



Advocacy Framework

The Institute of Conservation

icon

THE INSTITUTE OF CONSERVATION

Introduction

The purpose of the Framework is to support Icon in the quality provision of advocacy activities for the cultural heritage conservation sector. The objectives of the Framework are to:

- **Provide strategic direction** by establishing the purpose and intended outcomes of Icon's advocacy work in alignment with Icon's [Strategy 2017-2021](#).
- **Clarify and streamline process** by outlining best practice for advocacy activities and how members and staff can collaborate towards outcomes.
- **Guide evaluation** with matrixes for collecting evidence to assess whether we are achieving our desired changes and making a difference.
- **Encourage communication** through a guide to the channels and methods available for sharing impact.

The Framework applies to all Icon staff and members involved and interested in undertaking advocacy on Icon's behalf. It is intended to encourage – as opposed to restrict – members' engagement with Icon's advocacy work.

The Framework is based on a theory of change for advocacy (Figure 1), which outlines the need we are trying to address (vision), the changes we want to make (outcomes), what we plan to do (activities) and the resources we will invest (inputs).

The Framework is divided into the following chapters, which discuss the different elements of this results chain:

1. What does advocacy mean for Icon?
2. Why do we do advocacy? Outcomes and Vision
3. Who does what and how? Inputs, Outputs and Activities
4. How do we evidence our impact? Evaluation of Outputs and Outcomes
5. How do we share our successes? Communication of Outputs and Outcomes

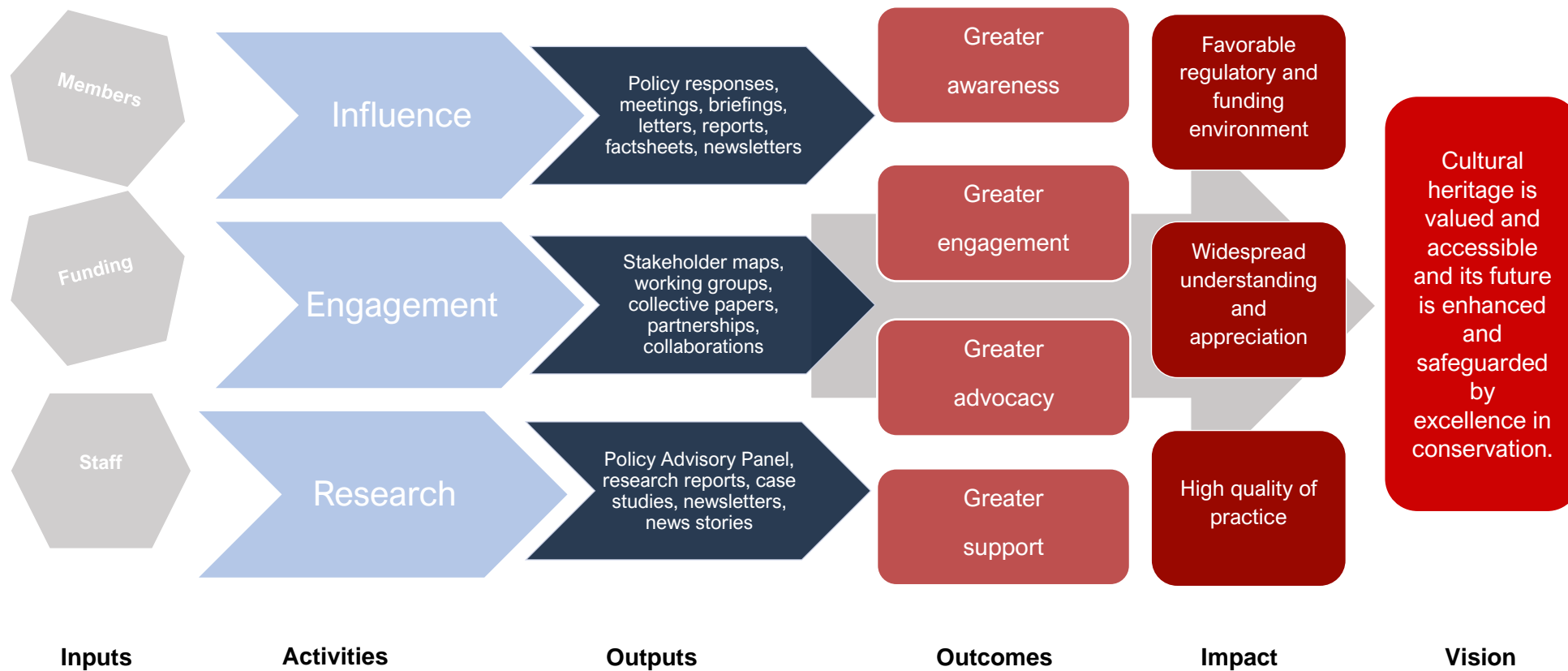


Figure 1: Theory of change for advocacy: Inputs are used in order to carry out activities. Activities lead to services or products delivered. Outputs start to bring about change. Outcomes eventually lead to impact, which helps to realise Icon's vision.

1 What does advocacy mean for Icon?

Advocacy is a deliberate process of persuasive communication that seeks to build momentum and support behind an idea. It is a relatively slow process of changing attitudes and positions that requires ongoing engagement and negotiation with stakeholders.

The primary audience of Icon's advocacy are decision makers as the ultimate target of advocacy efforts is to influence those who hold decision-making power. These decision makers include government leaders, officials and funders. In some cases, Icon speaks directly to such leaders but in other cases, we put pressure on them by addressing secondary audiences such as the media, the public or other advocacy bodies.

The primary objective is to lead and steer opinion formers and decision makers to make our words, ideas, evidence and proposals their own and to act on them. We see this as a four-step challenge of changing awareness, attitudes, rhetoric and ultimately, behaviour, as shown in Figure 2:

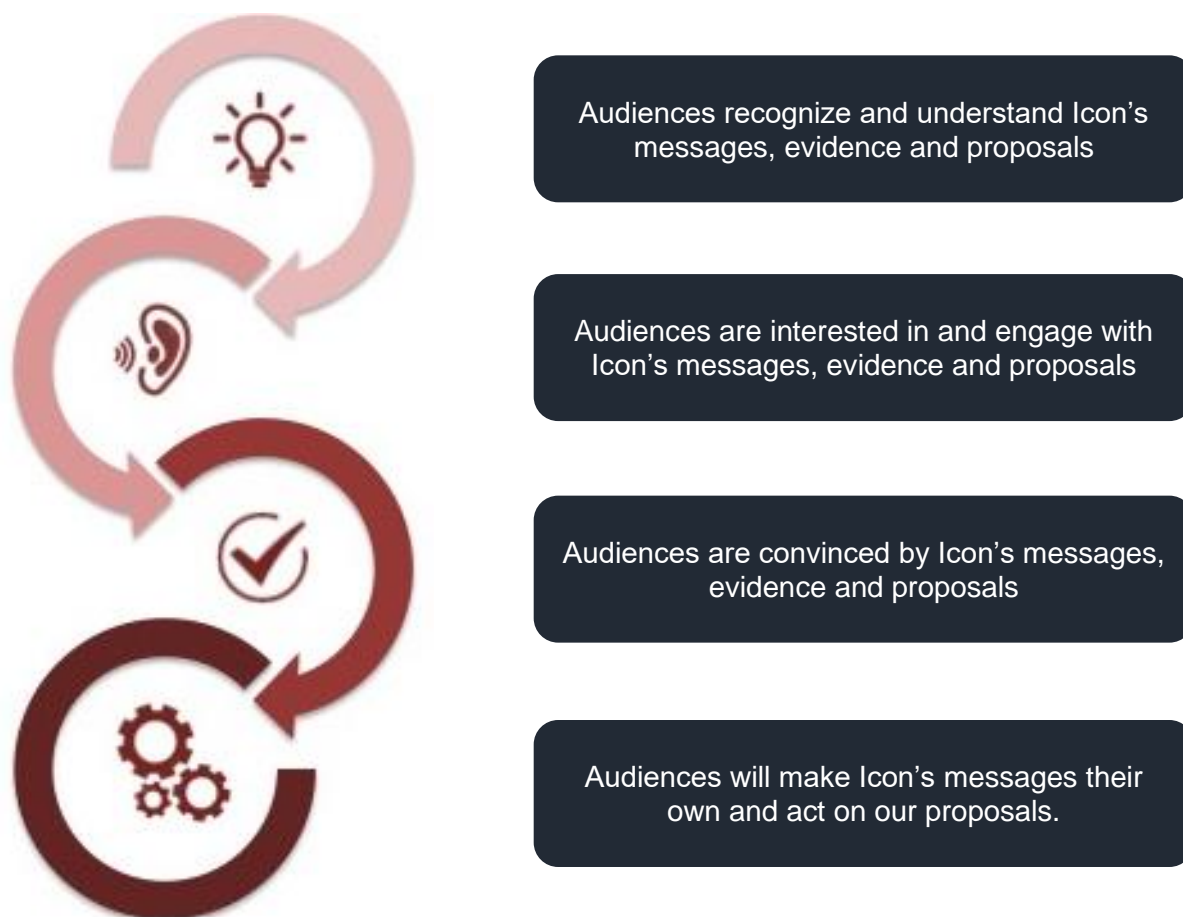


Figure 2: The advocacy challenge

2 Why does Icon do advocacy?

The overall aim of Icon's advocacy and policy is to support Icon's vision *"for cultural heritage to be valued and accessible and for its future to be enhanced and safeguarded by excellence in conservation."*

As advocacy is a planned process of influencing through communications, we aim for target audiences to understand, be convinced by and take ownership of this vision. As the theory of change shows, we believe ownership of this vision will be demonstrated by a supportive financial and regulatory environment for conservation, widespread understanding of the value of conservation and high quality in practice.

This impact will be achieved by seeking the following outcomes, or changes:

- ❖ Greater awareness of Icon
- ❖ Greater engagement with Icon
- ❖ Greater advocacy for conservation
- ❖ Greater support for conservation

Icon's Strategy 2017-2021 outlines the three strategic actions or objectives that help us structure our activities towards these outcomes:

- ❖ Become the authoritative source of information on conservation in practice, policy and the profession
- ❖ Promote the value of high-quality conservation with our partners and with the public
- ❖ Extend our influence as a strong voice for the conservation of cultural heritage

These objectives can be simplified into three primary areas of advocacy work: Influence, Engagement and Investigation & Analysis. Each of these categories has a subset of activities that make reaching our objectives manageable.

3 Who does what and how?

3.1 Inputs

Inputs are the investments that go into Icon's advocacy and include time, money and physical resources. This Framework focuses on the human resources devoted to Icon's advocacy. You can read more about how Icon spends its money [here](#).

The greatest asset Icon has is its members. The time, expertise and knowledge of Icon members – including Trustees, Groups, the Policy Advisory Panel, Committees and individuals – is one of the biggest drivers behind the theory of change for advocacy.

Icon has a dedicated Policy Advisor, who is responsible for policy and advocacy. However, many Icon staff members contribute their time and expertise as policy and advocacy issues extend across professional development, communications and membership.

The key players in Icon's advocacy efforts and their responsibilities are outlined below.

Board of Trustees

The Board of Trustees is responsible for the strategic direction of Icon's advocacy and policy by

- Agreeing and setting the Strategy.
- Providing direction on contested advocacy and policy issues.

Chief Executive

The Chief Executive is responsible for leading Icon's advocacy and policy operations by

- Ensuring all work complies with the strategic direction as identified by the Board of Trustees.
- Managing the Policy Advisor and overseeing the role's intended outcomes and measurables.
- Acting as the 'public face' of Icon, for example through representation at high-level meetings and in high-level correspondence.

Policy Advisor

The Policy Advisor manages the day-to-day operations of Icon's policy by

- Anticipating and identifying issues, establishing their scope and impact and determining the need for direction from the Board of Trustees, Chief Executive or Senior Management Team.
- Undertaking research and consulting with the Policy Advisory Panel and other relevant members or staff. The consultation process is explained in Figure 3.
- Managing the drafting, submission and publication of advocacy papers.
- Liaising with stakeholders and arranging meetings.
- Representing Icon at external meetings and panels as agreed by the Chief Executive.

Other Icon staff

Other Icon staff contribute to advocacy activities according to their area of expertise by

- Providing perspective on policy positions or representing Icon at external forums.
- Ensuring advocacy impacts are communicated to the membership and the public through their dedicated channels.

Policy Advisory Panel

The Policy Advisory Panel is a forum through which individual members can contribute to Icon's policy outputs by sharing their knowledge and experience and offering expert advice.

- The Panel comprises Icon members who have expressed an interest in engaging with Icon's policy work and have opted to join a mailing list through which they can be contacted. Membership is open to all Icon members.
- The Panel has no governing authority over Icon and is chaired by the Policy Advisor.
- The Policy Advisor contacts Panel members via email to collect views and feedback on current issues. This can take the form of a call for evidence or case studies or invitation to comment on draft papers.
- Comments received from Panel members are collated and consolidated into key messages. These are weighed against Icon's strategic aims and priorities to identify which messages will inform Icon's position or response.

- Diverging opinions amongst Panel members, or between the Panel and Icon staff, are treated on a case-by-case basis. The Policy Advisor uses their professional judgement and weighs contrasting views against the Strategy to decide which arguments to put forward.
- Panel members are encouraged to proactively flag any advocacy policy issues they think Icon should be engaging with.

Icon Groups and Networks

Groups and Networks are encouraged to undertake advocacy and policy work relating to their sub-sector of conservation and the interests of their members, provided they

- Ensure policy positions and messages support the aims and objectives of Icon's advocacy as described in Chapter 2.
- Inform the Policy Advisor in advance of any planned submissions to consultations or publication of other policy outputs.
- Agree representation on behalf of Icon at external meetings and panels with the Chief Executive or Policy Advisor.
- Communication with head office is to keep track of all of Icon's advocacy activities, which will aid impact evaluation and ensure consistency in messaging and reinforcing Icon's voice.

National Groups

Icon's national Groups have a strong awareness of their local policy environment and stakeholders meaning they can often be better placed to comment on region-specific issues. Consequently, national Groups may take the lead on policy activities within their regions, provided they

- Ensure policy positions and messages support the aims and objectives of Icon's advocacy as described in Chapter 2.
- Coordinate with Icon staff so that advocacy activities can be tracked and recorded for evaluation purposes and to ensure consistency in messaging.

3.2 Outputs

Outputs are the products or services Icon provides as a result of its advocacy activities and can range from written documents to face-to-face briefings. Outputs can be understood as the communication tools that Icon uses to get its advocacy messages across to audiences. For example, the immediate result (output) of research is a research report. But the report is also a tool for communicating the research findings. Consequently, the use of outputs is dependent on target audiences, as summarised in the tables below.

NB: These communication tools differ from communication channels, which are the actual platforms and systems used to distribute the products. These will be discussed in Chapter 4.

Hard Advocacy

Advocacy papers are the written tools for advocating Icon's vision. Through our papers, we aim for target audiences to understand our ideas, be convinced by them and ultimately make them their own and act on our ideas. The development and publication of advocacy papers

is illustrated in Figure 3 and described in further detail in Appendix 2. The following table describes the purpose and intended audiences of Icon’s advocacy papers.

Paper	Use	Audience
Policy Response	To inform policies, strategies and legislation by delivering evidence, insight and recommendations	Consulting bodies, including government departments and funders
Briefings	To outline Icon’s position or response to a particular issue; to support and communicate advocacy campaigns	Informed, non-specialist audiences including politicians, NGOs, civil servants and media.
Factsheets	To present our key messages in practical, plain language fact sheets in an appealing format. To build capacity amongst members to advocate	Members of the public Uninformed audiences
Reports	To present original research conducted by Icon in a longer and more detailed format	Informed, non-specialist audiences

Soft Advocacy

The result of an advocacy activity is not always a written or ‘hard’ document. Effective advocacy is a two-way process of mediation and negotiation and is more than a case of “presenting our findings” in a one-way transfer. The development of our advocacy papers can be regarded as a process of initiating a dialogue or relationship. It can lead to in-person briefings with decision makers and face-to-face negotiations with partners. These encounters are just as important as Icon’s written advocacy outputs. The table below describes these engagement outputs in more detail.

Engagement	Use	Main Audience
Meetings	To brief stakeholders on Icon’s advocacy messages and ultimately influence them to take ownership of our ideas	Informed, non-specialist audiences including politicians, NGOs, civil servants and media
Working groups	To collectively influence opinion, policy and service provision by sharing ideas, experiences and resources. To ensure Icon’s priorities are included within the broader heritage debate	Allied audiences such as other heritage sector organisations
Partnerships	To formally work together towards common objectives by pooling resources and intellectual effort	Allied audiences such as other heritage sector organisations and funders Non-heritage sector organisations

3.3 Activities

Activities are the actions that Icon takes to work towards its desired outcomes. Our advocacy activities can be grouped under three themes:

1. Influence – influence decision makers, opinion formers and the public to ensure cultural heritage conservation is widely valued, understood and supported
2. Engagement – engage widely with the cultural heritage sector to pool resources for maximum benefit and to ensure conservation is included within wider discussions
3. Investigation & Analysis – research the cultural heritage conservation sector and policy landscape to identify opportunities and challenges and to deliver insight

The following tables describe the relationship between activities, inputs and outputs and highlights opportunities for members to participate and work with staff towards shared objectives.

INFLUENCE

ACTIVITY <i>What will we do?</i>	OUTPUT <i>What products will we deliver?</i>	INPUT <i>Who delivers?</i>	PROCESS <i>How do we deliver it?</i>
Lobby and influence decision makers around cultural heritage conservation	Policy responses	Staff <ul style="list-style-type: none"> ▪ Policy Advisor drafts responses to consultations and calls for evidence in collaboration with members and staff. The consultation process is explained in Figure 3. ▪ Policy Advisor manages the submission of responses 	
		Members <ul style="list-style-type: none"> ▪ Flag opportunities for responses to the Policy Advisor ▪ Write and submit responses as individuals 	
	Meetings	Staff <ul style="list-style-type: none"> ▪ Policy Advisor requests and organizes meetings with politicians and officials ▪ Staff attend meetings 	
		Members <ul style="list-style-type: none"> ▪ Request meetings with local MPs and representatives ▪ Attend town hall meetings and public hearings 	
Brief opinion formers on conservation through high-quality original papers	Briefings, letters and reports	Staff <ul style="list-style-type: none"> ▪ Policy Advisor drafts papers in consultation with members and staff ▪ Policy Advisor manages the publication of papers 	
		Members <ul style="list-style-type: none"> ▪ Comment and provide feedback on papers through Policy Advisory Panel ▪ Write articles and letters to local and national papers and to MPs and local representatives 	
Promote key messages and information on cultural heritage conservation through dedicated communications channels	Factsheets	Staff <ul style="list-style-type: none"> ▪ Policy Advisor drafts papers in consultation with members and staff ▪ Policy Advisor manages the publication of papers 	
		Members <ul style="list-style-type: none"> • Use information and evidence to advocate for conservation • Share and disseminate Factsheets with friends, family and colleagues 	
	Newsletter	Staff <ul style="list-style-type: none"> • Compose and disseminate newsletter to members and external stakeholders 	

ENGAGEMENT

ACTIVITY <i>What will we do?</i>	OUTPUT <i>What products will we deliver?</i>	INPUT <i>Who delivers?</i>	PROCESS <i>How do we deliver it?</i>
Identify, monitor and engage with stakeholders in the ever-evolving heritage landscape	Stakeholder map	Staff	<ul style="list-style-type: none"> Policy Advisor publishes and maintains a map of Icon and cultural heritage sector stakeholders
		Members	<ul style="list-style-type: none"> Groups and individual members are encouraged to share their knowledge of stakeholders with staff
	Meetings	Staff	<ul style="list-style-type: none"> Staff request and attend meetings with stakeholders
Collaborate with the wider cultural heritage sector	Participation in cross-sector working groups and forums	Staff	<ul style="list-style-type: none"> Staff identify and attend relevant working groups Staff consult members and Groups on agenda items as necessary
		Members	<ul style="list-style-type: none"> Groups can represent Icon at regional/ specialist meetings if attendance is agreed with staff Members can identify new working groups and put themselves forward to represent Icon
	Contributions to calls for information/ evidence and to collective papers/ meetings	Staff	<ul style="list-style-type: none"> Policy Advisor drafts responses in consultation with staff and the Policy Advisory Panel Policy Advisor manages the submission of papers
		Members	<ul style="list-style-type: none"> Members can flag calls for information they identify to staff Members can respond to calls for information and evidence as individuals
Develop and manage partnerships with organisations within and beyond the cultural heritage sector	Partnerships and collaborations	Staff	<ul style="list-style-type: none"> Staff identify and research potential allies for delivering shared projects Staff develop relationships
		Members	<ul style="list-style-type: none"> Members are encouraged to share their knowledge of stakeholders with staff

RESEARCH & INVESTIGATION

ACTIVITY <i>What will we do?</i>	OUTPUT <i>What products will we deliver?</i>	INPUT <i>Who delivers?</i>	PROCESS <i>How do we deliver it?</i>
Actively monitor, forecast and analyse developments in policy affecting conservation	Articles/web links highlighted in newsletters and updates	Staff	<ul style="list-style-type: none"> Policy Advisor monitors key news sources to stay up to date on sector and national developments
		Members	<ul style="list-style-type: none"> Members are encouraged to stay up to date on sector developments as a part of their CPD.
	Updates and stories in Icon News/ Iconnect/ website/ newsletter	Staff	<ul style="list-style-type: none"> Policy Advisor assesses impact of developments and informs staff and members about opportunities and threats
		Members	<ul style="list-style-type: none"> Members are encouraged to share their commentary on developments
Consult widely with the conservation sector on core messaging and policy positions	Policy Advisory Panel	Staff	<ul style="list-style-type: none"> Policy Advisor consults the Policy Advisory Panel on advocacy papers and activity to collect views Policy Advisor promotes the opportunity for all Icon members to join the Policy Advisory Panel
		Members	<ul style="list-style-type: none"> Members are welcome to join the Policy Advisory Panel to feed into Icon's advocacy outputs and activity
Collect and analyse evidence and undertake research within the cultural heritage conservation sector	Research reports and case studies	Staff	<ul style="list-style-type: none"> Policy Advisor undertakes research on the conservation workforce Policy Advisor consults the Policy Advisory Panel for case studies and evidence
		Members	<ul style="list-style-type: none"> Members are encouraged to share evidence and case studies with staff

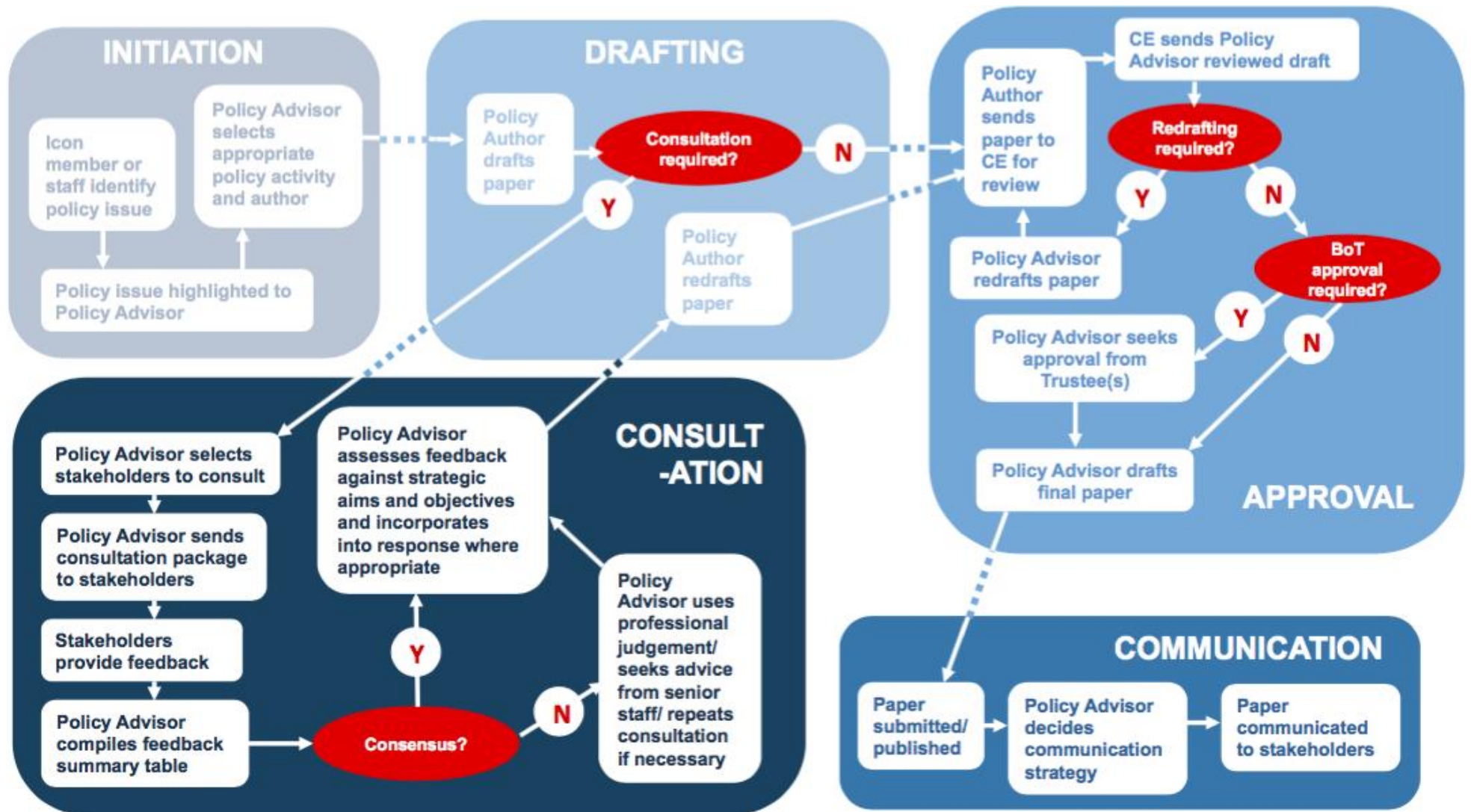


Figure 3: The development process of an Icon advocacy paper

CE = Chief Executive, BoT = Board of Trustees

4 Evaluation

The impact of Icon's advocacy efforts should be regularly evaluated, for example ahead of the Trustees Annual Report (TAR). Indicators are instruments that allow us to measure inputs, activities, outputs and outcomes. They are linked with the types of change we seek to inspire and help us assess how close we are to getting the result we are looking for.

Due to the slow nature of advocacy, it is useful to distinguish immediate indicators, which are used to track result of products and activities from those used to measure impact in the long term. These are outlined in the matrixes at the end of this chapter.

4.1 Activities and Outputs

When evaluating outputs, we measure scope, reach and quality. These assess how productive we have been in our advocacy activities and the standard and usefulness of the work we are producing. The following questions help us to measure these characteristics:

Scope	How many consultation responses did we submit? What was the topic of the consultations? What was the profile of the consulting body?
Reach	How many people did we disseminate our papers to? How many people downloaded our papers? How many people read our news stories?
Quality	How many papers were informed by a strategy? How many outputs drew on membership expertise? How many papers used organisational branding? What was the feedback and level of satisfaction?

4.2 Outcomes

Outcomes and impact are more challenging to measure, as they are often the results of several actors and actions over a longer period. A common oversimplification of impact is that advocacy is only successful if the recommendations put forward are adopted and implemented by decision makers. This ignores the complexity of the advocacy process. For example, the government rejecting a suggestion by Icon can be an indicator of impact, as the government will have had to consider the idea to justify its rejection. Icon will have encouraged the government to widen its policy horizon by introducing a new perspective.

Icon consequently takes a broader notion of influence to assess the impact our advocacy efforts make. This employs a developmental perspective with feasible outcomes that align with our understanding of the advocacy challenge as defined in Chapter 1. As Figure 4 visualises, we look for indicators of change in awareness, attitudes, rhetoric and behaviour to evaluate our outcomes. Examples of how such change might be detected with different stakeholders are shown below.

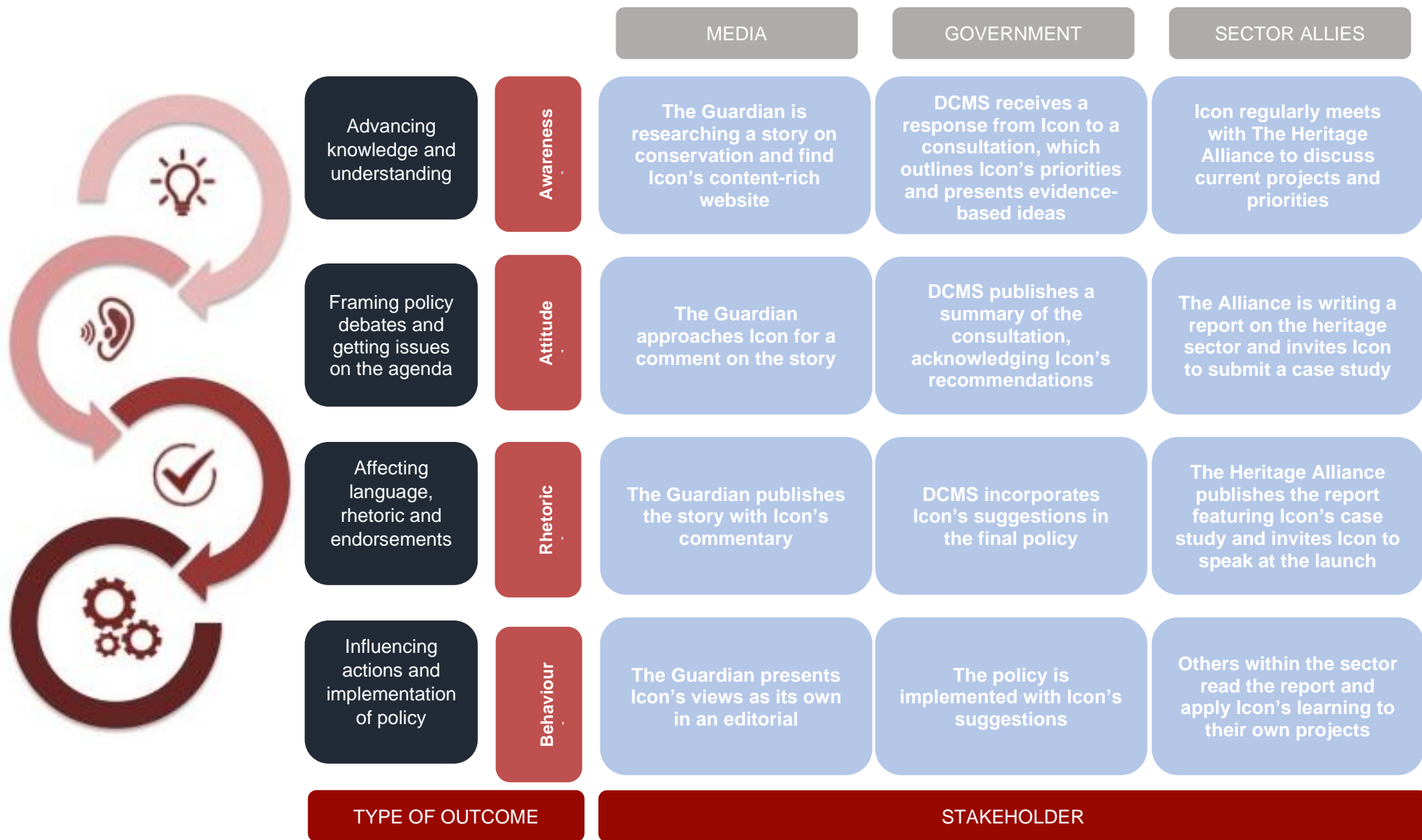


Figure 4: Types of outcome and examples of evidence with different stakeholders.

4.3 Evaluation Matrix: Activities and Outputs

Extend our influence as a strong voice for conservation of cultural heritage

ACTIVITY <i>What will we aim to do?</i>	OUTPUT <i>What products will we deliver?</i>	INDICATOR <i>What will we measure?</i>	METHOD <i>How will we collect it?</i>	TIMING <i>When will we collect it?</i>	LEAD <i>Who will collect it?</i>
Lobby and influence decision makers around cultural heritage conservation	Policy responses	<ul style="list-style-type: none"> Number of responses Topic of responses Profile of body responded to (sector, region etc.) 	Website	Ahead of TAR	Policy Advisor
	Meetings	<ul style="list-style-type: none"> Number of meetings granted Focus of meetings Profile of attendees 	Outlook diary	Ongoing	Policy Advisor
Brief opinion formers on conservation through high-quality original papers	Briefings, letters and reports	<ul style="list-style-type: none"> Number of papers Topic of papers Number and profile of people briefed (sector, region etc.) Number of responses to letters Level of satisfaction of people briefed (feedback) 	Website	Ahead of TAR	Policy Advisor
			Outlook Outlook	Ongoing On receipt	Policy Advisor All staff
Promote key messages and information on cultural heritage conservation through dedicated communications channels	Factsheets	<ul style="list-style-type: none"> Number of factsheets Topic of factsheet Reach (downloads) Level of satisfaction (feedback) 	Website Web analytics Social media listening	Ahead of TAR	Policy Advisor Social Media Officer All staff
	Newsletter	<ul style="list-style-type: none"> Number of issues Reach (subscribers) Level of satisfaction (feedback) 	Website Subscription list Outlook Social media listening	Ahead of TAR Ongoing	Policy Advisor All staff

Promote the value of high-quality conservation with our partners and with the public

ACTIVITY <i>What will we aim to do?</i>	OUTPUT <i>What products will we deliver?</i>	INDICATOR <i>What will we measure?</i>	METHOD <i>How will we measure it?</i>	TIMING <i>When will we collect it?</i>	RESPONSIBILITY <i>Who will collect it?</i>
Identify, monitor and engage with stakeholders in the ever-evolving heritage landscape	Map of Icon stakeholders and conservation sector stakeholders	<ul style="list-style-type: none"> Up-to-date stakeholder maps Stakeholder tracking sheets 	Website	Ahead of TAR	Policy Advisor
Collaborate with the wider cultural heritage sector	Participation in cross-sector working groups and forums	<ul style="list-style-type: none"> Number of working groups Profile of working groups (sector, region, etc.) Number and profile of attendees 	External stakeholders meetings spread sheet	Ahead of TAR	Policy Advisor
	Responses to calls for information/ evidence and contributions to collective papers/ meetings	<ul style="list-style-type: none"> Number of evidence requests responded to Topic of information provided Level of satisfaction (feedback) 	Website Outlook Outlook Social media listening	Ahead of TAR On receipt	Policy Advisor All staff Social Media Officer
Develop and manage partnerships with organisations within and beyond the cultural heritage sector	Partnerships and collaborations	<ul style="list-style-type: none"> Number of partnerships and collaborations Profile of partners (sector, region, etc.) Number of projects delivered through collaborations Number of meetings organized to explore joint projects 	Project evaluation	On project completion	Project team
			Outlook	On receipt	All staff

Become the authoritative source of information on conservation in practice, policy and the profession

ACTIVITY <i>What will we aim to do?</i>	OUTPUT <i>What products will we deliver?</i>	INDICATOR <i>What will we measure?</i>	METHOD <i>How will we measure it?</i>	TIMING <i>When will we collect it?</i>	RESPONSIBILITY <i>Who will collect it?</i>
Actively monitor, forecast and analyse developments in policy affecting conservation	Articles/web links highlighted in newsletters and updates.	<ul style="list-style-type: none"> Number of articles and web links collected and shared 	Website Outlook	Ahead of TAR	Policy Advisor
	Updates in Icon News, newsletters, website, Iconnect etc.	<ul style="list-style-type: none"> Number of news stories/ updates/ articles Reach (subscribers/ downloads) 	Website Subscription list Website analytics	Ahead of TAR	Policy Advisor Social Media Officer
Consult widely with the conservation sector on core messaging and policy positions	Policy Advisory Panel	<ul style="list-style-type: none"> Number of panel members Profile of panel members (sector, specialism, region etc.) Number of active members Panel members' level of satisfaction 	Panel membership list Feedback logs Outlook Membership survey	Ahead of TAR	Policy Advisor Head of Membership
Collect and analyse evidence and undertake research within the cultural heritage conservation sector	Research reports and case studies	<ul style="list-style-type: none"> Number of reports and case studies Topic of research Reach (downloads and stakeholders disseminated to) Level of satisfaction (feedback) 	Website Outlook Social media listening	Ahead of TAR On receipt	Policy Advisor All staff Social Media Officer

4.4 Evaluation Matrix: Outcomes

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

Change	OUTCOME <i>What is the single measurable change?</i>	INDICATOR <i>What will we measure?</i>	METHOD <i>How will we measure it?</i>	TIMING <i>When will we collect it?</i>	LEAD <i>Who will collect it?</i>
Awareness	Increased awareness of Icon as an influential advocacy body	<ul style="list-style-type: none"> Scope and reach of outputs Percentage of members satisfied with Icon's advocacy efforts 	Outputs evaluation Membership survey	Ahead of TAR	Policy Advisor
Attitude	Increased interest in and engagement with Icon's advocacy messages	<ul style="list-style-type: none"> Number of recommendations addressed in consultation summaries Number of meetings granted Number of press requests Number of consultations on Icon's priority areas 	Document review Outlook Outlook Document review	Ahead of TAR On receipt Ahead of TAR	Policy Advisor
Rhetoric	Increased endorsement of Icon's advocacy messages	<ul style="list-style-type: none"> Number of policy recommendations adopted Number and type of supportive statements made by stakeholders Number of stakeholders pledging support for Icon's work Number of positive news reports on Icon's messages, research and evidence 	Document review Document review, Media monitoring Outlook Media monitoring	On publication	Policy Advisor
Behaviour	Increased use of Icon's advocacy messages	<ul style="list-style-type: none"> Number of policies implemented with Icon's messages 	Document review	Ahead of TAR	Policy Advisor

Become the authoritative source of information on conservation in practice, policy and the profession.

Change	OUTCOME <i>What is the single measurable change?</i>	INDICATOR <i>What will we measure?</i>	METHOD <i>How will we measure it?</i>	TIMING <i>When will we collect it?</i>	LEAD <i>Who will collect it?</i>
Awareness	Greater profile of Icon as an authority on conservation	<ul style="list-style-type: none"> Scope and reach of outputs Positive media coverage 	Website Media monitoring	Ahead of TAR	Policy Advisor
Attitude	Increased demand for Icon's research and information	<ul style="list-style-type: none"> Number of requests for information and input from stakeholders Number and profile of meetings, consultations, events and groups invited to 	Outlook Outlook	On receipt On receipt	All staff All staff
Rhetoric	Increased reference and citation of Icon and its information	<ul style="list-style-type: none"> Number of references and citations to Icon's work 	Document review	On publication On receipt	Policy Advisor
Behaviour	Increased appearance of Icon's information in the mainstream	<ul style="list-style-type: none"> Number of publications/ articles/ reports presenting Icon's information and research as fact 	Document review	On publication	Policy Advisor

Promote the value of high-quality conservation with our partners and with the public

Change	OUTCOME <i>What is the single measurable change?</i>	INDICATOR <i>What will we measure?</i>	METHOD <i>How will we measure it?</i>	TIMING <i>When will we collect it?</i>	LEAD <i>Who will collect it?</i>
Awareness	Improved understanding of accreditation and professional standards	<ul style="list-style-type: none"> Scope and reach of outputs related to accreditation and standards 	Website	Ahead of TAR	Policy Advisor
Attitude	Increased interest in accreditation and professional standards	<ul style="list-style-type: none"> Number of meetings granted to discuss accreditation and standards Number of requests for input on issues related to accreditation and standards 	Outlook Outlook	Ahead of TAR On receipt	All staff All staff
Rhetoric	Increased endorsement of accreditation and professional standards	<ul style="list-style-type: none"> Number of policies and strategies including Icon's professional standards/ accreditation 	Document review	On publication	Policy Advisor
Behaviour	Growth in use of ACRs	<ul style="list-style-type: none"> Number of people using the Conservation Register 	Conservation Register analytics	Ahead of TAR	Head of Membership

5 Communication

As discussed in Chapter 3, advocacy outputs are communications tools themselves. A consultation response communicates Icon’s position on a certain policy proposal, while a meeting with a minister is a crucial tool for conveying Icon’s priorities to a high-level audience. However, this chapter looks at the channels available for disseminating and promoting such outputs and for sharing information on Icon’s advocacy activities, outcomes and impact.

Icon has a variety of communications channels at its disposal, including a content-rich and up-to-date website, active social media accounts, eye-catching newsletters and informative publications. The use of each channel will depend on the information being communicated, the specific group being targeted and the objective of communications, as shown in the following table.

Audience	Message <i>What do we want audiences to understand?</i>	Content <i>What outputs and outcomes will we share?</i>	Channel <i>How will we deliver it?</i>
Icon members	<p>Icon actively undertakes advocacy</p> <p>Icon achieves impact through its advocacy work</p> <p>Members can shape Icon’s advocacy messages</p> <p>Members’ input enables Icon to make convincing arguments</p> <p>Icon has a wealth of material that members can use in their own advocacy efforts</p>	<p>News stories on advocacy papers, recent engagement and Advocacy Framework</p> <p>Advocacy success stories</p> <p>Opportunities to join the Policy Advisory Panel</p> <p>Policy Advisory Panel success stories</p> <p>News stories on factsheets and briefings being published</p>	Website, Iconnect, Icon News, social media
Informed, non-specialist	Icon has a good knowledge of the policy environment, a strong evidence base and is an authority on conservation	Publication of new policy responses, briefings, research reports and case studies	External newsletter, social media
Interested, non-specialist	Icon has a wealth of information on conservation and is the first point of reference for all things conservation related	Factsheets	Website, social media

6 Review and Revision

The effectiveness of this Framework should be regularly reviewed, for example ahead of the Trustees Annual Report. This review should:

- ❖ Consider the results of the Evaluation, using the matrixes provided
- ❖ Include a consultation with Trustees, staff and the Policy Advisory Panel on the Framework's relevance, effectiveness and accessibility
- ❖ Result in a decision to either maintain or revise the Framework
- ❖ Use the template provided in Appendix 2

Appendix 1: Advocacy Paper Development Process

The development of an advocacy paper will normally follow the following process.

Needs Analysis

1. Any Icon member, Trustee, or member of staff can identify a policy need or opportunity requiring engagement from Icon. The issue should be brought to the attention of the Policy Advisor.
 - 1.1 The Policy Advisor will assess the issue's relevance to Icon's policy objectives and identify the appropriate engagement strategy, or alternatively, identify the need for direction from the Board of Trustees, Chief Executive or Senior Management Team.
 - 1.2 The Policy Advisor will agree the appropriate engagement strategy with the Chief Executive.

Appointment of Policy Author

2. If the need for an advocacy paper has been identified, the Policy Author will be appointed.
 - 2.1 The Policy Author will normally be the Policy Advisor. Sometimes the Chief Executive, a Group Chair or other member of Icon staff will be better suited to writing the document.

Research, Data Gathering and Drafting

3. The Policy Author will identify the research and data required for presenting a convincing argument.
 - 3.1 The Policy Author will carry out the required research and data gathering. This can include carrying out secondary research, surveying members and consulting the Policy Advisory Panel, staff or other member with relevant knowledge or expertise.
 - 3.2 The Policy Author will draft the advocacy paper based on their research.

Consultation

4. The Policy Author should send the draft document to the Chief Executive (and the Policy Advisor if they are not the Policy Author) for comment. The Policy Author should aim to provide at least three working days for reviewers to supply feedback.
 - 4.1 The Policy Advisor should circulate consultation responses to the Policy Advisory Panel for comment. The Policy Advisor should aim to give at least five working days for panel members to supply feedback.
 - 4.2 If the advocacy paper concerns a specialist area of conservation, the draft should be sent to the relevant Group Chair for comment. Similarly, if the

document concerns a particular subject in which a Trustee or staff member has expertise, the draft should be sent to that person for comment. The Policy Advisor should aim to give at least five working days for reviewers to supply feedback.

Redrafting

5. The Policy Author will redraft the document, according to feedback received through consultation.

Sign-Off and Approval Procedure

6. Before publication, papers should be normally signed off by the Board of Trustees, a Trustee or the Chief Executive.
7. Sign-off will be normally sought and managed by the Policy Advisor. If the Policy Author is not the Policy Advisor, they should provide the final policy document to the Policy Advisor who will seek sign off.
8. The Policy Advisor should obtain sign-off from the Board of Trustees
 - 9.1 Where correspondence or other written communication is to be published in the name of the Board of Trustees.
9. The Policy Advisor should obtain sign-off from the Chair or Vice Chairs
 - 10.1 Where correspondence or other written communication relates to matters in relation to which Icon's policy or stance is unclear.
 - 10.2 Where any other correspondence or written communication might undermine or otherwise affect the reputation or values of the Institute.
 - 10.3 Where correspondence or other written communication is of such a nature that the Board of Trustees is likely to be expected to be fully appraised of its contents and/or to comment upon its content.
 - 10.4 Where correspondence or other written communication relates to issues in respect of which legal proceedings have been or are thought likely to be threatened.
 - 10.5 Where correspondence or other written communication raises issues, which are likely to seriously impact upon the reputation of Icon.
 - 10.6 Where correspondence has been written by a Trustee on behalf of Icon.
10. The Policy Advisor does not normally require sign-off from the Board of Trustees or Chairs
 - 11.1 Where correspondence or other written communication is routine, falls under Icon's policy objectives and supports Icon's vision.
 - 11.2 Where earlier correspondence or written communication dealing with the issues in question have already been agreed by the Board of Trustees or Chairs.
11. The Policy Advisor should usually obtain sign-off from the Chief Executive on Policy if sign-off is not required from the Board of Trustees or Chairs.

Communication, Publicity and Storage

12. The advocacy paper should be submitted or sent by the document's signatory, Policy Author or Policy Advisor.
13. A PDF and Word copy of the paper should be stored in Icon's internal Policy folder. If the Policy Author does not have access to this file, a copy of the document should be sent to the Policy Advisor for archiving.
14. A PDF copy of the document should be published on Icon's policy webpage. While in principle every advocacy paper should be publishable, if the document contains sensitive information or personal correspondence, it should not be published.
15. The Policy Advisor should identify the relevant target audience of the advocacy paper and work with Icon staff to promote the document to that audience. Communication channels can include social media, the News section of Icon's website, Icon News, the Icon Journal, Iconnect and email.

Branding

16. To remain consistent in the image that Icon projects to the public, stakeholders and members, organisational branding should be used for communicating policy positions.

Appendix 2: Framework Review Template

Icon Advocacy Framework Review

Date	
Reviewer	
Decision (Maintain or Revise)	
Date of Next Review	

1. How well has the policy achieved its purpose and outcomes?

Framework Chapter	Comments	Recommended changes and action

2. What concerns or implementation issues have been identified throughout the life of the policy?

Framework Chapter	Comments	Recommended changes and action

3. Is the policy missing any information? Does anything need updating?

Framework Chapter	Comments	Recommended changes and action