges.

The Trustees agreed the Strategic Objectives for 2017-18 would be:

Advocacy through influencing our partners and our public

- 1 Extending our influence as a strong voice for conservation of cultural heritage
 - a) Enhance our visibility in government and policy circles via appointment of a new post at Icon, a Policy Advisor
- 2 Promoting the value of high quality conservation with our partners and with the public
 - a) Research in preparation for refreshing the brand of Icon accreditation
- 3 Becoming the go-to source for authoritative information on conservation in practice, policy and the profession
 - a) Benchmark and provide guidance on salaries
 - b) Research in preparation for new list of all accredited conservators and new "conservation register"

Excellence through building knowledge, high standards and valuing the profession

- 4 Championing excellence and high professional standards in the practice of conservation
 - a) Stage an annual one-day conference of ACRs
 - b) Begin planning for next Icon conference to take place in 2019
- 5 Inspiring quality through support for skills development, education and training
 - a) Provide generic skills training for conservators in Health & Safety and Media
- 6 Nurturing those involved in conservation from entry to later career and beyond

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REPORT OF THE BOARD OF TRUSTEES (CONTINUED)

for the year ended 31st March 2018

- a) Launch a fully scoped Retired Members category

Engagement through encouraging public awareness and participation

- 7 Expanding and strengthening our membership base with those involved and interested in conservation of cultural heritage
 - a) Research the provision of a new supporter category
- 8 Inspiring people from all backgrounds to value and engage with our heritage, conservation and conservators
 - a) Work with employers to develop Trailblazer Apprenticeship Standards in Conservation and investigate becoming an End-Point Assessment Organisation.
- 9 Diversifying those participating in conservation practice and the conservation profession
 - a) Research the development of a schools careers toolkit

In addition, Icon will develop yearly business plans with detailed actions that will also include cross-cutting and ongoing themes that deliver Icon's objectives.

Progress against the Strategic Objectives for 2017-18 agreed by the Trustees was as follows:

1 Advocacy - through influencing our partners and our public

Icon is committed to promoting public value and understanding of conservation of the cultural heritage to enable the general public, collectors, decision makers and those involved in the arts and cultural sectors from both private and public communities to understand, appreciate and be actively involved in promoting sustainable heritage conservation.

1.1 Extending our influence as a strong voice for conservation of cultural heritage

Icon is enhancing its visibility in government and policy circles. Icon was very fortunate to receive a grant from **The Clothworkers Foundation** to support a new post of **Policy Advisor**. The purpose is to deliver transformational change in Icon's approach to policy work and related advocacy activities and to promote the value of conservation and of the profession to all sector policymakers. The post works towards three main outcomes:

1. Government, policymakers and key stakeholders will be fully aware of Icon's leadership role regarding policy on the conservation of heritage and collections.
2. Government, policymakers and key stakeholders will recognise Icon as the arbiter of high quality professional standards, accreditation and training for the conservation of heritage and collections.
3. Government, policymakers and key stakeholders will recognise Icon as the authoritative source for information on heritage and collections conservation policy and the profession.

The post has enhanced Icon's capacity to be outward facing and influential. The following achievements evidence the variety of Icon's advocacy and policy work.

Icon communicates its policy positions and messages through the writing and publication of **policy papers**. In the reporting period, Icon published a total of 24 policy papers including:

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REPORT OF THE BOARD OF TRUSTEES (CONTINUED)

for the year ended 31st March 2018

- 7 position statements on DCMS, Defra and BEIS strategies and the Camberwell College of Arts Conservation MA
- 7 letters to local and national government, University of the Arts London and HLF
- 6 responses to DEFRA, Department for Education, BEIS, Historic England, HLF and Church Buildings Council consultations
- 4 submissions of evidence to the DCMS Select Committee, Arts Council England, The Heritage Alliance and UNESCO UK. Icon's case studies were included in UNESCO UK's report to BEIS on Cultural Heritage Innovation and Development.

Icon made considerable progress in developing a more efficient and transparent process for undertaking advocacy and policy:

- The **Stakeholder Map** identifies Icon's existing partners, potential allies and key decisionmakers and policymakers. The Map enables Icon to prioritise and track engagement with stakeholders as well as to monitor the efficiency of its advocacy and policy activities.
- Icon's **Advocacy and Policy Framework** sets out the purpose and intended outcomes of advocacy and policy. It identifies roles and responsibilities for Trustees, staff, Special Interest Groups and Members. The Framework's objectives for advocacy and policy ensure that messages are consistent with Icon's vision. The prioritisation of each objective supports a balance between reactive and proactive work and the appropriate allocation of resources.
- The Framework introduces Icon's **Policy Advisory Panel**, which is a new forum through which Members can contribute to shaping Icon's messages. The Panel aims to make Icon's policy activities more transparent, inclusive and grounded in evidence.

Icon enhances its voice within the sector and with decisionmakers through its Memberships and participation in **external forums and working groups**.

During the reporting period, Icon was invited to participate in the following forums:

- **People to People Cultural Heritage Roundtable** with representatives from China and chaired by DCMS Permanent Secretary Sue Owen.

Icon sits on 10 cross-sector working groups.

Icon is also an active member of the

- [National Heritage Science Forum](#) (NHSF). The NHSF brings together the producers and users of heritage science to improve collaboration, help practitioners make better use of research, and demonstrate the public benefit of heritage science. Icon is dedicated to working in partnership with the NHSF on advocacy and policy key messages, as part of a concerted authoritative voice for the role heritage science has in the conservation of our heritage.
- [The Heritage Alliance](#), the biggest coalition and advocate for heritage bringing together over 100 independent heritage organisations in England.
- [The Professional Associations Research Network](#), a membership organisation for professional bodies, offering expertise, experience and perspective on key issues in the sector.

Icon's **international** work raises awareness of Icon and conservation both at home and abroad. In the reporting year, Icon received recognition for its work in fostering cultural ties with China. An article by Chief Executive Alison Richmond on her UK-China High Level Cultural Exchange Tour to Beijing and Xi'an was featured on the British Council's China Now website. Icon's visit to China was also included

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REPORT OF THE BOARD OF TRUSTEES (CONTINUED)

for the year ended 31st March 2018

in The Heritage Alliance's [International Report 2018](#), the first ever report on the independent heritage sector's impact overseas:

1.2 Promoting the value of high quality conservation with our partners and with the public

Icon was successful in securing funding from **The Pilgrim Trust** to support a stakeholder consultation on Icon's advocacy for Icon Accreditation and Professional Standards. This project is critical to the successful future promotion to the public of accredited conservation professionals. This research was to build on the [research](#) commissioned by Historic Environment England from Loud Marketing.¹

Icon participated in a subgroup of the Edinburgh Group to consider the inclusion of pan-professional conservation accreditation schemes in the **Heritage Lottery Fund's** policies. Icon promoted the value of employing accredited professionals in a statement on the **Taylor Review** on the Sustainability of English Churches and Cathedrals and in letters to HLF, the Church Buildings Council and the London Burial Authorities.

Icon and the Heads of Conservation and Scientific Research at National Museums, Galleries, Libraries and Archives met with University of Arts London senior staff to discuss a sustainable future for the MA in Conservation at **Camberwell College**. The meeting followed a statement issued by Icon and a joint letter with the Heads of Conservation to the University expressing the sector's concern over the announced suspension of recruitment for the course.

1.3 Becoming the authoritative source for information on conservation in practice, policy and the profession.

Icon launched a new **Policy and Advocacy webpage** on the main Icon website to introduce Members and the public to the aims of Icon's advocacy and policy work. The page is used to disseminate and promote Icon's policy outputs. Each policy paper written in the reporting period was published on the page with an accompanying news story and social media content.

The webpage can be accessed at: <https://icon.org.uk/icon-policy-and-advocacy>

Benchmarking and developing more detailed guidance on **salaries** has been a long-term aim for Icon. This reporting year Icon set up mechanisms for collecting data consistently and began to scope a formal benchmarking project. Icon has set a minimum salary at entry level, monitoring and promoting this through our [advertising](#) service.

The [Conservation Register](#) is a key instrument for public access and education. It is the primary source for finding and commissioning professional conservators. The Task and Finish group appointed by the Board delivered a Business Case outlining the parameters for a full redevelopment of the resource. The Business Case was agreed by the Board.

Marketing efforts for the Register continued apace. Icon received discounts on advertisements in the *Society for the Protection of Ancient Buildings Magazine*, *Architectural Heritage Society of Scotland* magazine, and others.

A contract questionnaire or list of appropriate questions to be considered when consulting a solicitor on drafting a contract was made available to Members.

¹ HEF CDTG market conditions for expert and specialist heritage skills and services 2015-16 Stephen O'Reilly Loudmarketing

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REPORT OF THE BOARD OF TRUSTEES (CONTINUED)

for the year ended 31st March 2018

The National Trust reviewed its governance in 2016-17 and one outcome was to reduce the number of **Appointing Bodies** represented on its governing Council. Icon has been an Appointing Body for over nine years and submitted an application to be considered for the role on a smaller Council. Icon was successful and will be recommended to the NT membership in October 2018.

2 Excellence - through building knowledge, high standards and valuing the profession

2.1 Championing excellence and high professional standards in the practice of conservation

[Professional Accreditation of Conservator-Restorers](#) (PACR) Icon's accreditation framework provides peer review recognition for the skills and experience of conservation professionals. 21 conservators were accredited and 139 accredited members participated in the mandatory recall of CPD reviews. Icon supported its members by delivering a CPD on-line seminar that was attended by accredited conservators from around the UK.

An **Ethics Task and Finish Group** was set up to consider the development of ethical guidance for Icon members. It reviewed the list of relevant existing codes and the various options on how ethical guidance can be provided.

From March 2017 Icon worked in partnership with the [Association of Independent Museums](#) (AIM) with funding from The Pilgrim Trust to enable small museums to undertake a basic, professional collections care audit. The audits were carried out by accredited conservators to help smaller AIM members (museums with up to 20,000 visitors a year) identify key issues and priorities for their museum and offer museums the option to undertake an audit before making a full application to the AIM Collections Care Grant Scheme.

2.2 Inspiring quality through support for skills development, education and training

Icon provides **generic skills training** for members across the country and in 2017 the three 'Health and Safety for Conservators' training events attracted capacity bookings. Icon also supports its Special Interest Groups and Networks in their provision of membership events with a focus on **practical skills**. Patrick Whife, Icon's Training and Development Manager, attended several events and **accreditation** clinics were organised around the country. An additional 7 assessors and 9 mentors have been trained. The Professional Development Team are now preparing new material to support members further in the pursuit of accreditation that will be made available on the Icon website.

The [PACR Pathway](#) continues to be popular with 561 members registered on it by 31st March 2018. Since its introduction in 2013, 98 people who have been on the Pathway have gone on to be accredited. For those applying to be accredited in 2017 there was a 100% success rate. A Pathway Event attracted more than 50 members which heard from speakers addressing the topics of complexity and leadership skills for conservators. The Pathway reached its first five-year milestone and its effectiveness was evaluated.

2.3 Encouraging information exchange and the sharing of knowledge

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REPORT OF THE BOARD OF TRUSTEES (CONTINUED)

for the year ended 31st March 2018

The new **Emeritus Membership** category was approved by the Board in December 2017. An Emeritus member framework has been produced to guide Icon accredited members in their decision to opt for this category. As they will no longer be subject to mandatory Continuing Professional Development (CPD) recall they will instead now be expected to contribute their experience via various forms of participation within Icon such as serving on an Icon Group or Network committee or as an Icon mentor.

The [Journal of the Institute of Conservation](#) (JIC) was published in print and online three times in 2017-18 and included the 40th anniversary special issue and a Festschrift for Jonathan Ashley-Smith. The special issue presented a theme on 'the future of conservation' that produced a bumper edition with one of the authors, Hélia Pereira Marçal, receiving the 2017 Icon Journal award, funded by Routledge Taylor & Francis. The Festschrift was compiled from contributions of a variety of invited authors, all of whom have expressed great empathy with the spirit of the person it celebrates.

Our Journal is reaching new audiences. Our publisher, Routledge Taylor & Francis, reported an increase in the number of full text downloads to 28,765 (up 5%) with the Festschrift for Jonathan Ashley-Smith accounting for the highest number of downloads ever in the first Quarter of 2018. The Journal is indexed in the Web of Science Emerging Source Citation Index (ESCI). Whilst in the ESCI, the Journal will be evaluated for inclusion in other indexing services. The Editor of the Journal, Jonathan Kemp, is supported by a Journal Advisory Panel of international experts.

2.4 Nurturing those involved in conservation from entry to later career and beyond

Icon is working with employers to develop [Trailblazer apprenticeship standards](#). The Conservation Working Group supported by Icon has made significant progress in developing Standards for the role of Conservation Technician (Level 4) and Conservator (Master's Level). Icon has led the consultation on the development of these standards, which included participating and organising two events to ensure the views of the profession have been taken into account. New content has been provided for a new section on Icon's website as a place for all to go and find out about **apprenticeship development** as well as produce regular updates to members and stakeholders.

The Icon Board of Trustees has agreed that Icon should actively pursue becoming an **Independent Assessment Organization** to undertake the end-point assessment of candidates completing the apprenticeship standards.

The first [ACR Annual Conference](#) was kindly hosted by the Cathedral and Church Buildings Division of the Church of England with a capacity audience. The presentations mainly focused on leadership. The [Icon Internship Programme](#) (IIP) continues to attract a regular flow of interns. 8 new funded one-year internships were secured covering a range of conservation specialisms. Funding has been provided through a number of sources including the Heritage Lottery Fund, and The Clothworkers' Foundation, as well as host organizations using their own budgets. Four Intern Advisors have supported candidates over 15 different placements.

Icon continues to provide **careers advice** and guidance to members, and the wider public who are keen to pursue a career in conservation. A full review of the level of advice provided resulted in the 'Careers Advice Action Plan'.

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REPORT OF THE BOARD OF TRUSTEES (CONTINUED)

for the year ended 31st March 2018

A new on-line **Leadership Skills Course** to take place over 12 months was produced in association with Julie Hutchison, Director of Transforming Performance Ltd.

3 Engagement through encouraging public awareness and participation

3.1 Expanding and strengthening our membership base with those involved and interested in conservation of cultural heritage

This reporting period saw the Trustees scope and market test the potential for a new **Friends category** to replace the existing Supporter category.

3.2 Inspiring people from all backgrounds to value and engage with heritage, conservation and conservators

Work continues on a **schools' toolkit** to engage people with the conservation profession.

3.3 Diversifying those participating in conservation practice and the conservation profession

Icon has supported the development of the **Trailblazer Apprenticeships** that will provide a vocational entry route into conservation. This will be further supported by the development of the schools toolkit to increase awareness of conservation as a career.

3.4 Realising the potential of conservation to promote wellbeing, develop a sense of place and encourage active citizens

Icon and [The Restoration Trust](#), a charity that uses 'culture therapy' to help people engage with heritage, art and culture so that their mental health improves, met with [St Mary Abbott's Rehabilitation & Training](#) (SMART) to identify potential partnership conservation projects.

Trustees agreed to establish a new two-year post of [Marketing & Development Officer](#) dedicated to developing income streams.

During the reporting period, Icon commenced a full Review of the [website](#) to assess its performance and identify any areas where development work was required. The Review conducted by Cynthia Iñesta, Icon's Digital Content Officer, consisted of desk-based research into performance and visitor statistics, a full membership survey consultation, and open-forum consultation with Group volunteers responsible for web maintenance and, of course, consultation with Icon staff. The Review highlighted the central importance of the Professional Development sections of the website as a key draw for web visitors, and revealed the demographics of users.

Icon's ongoing **social media** activity hit an all-time high when Icon's first ever Twitter conference, #IconTC, brought together more than 50 speakers each delivering 15-minute papers entirely on Twitter. The event had a global reach and over more than 1,000 tweets the conference hashtag ultimately reached more than 2 million impressions. The brainchild of Icon member Pieta Greaves ACR, the event succeeded in highlighting the place of Icon at the forefront of digital innovation – a reputation that was further consolidated when several institutions involved issued press releases praising the event and highlighting participants from their own networks.

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REPORT OF THE BOARD OF TRUSTEES (CONTINUED)

for the year ended 31st March 2018

Icon **members** were prominent in the **media** during the reporting period. Leading the way was Icon member Sharon Robinson-Calver, Head of Conservation at the Museum of London, who appeared across print, web and television news outlets all over the world to discuss the Museum's new 'Fatberg' acquisition. Likewise, Icon member Tessa Jackson ACR won substantial domestic coverage for her role leading the conservation of 'The Sunbathers', a lost post-war sculpture that had been found in a ruined state. Conservation was made possible by a direct appeal to the public by Historic England which attracted substantial crowd funding.

On the BBC, Icon member Simon Gillespie ACR was filmed conserving a newly-discovered Rubens that had been identified by prominent art dealer Dr Bendor Grosvenor after 400 years. Icon member Simon Cane ACR appeared on BBC Radio London to discuss the new exhibition at UCL in a conversation that also considered Bentham's embalmed corpse, or 'auto-icon', also on display at UCL. Icon member Lucia Scalisi ACR appeared as an expert on the BBC's *Repair Shop*, while Sarah Cove ACR appeared alongside Philip Mould on *Fake or Fortune*.

Across the print media, Icon members were notably high-profile in a series run by *Homes and Antiques Magazine*, which featured Icon members Rachel Turnbull ACR, Jon Slight and Sylvia Sumira ACR discussing their experiences as conservators.

4 Cross-cutting across all strategic aims and income generation

During the reporting period, Icon commenced preparations for the onset of the new **General Data Protection Regulations**, which were due to come into effect on 25th May 2018. The compliance project consisted of substantial research, consultation with legal advisors in seminars and other events convened by law firms, and a step-by-step assessment of Icon's activities involving sensitive data.

Membership: There were exactly 2,500 paid up members, supporters and subscribers on 31st March 2018. This represents an increase of 2% from the previous year. There has been particular growth in the 'Associate' category – up by nearly one hundred members compared to the previous year – while the ranks of 'Accredited' members have contracted by 2%. Student and Supporter levels have remained stable.

Group Activities: The broad diversity of Group events and outreach activities encourage new members to join and strengthen vital professional networks. Strong anecdotal evidence underscores the vital exchange of expertise and information; members not only learn new skills and develop their existing practice, they frequently make new business contacts and consolidate access to new opportunities at Icon events. The essential contribution made by Icon's groups is demonstrated by a selection of events held in the reporting period advertised on Icon's website.

Group activities during the reporting period have been diverse, amounting to nearly 50 events: 5 conferences, 14 lectures, 11 symposia and study days, 8 lectures and 3 courses focused on developing and retaining practical skills.

Building on the flexibility enacted by Icon's *Network* model in 2016-17, three new Networks were approved by the Board of Trustees, providing means for Icon members to come together to discuss challenges of conserving Contemporary Art, alongside new forums dedicated to Emerging

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REPORT OF THE BOARD OF TRUSTEES (CONTINUED)

for the year ended 31st March 2018

Professionals and those working in Higher Education Institutions. Of these, the Contemporary Art Network staged a well-received launch event, while Networks for Emerging Professionals and Higher Education Institutions commenced planning.

Icon's [Complaints Procedure](#) continued to demonstrate the confidence of members and the public in the ability of the Institute to resolve allegations of potential infractions of Icon's Code of Conduct. 7 complaints were lodged against members during the reporting period; of these, 3 were dismissed while a further 3 progressed to Conduct Hearing. A 7th complaint was dropped by the Board of Trustees in line with legal advice received. Legal advice was taken on revisions made in the light of experience of running the procedure for the last year.

Icon's capacity to deliver its objectives is greatly enhanced by **volunteers** from the membership and lay Trustees who give their time to Icon. In 2017-18, it is estimated that Icon had 475 volunteers. This breaks down roughly into three areas: governance with approximately 16 volunteers, Groups and networks with 133 volunteers and professional development with 226. These volunteers gave approximately 6,000 hours of their time. This is the equivalent of 3 full-time posts or approximately £260,000 calculated at the day rate for professionals recommended by HLF (£350/day).

In late 2017, Icon's office landlords proposed doubling the rent. Extensive market research indicated that this was in line with other rents in the area; but a new office was located that is slightly larger, better laid out and more attractive at a significantly lower rent. Icon moved just after the end of the financial year. Whilst the Icon office is still in Bermondsey, this remains the least expensive office location in central London and is near to London Bridge Station with very good transport links. The move enabled us to replace our IT and telephone infrastructure.

Trustees agreed the Strategic Objectives for 2018-19

1 Advocacy through influencing our partners and our public

Extending our influence as a strong voice for conservation of the cultural heritage

- Develop relationships with key opinion formers
- Secure funding for and carry out workforce research

Promoting the value of high quality conservation with our partners and with the public

- Refresh brand and promote new Icon Accreditation based on the PACR consultation

Becoming the authoritative source for information on conservation in practice, policy and the profession

- Benchmark and provide guidance on salaries
- Develop a new professional register

2 Excellence through building knowledge, high standards and valuing the profession

Championing excellence and high professional standards in the practice of conservation

- Prepare to deliver the Icon Accreditation Quinquennial Review based on the PACR consultation

Inspiring quality through support for skills development, education and training

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REPORT OF THE BOARD OF TRUSTEES (CONTINUED) for the year ended 31st March 2018

- Provide some generic skills training for conservators

Encouraging information exchange and the sharing of knowledge

- Prepare for the main Icon Conference in June 2019 (as above)
- Explore and, if appropriate, launch new occasional book series with Taylor & Francis

Nurturing those involved in conservation from entry to later career and beyond

- Engage Emeritus members in sharing skills and contributing to Icon
- Complete, launch and promote new “Ethical Guidelines for Members”.

3 Engagement through encouraging public awareness and participation

Expanding and strengthening our membership base with those involved and interested in conservation of our cultural heritage

- Research and develop targeted marketing campaign to recruit new members

Inspiring people from all backgrounds to value and engage with heritage, conservation and conservators

- Work with employers to develop Trailblazer Apprenticeship Standards in Conservation and investigate becoming an End-Point Assessment Organisation.

Diversifying those participating in conservation practice and the conservation profession

- Research the development of a schools’ careers toolkit

In addition, Icon will develop yearly detailed action plans that will also include cross-cutting and ongoing themes that deliver Icon’s objectives.

INSTITUTE OF CONSERVATION

REPORT OF THE BOARD OF TRUSTEES (CONTINUED)

for the year ended 31st March 2018

FINANCIAL REVIEW AND RESULTS FOR THE YEAR

The statement of financial activities on page 23 shows a surplus in unrestricted activities after transfers of £436 (2017: deficit of £969) and a surplus on restricted activities of £33,360 (2017: deficit of £19,835).

Reserves Statement

At the 31st March 2018 Icon had total reserves of £408,645. These included restricted funds which are not available for the general purposes of the Charity of £53,631 and an Expendable Endowment of £132,967. This is the Clare Hampson Fund, a bequest set up with the intention of supporting studies in paper conservation. The restricted funds would mostly be expended before 31st March 2019 although they are likely to be replaced to at least some extent. The Endowment is likely to last about 5 years but this could vary up or down. There are no designated funds. The unrestricted reserves were £222,047 and these can be used at the Trustees' entire discretion. As the reserves are all held in bank accounts, there would be no need to realise tangible assets to release funds.

Icon retains reserves for four main reasons:

- 1 to cover financial risks to which the Charity is exposed in the course of its business including income shortfall, cash flow volatility, unplanned expenditure and managed contraction;
- 2 to enable annual planning and budgeting with a degree of flexibility and contingency;
- 3 to finance future plans and provide capacity for planned growth in line with Icon's strategy and
- 4 to provide the ability to take advantage of change and opportunities, identified and agreed by senior management and Trustees.

The Trustees consider that in order to meet these needs, Icon should hold free reserves equivalent to no less than six months' unrestricted expenditure (approximately £401,000 at 31st March 2018 based on the 2018-19 budget).

The current level (£222,047 at 31st March 2018) is below the overall level set by Trustees. Accordingly, Icon management and Trustees will continue to monitor finances with the aim of achieving an unrestricted fund surplus being generated in each financial year until the six-months' target has been met.

The Board of Trustees will review this policy annually. Any substantial call on, or contribution to, reserves will be reported to Trustees.

Investment Policy

The Trustees consider that it is appropriate that the majority of the funds are invested in interest earning reserve accounts and that no funds are invested in either equities or bonds. The Board of Trustees will review this policy annually.

INSTITUTE OF CONSERVATION

REPORT OF THE BOARD OF TRUSTEES (CONTINUED)

for the year ended 31st March 2018

Principal risks and uncertainties

Icon has a formal risk management process through which the major risks to which the organisation may be exposed are identified and has ranked these by likelihood and impact, culminating in a risk control document which is updated on a regular basis (the Risk Register). All significant risks, together with current mitigation actions, are reviewed at every Board meeting by the Trustees. The Trustees are satisfied that systems have been developed and are in place to mitigate identified risks to an acceptable level.

The principal risks and uncertainties identified by the Charity are as follows:

Risk identified	Action taken to mitigate the risk
Loss of key personnel, members of the Senior Management Team (SMT)	SMT work flexibly as a team and substitute for the Chief Executive or other SMT roles. Trustees are well briefed on major projects, documentation is made available and Trustees understand that they may be called upon to help. Staff pay is externally benchmarked to aid retention. Loss of two SMT members at about the same time would be very problematical. Put contingency plans in place in the case of more than one member of the SMT leaving at the same time.
Icon IT infrastructure fails or is not fit for purpose.	Ensure delivery models are fit for purpose and contracts are managed. Off-site electronic data back-up systems reviewed and updated regularly. Recent cyber-attacks in the press increase perception of risk. Ensure staff understand risk and take precautionary measures when opening emails.
Icon loses touch or communicates poorly with its stakeholders.	Trustees' and Chief Executive's decision-making processes includes regularly reviewing the external environment and perceptions of members, groups, funders, stakeholders and general public and evaluate the potential impact on the organisation. Draft an advocacy policy for Icon. Draft and implement a communications strategy for every major project/activity. Work towards development of advocacy and profile-raising strategy document.
Governance structure and skills are not in place for effective decision making and accountability.	Governance review is nearly complete. Appointment of Trustee as new lead and report on progress to Board. Ongoing recruitment and training for Trustees in place. Governance Handbook well in hand. Governance Review to be completed by the end of 2019.

INSTITUTE OF CONSERVATION

REPORT OF THE BOARD OF TRUSTEES (CONTINUED)

for the year ended 31st March 2018

Key Management Personnel Remuneration

The pay of all staff is reviewed annually according to Icon's Pay Policy to determine cost of living adjustments and whether any individual increases are warranted. In view of the nature of the Charity, the Trustees benchmark from time to time against pay levels in other similar organisations. The remuneration bench-mark is the median of the range paid for similar roles in similar organisations.

Key management personnel are the Senior Management Team (Chief Executive, Membership Manager, Business Manager and Head of Professional Development). Key management personnel remuneration for 2017-18 totalled £158,006 (2016-17: £159,766).

Fundraising Policy

Icon does not engage in large scale public fundraising and does not use professional fundraisers or commercial participators. The Charity nevertheless observes and complies with the relevant fundraising regulations and codes. During the year there was no non-compliance of these regulations and codes and the Charity received no complaints relating to its fundraising practice.

Statement of Trustees' Responsibilities

Company Law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the Institute at the end of the financial year and its surplus and deficit for the financial year.

In doing so, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the principles and methods of the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the basis of a going concern unless it is inappropriate to presume that the company will continue in business

The Trustees are responsible for maintaining adequate accounting records which disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Financial statements are published on the Charity's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the Charity's website is the responsibility of the Trustees. The Trustees' responsibility also extends to the ongoing integrity of the financial statements contained therein.

INSTITUTE OF CONSERVATION

REPORT OF THE BOARD OF TRUSTEES (CONTINUED)

for the year ended 31st March 2018

Each of the Trustees at the date of approval of this report confirms that:

- 1) so far as the Trustee is aware, there is no relevant audit information of which the company's Auditors are unaware; and
- 2) the Trustee has taken all the steps that s/he ought to have taken as a Trustee to make herself/himself aware of any relevant audit information and to establish that the company's Auditors are aware of that information.

This confirmation is given and should be interpreted in accordance with the Companies Act 2006.

Auditors

haysmacintyre have been reappointed to audit the accounts for year ending 31st March 2018. A resolution to appoint Auditors to the Company and to authorise the Directors to fix their remuneration will be proposed at the Annual General Meeting.

This report was approved by the Board of Trustees on 19th September 2018 and signed on their behalf.



.....
Siobhan Stevenson, Chair

INSTITUTE OF CONSERVATION

INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES AND MEMBERS OF INSTITUTE OF CONSERVATION

Independent auditor's report to the Members and Trustees of Institute of Conservation

Opinion

We have audited the financial statements of The Institute of Conservation for the year ended 31 March 2018 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2018 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Trustees for the financial statements

As explained more fully in the Trustees' responsibilities statement [set out on page 18], the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

INSTITUTE OF CONSERVATION

INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES AND MEMBERS OF INSTITUTE OF CONSERVATION (CONTINUED)

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report (which incorporates the strategic report and the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report (which incorporates the strategic report and the directors' report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

INSTITUTE OF CONSERVATION

INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES AND MEMBERS OF INSTITUTE OF CONSERVATION (CONTINUED)

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charity Accounts (Scotland) Regulations (as amended) require us to report to you if, in our opinion:

- adequate accounting records have not been kept by the charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a strategic report.

Use of our report

This report is made solely to the charitable company's Members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charity Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's Members those matters we are required to state to them in an Auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's Members as a body, for our audit work, for this report, or for the opinions we have formed.



Kathryn Burton (Senior Statutory Auditor)
For and on behalf of haysmacintyre, Statutory Auditors

10 Queen Street Place
London
EC4R 1AG

Date: 20th September 2018

INSTITUTE OF CONSERVATION

STATEMENT OF FINANCIAL ACTIVITIES
(incorporating the income and expenditure account)
for the year ended 31st March 2018

	Note	Unrestricted Funds 2018 £	Restricted Funds 2018 £	Expendable Endowment 2018 £	Total Funds 2018 £	Total Funds 2017 £
Income from						
<i>Donations, Legacies & Grants</i>						
Donations & Grants		434	56,100	-	56,534	4,301
<i>Charitable Activities</i>						
Membership Subscriptions		318,985	-	-	318,985	295,820
Conference		-	-	-	-	16,571
Group Income		52,542	-	-	52,542	118,361
Fee Income		247,508	-	-	247,508	220,115
Publications Income		35,094	-	-	35,094	35,766
<i>Other Trading Activities</i>						
Advertising Income		58,288	-	-	58,288	72,036
Sponsorship		13,693	-	-	13,693	14,203
<i>Investments</i>						
Bank Interest		1,081	-	1,453	2,534	2,403
Other income		-	-	-	-	-
Total Income		<u>727,625</u>	<u>56,100</u>	<u>1,453</u>	<u>785,178</u>	<u>779,576</u>
Expenditure on						
<i>Charitable Activities</i>						
Advocacy		68,242	-	-	68,242	37,886
Excellence		511,309	-	-	511,309	601,307
Engagement		49,064	22,470	4,520	76,054	85,825
Membership Services		<u>98,574</u>	<u>-</u>	<u>-</u>	<u>98,574</u>	<u>74,805</u>
Total Expenditure	5	<u>727,189</u>	<u>22,470</u>	<u>4,520</u>	<u>754,179</u>	<u>799,823</u>
Net Income (expenditure)		436	33,630	(3,067)	30,999	(20,247)
Transfer of Funds		-	-	-	-	-
Net Movement in Funds		436	33,630	(3,067)	30,999	(20,247)
Brought Forward Funds at 1 April 2017		<u>225,010</u>	<u>20,001</u>	<u>136,034</u>	<u>381,045</u>	<u>401,292</u>
Carried Forward Funds at 31 March 2018		<u>225,446</u>	<u>53,631</u>	<u>132,967</u>	<u>412,044</u>	<u>381,045</u>

The notes on pages 26 – 39 form an integral part of these financial statements. All transactions are derived from continuing activities. All recognised gains and losses are included in the Statement of Financial Activities. Full comparative figures for the year ended 31 March 2017 are shown in note 14.

INSTITUTE OF CONSERVATION

Company Number: 05201058

BALANCE SHEET

as at 31st March 2018

	Note	2018 £	2017 £
FIXED ASSETS			
Tangible Assets	6	1,602	1,003
CURRENT ASSETS			
Debtors	7	127,410	116,239
Cash at Bank and in Hand		464,207	459,045
		<u>591,617</u>	<u>575,284</u>
CREDITORS - Amounts			
Falling Due Within One Year	8	(181,175)	(195,242)
		<u></u>	<u></u>
NET CURRENT ASSETS		410,442	380,042
		<u></u>	<u></u>
NET ASSETS	9	412,044	381,045
		<u></u>	<u></u>
FUNDS			
Restricted Funds		53,631	20,001
Unrestricted Funds			
General Unrestricted Funds		225,446	225,010
Expendable Endowment		132,967	136,034
		<u>358,413</u>	<u>361,044</u>
	9	412,044	381,045
		<u></u>	<u></u>

These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small entities.

These Financial Statements were approved by the Board of Trustees on 19th September 2018 and signed on its behalf by:-


Siobhan Stevenson, Chair

The notes on pages 26 - 38 form an integral part of these financial statements.

INSTITUTE OF CONSERVATION

STATEMENT OF CASH FLOWS
for the year ended 31st March 2018

		2018		2017	
	Note	£	£	£	£
Cash flows from operating activities:					
<i>Net (expenditure) for the year</i>		30,999		(20,247)	
Adjustments for:					
Depreciation charges	6	650		650	
Dividends & interest		(2,534)		(2,403)	
Loss on disposal of fixed assets		-		-	
(Increase)/decrease in debtors	7	(7,772)		66,259	
Increase/(decrease) in creditors	8	(14,067)		(9,259)	
Net cash provided by operating activities:			3,877		35,000
Cash flows from investing activities:					
Purchase of tangible fixed assets		(1,249)		(1,061)	
Dividends & interest		2,534		2,403	
Net cash provided by (used in) investing activities:			1,285		1,342
Increase in cash and cash equivalents in the year			5,162		36,342
Net cash and cash equivalents at the start of the year			459,045		422,703
Net cash and cash equivalents at the end of the year			464,207		459,045

INSTITUTE OF CONSERVATION

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31st March 2018

1. ACCOUNTING POLICIES

a) Statement of Compliance

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The Institute of Conservation meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

General Information

The Charity is a private company limited by guarantee without share capital, incorporated in England & Wales (Company Number 05201058), a Charity registered in England and Wales (Charity Number: 1108380) and a Charity registered in Scotland (Charity Number: SC039336). The registered office is listed on page 2.

Going Concern

The Trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular the Trustees have considered the Charity's forecasts and projections and have taken account of pressures on donation and investment income. After making enquiries the Trustees have concluded that there is a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. The Charity therefore continues to adopt the going concern basis in preparing its financial statements.

b) Fund Accounting

General unrestricted funds comprise surpluses and deficits and are available for use at the discretion of the Board of Trustees in furtherance of the Charity's general charitable objectives.

Other unrestricted funds are amounts that have been put aside out of the general unrestricted funds at the discretion of the Trustees to fund specific projects for the future development of the Institute (note 9).

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes.

Expendable Endowment – following the receipt of the final balance of the Clare Hampson bequest the balance on the fund has been transferred into an Expendable Endowment fund where the expenditure is restricted for use in the support of book & paper conservation studies.

INSTITUTE OF CONSERVATION

NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31st March 2018

1. ACCOUNTING POLICIES (CONTINUED)

c) Income

Income represents amounts receivable (and known at the year-end) by the Charity during the year from all sources including subscriptions, grants, contracts, donations and investments. All incoming resources are included in the Statement of Financial Activities when the Charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Grant income and membership contributions are included as they are received except where they relate to future periods in which case they are deferred.

d) Expenditure

Expenditure is included in the Statement of Financial Activities on an accruals basis, inclusive of any VAT which cannot be recovered. Bursary payments are treated as fully expended when paid.

The costs of policy and advocacy, Membership, Conservation Register, Conservation Awards, conferences, professional development, publications, group activities and support costs comprise expenditure, including staff costs, which is directly attributable to these activities. Where costs, such as support and governance, cannot be directly attributed, they have been allocated on the percentage of time spent on each charitable activity.

Support costs comprise all services supplied centrally, identifiable as wholly or mainly in support of direct charitable purposes and include an appropriate proportion of general overheads which cannot be allocated to specific activities.

Governance costs include these costs associated with meeting the constitutional and statutory requirement of the Charity and include the audit fees.

e) Operating Leases

Rentals payable under operating leases are charged on a straight line basis over the terms of the leases.

f) Depreciation

Depreciation is provided on all tangible fixed assets in order to write off their cost over their expected useful lives. The rates adopted are as follows:-

Leasehold improvements	minimum lease term
Computer Equipment & database	33.33% per annum straight line
Office Equipment	25% per annum straight line

Only fixed assets with a value in excess of £1,000 are capitalised. Assets purchased with a value below this are expensed in the year in which they occur.

g) Defined Contribution pension scheme

The amounts charged to the statement of financial activities are pension contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

NOTES TO THE FINANCIAL STATEMENTS (continued)

for the year ended 31st March 2018

1. ACCOUNTING POLICIES (CONTINUED)

h) Financial Instruments

Financial assets such as cash and debtors are measured at their present value of the amounts receivable, less an allowance for the expected level of doubtful receivables. Financial liabilities such as trade creditors, loans and finance leases are measured at the present value of the obligation.

With the exceptions of prepayments all other debtor and creditor balances are considered to be basic financial instruments under FRS 102. See notes 7 and 8 for the debtor and creditor notes.

i) Creditors and provisions

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

j) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

k) Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

l) Judgements and key sources of estimation uncertainty

In the application of the company's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The most significant estimates and assumptions which affect the carrying amount of assets and liabilities in the accounts relate to:

- **Useful Economic Lives** - The annual depreciation charge for property, plant and equipment is sensitive to change in the estimated useful economic lives and residual value of assets. These are reassessed annually and amended where necessary to reflect current circumstances.

INSTITUTE OF CONSERVATION

NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31st March 2018

1. ACCOUNTING POLICIES (CONTINUED)

m) Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

2. DONATIONS, LEGACIES AND GRANTS

Voluntary income received in the year was as follows:

2018	Unrestricted £	Restricted £	2018 £
Grants			
Historic Environment Scotland	-	3,800	3,800
The Worshipful Company of Weavers	-	-	-
The Clothworkers' Foundation	-	50,000	50,000
	-	53,800	53,800
Donations and legacies			
Sundry Donations	434	2,300	2,734
	434	56,100	56,534
2017	Unrestricted £	Restricted £	2017 £
Grants			
Historic Environment Scotland	-	3,000	3,000
The Worshipful Company of Weavers	-	300	300
	-	3,300	3,300
Donations and legacies			
Sundry Donations	136	865	1,001
	136	4,165	4,301

INSTITUTE OF CONSERVATION

NOTES TO THE FINANCIAL STATEMENTS (continued)

for the year ended 31st March 2018

3. NET MOVEMENT IN FUNDS

The Net Movement in Funds is stated after charging:-

	2018	2017
	£	£
Auditors' Remuneration - current year (excluding VAT)	5,800	5,677
Depreciation	650	650
Operating Leases – rent	23,406	23,406

4. STAFF COSTS

	2018	2017
	£	£
Staff Costs:		
Wages and Salaries	239,476	235,646
Social Security Costs	20,130	19,530
Pensions	12,931	9,681
	272,537	264,857

No employee received emoluments of more than £60,000 (2017: £60,000)

Administrative salaries have been directly allocated to projects on which time was spent.

The company has a group stakeholder defined contribution pension plan with autoenrollment for staff. During the year payments totalling £426 (2017: £8,738) were accrued and are included within current liabilities at the year end.

Numbers of Employees at 31st March 2018: 10 (2017: 9).

The average number of employees during the year was: 9.3 (2017: 8.9).

The analysis of employees (full time equivalents) in the year was as follows:

	2018	2017
	Number	Number
Advocacy	1.0	0.6
Excellence	2.5	2.8
Engagement	0.7	0.8
Membership Services	1.0	0.8
Support and Governance	1.5	1.4
	6.7	6.4

4. STAFF COSTS (continued)

INSTITUTE OF CONSERVATION

NOTES TO THE FINANCIAL STATEMENTS (continued)

for the year ended 31st March 2018

Key management personnel are the Senior Management Team (Membership Manager, Business Manager, Head of Professional Development and Chief Executive). The total employee benefits of the key management personnel for the year totalled £158,006 (2017: £159,766).

None of the Board of Trustees received remuneration for their services as Trustees during the year (prior year £nil).

8 Members (2017: 12) of the Board of Trustees received reimbursed expenses during the year. These were for travelling and amounted to £5,123 (2017: £4,829).

Icon pays the premium on an insurance policy covering Trustees' liabilities.

INSTITUTE OF CONSERVATION

NOTES TO THE FINANCIAL STATEMENTS (continued)

for the year ended 31st March 2018

5. ANALYSIS OF EXPENDITURE

	Advocacy	Excellence	Engagement	Membership Services	2018 Total	2017 Total
	£	£	£	£	£	£
Direct Costs						
Grants to beneficiaries	-	136,455	-	-	136,455	127,059
Staff costs (note 4)	34,215	101,392	31,485	35,133	202,225	196,399
Other staff / staff costs	1,658	80,611	1,255	9,403	92,927	91,374
Room hire	1,106	4,388	1,005	1,337	7,836	49,521
Subscriptions & publications	-	28,100	3,510	3,557	35,167	32,363
Website & IT direct	233	500	8,706	6,860	16,299	15,306
Assessors costs	-	5,520	-	-	5,520	8,961
Professional fees	-	-	-	5,468	5,468	4,028
AGM	-	207	-	1,092	1,299	1,067
Event costs	45	52,786	74	222	53,127	61,368
Publication costs	-	159	-	2,840	2,999	2,277
Prizes and awards	-	200	-	-	200	3,500
Trustees expenses	-	-	-	-	-	-
Other	-	7,950	1,153	371	9,474	8,179
	<u>37,257</u>	<u>418,268</u>	<u>47,188</u>	<u>66,283</u>	<u>568,996</u>	<u>601,402</u>
Support Costs						
Staff costs (note 4)	7,753	23,761	7,361	8,267	47,142	44,383
Staff related costs	499	1,488	462	516	2,965	3,101
Premises costs	5,033	15,008	4,659	5,204	29,904	33,593
Office running costs	4,287	12,783	3,969	4,432	25,471	22,572
Professional services	6,197	18,481	5,737	6,409	36,824	47,085
Governance Costs						
Staff costs (note 4)	3,900	11,629	3,608	4,033	23,170	24,075
Audit	976	2,911	904	1,009	5,800	5,677
Other	2,340	6,980	2,166	2,421	13,907	17,935
	<u>30,985</u>	<u>93,041</u>	<u>28,866</u>	<u>32,291</u>	<u>185,183</u>	<u>198,421</u>
Total Expenditure	<u>68,242</u>	<u>511,309</u>	<u>76,054</u>	<u>98,574</u>	<u>754,179</u>	<u>799,823</u>

Costs which have been directly attributable to a particular activity have been fully allocated to that specific charitable activity.

Support costs have been allocated based on the percentage of staff time spent and calculating its direct staff cost. Support costs are then allocated in proportion to this direct cost.

The percentages used are: Membership services 17%; Excellence 50%; Advocacy 17% and Engagement 16%.

INSTITUTE OF CONSERVATION

NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31st March 2018

6. TANGIBLE FIXED ASSETS

	Computers and Database £	Total £
At 1 April 2017	26,360	26,360
Additions	1,249	1,249
Disposals	(3,918)	(3,918)
At 31 March 2018	23,691	23,691
Depreciation		
At 1 April 2017	25,357	25,357
Charge for Year	650	650
Disposals	(3,918)	(3,918)
At 31 March 2018	22,089	22,089
Net Book Value at 31 March 2018	1,602	1,602
Net Book Value at 31 March 2017	1,003	1,003

All assets are used for charitable purposes.

7. DEBTORS

	2018 £	2017 £
Amounts Falling Due Within One Year		
Trade & Other Debtors	60,264	78,554
Prepayments	35,687	22,013
Accrued Income	31,459	15,672
	127,410	116,239
Included within debtors were financial instruments (comprising Trade & Other Debtors and Accrued Income) measured at amortised cost of:	91,723	94,226

INSTITUTE OF CONSERVATION

NOTES TO THE FINANCIAL STATEMENTS (continued)

for the year ended 31st March 2018

8. CREDITORS

	2018 £	2017 £
Amounts Falling Due Within One Year		
Trade & Other Creditors	32,694	30,624
Accruals	20,676	24,061
Taxation & Social Security	6,715	5,936
VAT	5,522	7,750
Deferred Income (see below)	115,568	126,871
	181,175	195,242
Included within creditors were financial instruments (comprising Trade & Other Creditors, Accruals, Taxation & Social Security and VAT) measured at amortised cost of:	65,607	68,371

Deferred Income

Deferred income relates to membership contributions received for future periods and other fees received in advance.

	£
Balance as at 1 April 2017	126,871
Amounts released to income	(126,871)
Amounts deferred in period	115,568
Balance as at 31 March 2018	115,568

9. ANALYSIS OF NET ASSETS BETWEEN FUNDS

Current Year (2018)	Unrestricted £	Restricted £	Expendable Endowment £	Total £
Fixed Assets	1,062	-	-	1,062
Debtors	127,410	-	-	127,410
Cash at Bank and in Hand	306,089	25,151	132,967	464,207
Current Liabilities	(181,175)	-	-	(181,175)
	253,926	25,151	132,967	412,044

INSTITUTE OF CONSERVATION

NOTES TO THE FINANCIAL STATEMENTS (continued)
for the year ended 31st March 2018

9. ANALYSIS OF NET ASSETS BETWEEN FUNDS (CONTINUED)

Prior Year (2017)	Unrestricted £	Restricted £	Expendable Endowment £	Total £
Fixed Assets	1,003	-	-	1,003
Debtors	116,239	-	-	116,239
Cash at Bank and in Hand	303,010	20,001	136,034	459,045
Current Liabilities	(195,242)	-	-	(195,242)
	<u>225,010</u>	<u>20,001</u>	<u>136,034</u>	<u>381,045</u>

10. FUNDS

Current Period		At 1 April 2017 £	Income £	Expenditure £	Transfers £	At 31 March 2018 £
Restricted Funds:						
Nigel Williams	1	19,701	2,300	-	-	22,001
Historic Environment Scotland	2	-	3,800	(950)	-	2,850
Clothworkers Foundation	3	-	50,000	(21,520)	-	28,480
The Worshipful Company of Weavers	4	300	-	-	-	300
		<u>20,001</u>	<u>56,100</u>	<u>(22,470)</u>	<u>-</u>	<u>53,631</u>
Unrestricted Funds:						
General unrestricted funds		225,010	727,625	(727,189)	-	225,466
Expendable Endowment						
	5	136,034	1,453	(4,520)	-	132,967
		<u>381,045</u>	<u>785,178</u>	<u>(754,179)</u>	<u>-</u>	<u>412,044</u>

INSTITUTE OF CONSERVATION

NOTES TO THE FINANCIAL STATEMENTS (continued)

for the year ended 31st March 2018

Prior Period		At 1 April 2016 £	Income £	Expenditure £	Transfers £	At 31 March 2017 £
Restricted Funds:						
Nigel Williams	1	19,836	865	(1,000)	-	19,701
Historic Environment Scotland	2	-	3,000	(3,000)	-	-
Clothworkers Foundation	3	20,000	-	(20,000)	-	-
The Worshipful Company of Weavers	4	-	300	-	-	300
Total Restricted Funds		39,836	4,165	(24,000)	-	20,001
Unrestricted Funds:						
General unrestricted funds		225,979	774,293	(775,262)	-	225,010
Expendable Endowment	5	135,477	1,118	(561)	-	136,034
		401,292	779,576	(799,823)	-	381,045

- (1) Nigel Williams Fund: provides a prize awarded to an individual conservator by the Ceramics and Glass Group of Icon.
- (2) Historic Environment Scotland: provides funds for agreed training activities.
- (3) The Clothworkers' Foundation gave £20,000 of funding in the prior year for bursaries for Accredited Conservators and Associate Members on the Pathway to Accreditation to attend Icon's 2017 triennial conference 'Turn and Face the Change: Conservation in the 21st Century'. 63 bursaries were issued. During the current year they also gave £50,000 of funding for the Policy Advisor.
- (4) The Worshipful Company of Weavers gave £300 for supporting studies in textile conservation
- (5) Expendable Endowment: The Clare Hampson Fund: bequest set up with the intention of supporting studies in paper conservation.

11. SUBSIDIARY COMPANY

The subsidiary company Icon Business Services Limited had been dormant since 2009 and was dissolved on 18th June 2017.

INSTITUTE OF CONSERVATION

NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31st March 2018

12. OPERATING LEASE COMMITMENTS

The total amounts payable in respect of operating leases are shown below:

	2018 £	2017 £
Property leases payments due		
Within one year	28,500	23,406
Within two years – five years	57,000	-
	<u>85,500</u>	<u>23,406</u>

13. RELATED PARTY TRANSACTIONS

Megan de Silva serves on the Committee for Wales of the Heritage Lottery Fund. Icon is contracted under its Icon Interns' Scheme with a number of organisations on an arm's length basis to provide internships, including their recruitment and support.

Melanie Houston supervises the Intern scheme involved at 'arm's length'. She is also a member of the Pest Odyssey Steering Committee, an informal group of heritage and museum professionals.

Lorraine Finch is an assessor for the ICRI, the V&A and AIM.

Jonathan Betts is the Advisor on Horology to The National Trust and could be involved in overseeing or advising on projects supported by HLF and other funding bodies. He is also a Trustee (Member of the Court) of the Worshipful Company of Clockmakers, and a Trustee (Member of Council) of the Antiquarian Horological Society, both of which sometimes disburse charitable funds for conservation related projects. He is External Examiner for the accredited Graduate Diploma course in Conservation of Clocks at West Dean College, a course which in various ways is subject to fundraising activities at various times.

INSTITUTE OF CONSERVATION

NOTES TO THE FINANCIAL STATEMENTS (continued)

for the year ended 31st March 2018

14. Prior Year Statement of Financial Activities

	Note	Unrestricted Funds 2017 £	Restricted Funds 2017 £	Expendable Endowment 2017 £	Total Funds 2017 £
Income from					
<i>Donations & Legacies</i>					
Donations		136	4,165	-	4,301
<i>Charitable Activities</i>					
Membership Subscriptions		295,820	-	-	295,820
Conference		16,571	-	-	16,571
Group Income		118,361	-	-	118,361
Fee Income		220,115	-	-	220,115
Publications Income		35,766	-	-	35,766
<i>Other Trading Activities</i>					
Advertising Income		72,036	-	-	72,036
Sponsorship		14,203	-	-	14,203
<i>Investments</i>					
Bank Interest		1,285	-	1,118	2,403
Other income		-	-	-	-
Total Income		<u>774,293</u>	<u>4,165</u>	<u>1,118</u>	<u>779,576</u>
Expenditure on					
<i>Charitable Activities</i>					
Advocacy		37,886	-	-	37,886
Excellence		601,307	-	-	601,307
Engagement		61,264	24,000	561	85,825
Membership Services		<u>74,805</u>	<u>-</u>	<u>-</u>	<u>74,805</u>
Total Expenditure	5	<u>775,262</u>	<u>24,000</u>	<u>561</u>	<u>799,823</u>
Net Income (expenditure)		(969)	(19,835)	557	(20,247)
Transfer of Funds		-	-	-	-
Net Movement in Funds		(969)	(19,835)	557	(20,247)
Brought Forward Funds at 1 April 2016		<u>225,979</u>	<u>39,836</u>	<u>135,477</u>	<u>401,292</u>
Carried Forward Funds at 31 March 2017		<u>225,010</u>	<u>20,001</u>	<u>136,034</u>	<u>381,045</u>

