

*Institiúid
Caomhnóirí-Athchóiritheoirí
in Éirinn*



INSTITUTE of
CONSERVATOR-RESTORERS
in IRELAND



STRATEGIC PLAN 2021-2025

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Summary

This strategic plan is produced by The Institute of Conservator Restorers in Ireland (ICRI) to summarise the current position of the organisation. It provides an outline of the objectives of the charity with respect to achieving its aims via a variety of funding sources.

The mission of ICRI is to promote the conservation and restoration of Ireland's cultural heritage.

ICRI does this by setting standards of professional practice relating to conservation and restoration, by operating a process of professional accreditation and training for its members as well as by being an active and informed voice in the development of cultural heritage policy in Ireland. Through the preservation of Ireland's cultural and artistic heritage, members contribute significantly to the quality of life for the people of Ireland.

The Institute's members work to the highest professional standards in both national and regional public institutions and in private practice in the Republic of Ireland and in Northern Ireland. Central to the operation of the Institute is its Code of Conduct.

This Code of Conduct expresses principles which guide the conservator-restorer in the ethical practice of the profession and with which members of the Institute are required to comply.

ICRI provides a forum for dialogue within the profession on the execution of its core objectives through the provision of events, conferences, an e-newsletter, a website and social media platforms.

ICRI is a major voice in the determination of cultural heritage policy in Ireland and in Europe. It became a full member of the European Confederation of Conservator-Restorers Organisations (E.C.C.O.) in April 2004.

ICRI has close links to all the major cultural heritage institutions in Ireland and to member bodies in Europe.

The key strategic objective of the Institute is to establish a sustainable operating model that allows it to fulfil its mission, as outlined in summary above.

This five-year plan (2016-2020) incorporates key activities that are required to deliver the objectives of the organisation.

Background

The Institute was founded in 1991 as the Institute for the Conservation of Historic and Artistic Works in Ireland (ICHAWI) with the main objective to

“promote for the benefit of Ireland the preservation and conservation of Historic and Artistic works”

The Institute of Conservator Restorers in Ireland (ICRI) was officially launched in June 2013 when ICHAWI and the Irish Professional Conservators’ and Restorers’ Association (IPCRA) joined forces to become one united body to represent conservation professionals in Ireland.

The Institute’s members are central to the organisation. There are five membership categories (conservator- restorer, accredited, student, institutional and associate).

As of the 2019 Annual General Meeting, ICRI has one hundred and thirty three members, representing a diverse range of conservation disciplines including oil paintings, paper, furniture, archaeology, textiles, ceramics, building, sculpture and preventive. Thirty-seven members have successfully completed the professional accreditation process. There is an equal breakdown between those working in the private and public sectors, with members based across the island of Ireland and further afield.

ICRI operates as a voluntary organisation. The running of the Institute is governed by a Board of Directors and its Constitution and Bye-laws. It has Charitable Status in Ireland (CHY 10652) and is registered as a Limited Company (No. 178248).

Mission

The mission of ICRI is to promote the conservation and restoration of Ireland's cultural heritage.

ICRI does this by setting standards of professional practice relating to conservation and restoration, by operating a process of professional accreditation and training for its members, and by providing support for continuous professional development through education grants and bursaries, training courses, conferences and events.

ICRI provides a forum for dialogue for its members through the provision of meetings, events, conferences, an e-newsletter, a website and social media platforms. It aims to improve public awareness and understanding of conservation of cultural heritage and to offer a window into the profession through outreach activities such as participation in cultural events, and via social media.

ICRI members work to the highest professional standards in both national and regional public institutions and in private practice in the Republic of Ireland and in Northern Ireland. Central to the operation of the Institute is its Code of Conduct. This expresses principles which guide the conservator-restorer in the ethical practice of the profession and with which members of the Institute are required to comply.

ICRI is an active and informed voice in the development of cultural heritage policy in Ireland. Through the preservation of Ireland's cultural and artistic heritage, members contribute significantly to the quality of life for the people of Ireland.

ICRI represents Ireland in international policy and practice via membership of the European Confederation of Conservator-Restorers Organisations (E.C.C.O.). It maintains close links to all the major cultural heritage institutions, to regional collections, and to the Heritage Council of Ireland.

Our Key Objectives

- To champion, maintain and promote internationally accepted standards of practice and a code of conduct for conservator-restorers.
- To promote the profession of conservation in Ireland and to raise the level of awareness in all matters relating to conservation and preservation.
- To educate by providing training for conservator-restorers in order to promote proficiency and skill in the practice of conservation and encourage study and research.
- To advocate a conservation policy for Ireland drawing on our members' professional knowledge and expertise.
- To connect to our members by providing forums for dialogue and learning, and opportunities for all to participate in the success of the Institute.
- To build the life-long financial and operational sustainability of ICRI.

Objective 1

To champion, maintain and promote internationally accepted standards of practice and a code of conduct for conservator-restorers

Strategic Goals:

- Increase the percentage of professionally accredited members and provide training opportunities for conservator-restorers to enable skills development
- Increase supports and funding for conservation students and recent graduates and promote inclusivity and diversity within the profession

Business plan:

- Provision of professional accreditation for conservator-restorers in Ireland, and the recognition of accreditation as a mark of professional excellence
- Provide education bursaries to Irish students to enable them to complete degree programmes in the conservation of cultural heritage
- Provide a robust Continued Professional Development (CPD) programme to enable members to access training opportunities
- Year on year increase finances to ensure adequate funds are available to support CPD for professional members
- Review the Code of Conduct to ensure it is current and relevant
- Participation in national and international developments relating to the conservator-restorer professional, particularly through support of and participation in E.C.C.O.
- Recognise the achievements of members via communication channels and through the Conservation Lifetime Award
- Ensure, promote and advocate for inclusivity and diversity within the governance and membership of ICRI

Objective 2

To promote the profession of conservation in Ireland and to raise the level of awareness in all matters relating to conservation and preservation

Strategic Goals:

- Growth of ICRI membership
- Increase visibility of the work of ICRI and achievements of members
- Establish links with stakeholder and associate organisations in order to increase collaborations

Business plan:

- Provide training courses, webinars, workshops and networking opportunities for all members commensurate with funds available
- Provide lectures, talks and information to the public on conservation and restoration of cultural heritage, aiming for year on year increase in the number and quality of events.
- Continue to provide training for the Heritage Council of Ireland's Museum Standards Programme for Ireland (MSPI)
- Promote the work of ICRI and its members through participation in key annual events such as Heritage Week, Science Week, International Museums Day, and relevant anniversaries
- Promote associate membership of ICRI, to strengthen the reach of the Institute, and to encourage networking with allied professionals
- Continue to develop the Institute's communications programme via e-news, the website, and social media and conferencing platforms, and through annual evaluation of impact and effectiveness.

Objective 3

To educate by providing training for conservator-restorers in order to promote proficiency and skill in the practice of conservation and encourage study and research

Strategic Goals:

- The skills of the conservator-restorer are developed continuously and are in step with risks to cultural heritage
- The training needs of members are established, to minimise skills gaps
- Training opportunities encompass the needs of Ireland's collections

Business plan:

- Review the Training needs of Members, along with the Skills Gap, by engaging with and surveying members and key stakeholders
- Implement findings of the Training Needs Review
- Provide grant funding to enable members to maintain their continued professional development, and/or their professional accredited status
- Provide a biennial conference as a platform to showcase the achievements of conservator-restorer members, and to profile the range and excellence of conservation activities in Ireland and by ICRI member conservator-restorers working abroad
- Publish the proceedings of the biennial conferences and promote the publication widely
- Advocate for research into conservation materials, techniques, and analysis, with the aim to have increased facilities and expertise available within Ireland
- Keep members informed of relevant activities and national initiatives to which they could participate, via e-news and other ICRI communications channels

Objective 4

To advocate a conservation policy for Ireland drawing on our member's professional knowledge and expertise

Strategic Goals:

- Increased participation in Cultural Heritage policy and debate via strong connections with associate networks and allied professionals
- ICRI representatives are engaged in National and International programmes and events due to recognition of its unique expert remit and voice
- Promote sustainable practice for the profession and contribute to the reduction of the global carbon footprint

Business plan:

- Proactively promote and represent the conservation profession in policy relating to the preservation and conservation of cultural heritage and in national framework debates
- Champion diversity and inclusion in the conservation profession, through openness, encouragement and support
- Advocate for sustainable solutions in conservation, in reference to the UN Sustainable Goals and Climate Action
- Enable understanding of sustainable practice for the profession through training and networking
- Expand affiliations in Ireland and internationally to work collectively toward goals of resilience and sustainability for cultural heritage
- Speak out against unethical, inappropriate and intentionally damaging actions effecting cultural collections
- Expand advisory role to affiliated organisations to ensure informed decisions can be made that will not damage cultural heritage
- Participation in national and international debate on matters relating to the preservation and conservation of cultural heritage, particularly through support of and participation in E.C.C.O.

Objective 5

To connect to our members by providing forums for dialogue and learning, and opportunities for all to participate in the success of the institute

Strategic Goals:

- To increase the reach of our communications, ensuring all members are able to participate in activities
- Create a strong two-way communication flow to ensure we meet the needs of our members

Business plan:

- Seek individual and anonymous feed-back from members on our methods of communications
- Actively encourage Board rotations and membership
- Provide open and transparent opportunities for members to join ICRI Working Groups, and Committees, and create new working groups to enable ICRI to deliver a high-quality programme of activities
- Recognise the skills of our members by encouraging them to share their expertise and experiences through conference papers, training and information sessions for our members, and through participating in outreach activities on behalf of ICRI

Objective 6

To build the life-long financial and operational sustainability of ICRI

Strategic Goals:

- A year-on-year increase in available funds to support an ambitious programme for our members and stakeholders
- Increase the numbers of members assisting Board achieve its annual work plan and goals
- Establish a Risk Register, linked to annual financial planning

Business plan:

- Encourage all members of ICRI to participate in the success of the institute through encouraging all to volunteer according to their expertise, on Board, on Committees, and on Working Groups
- Encourage all members to take an active role in ICRI outreach by contributing to the e-news, and by alerting the communications group to news and events relevant to ICRI, stakeholders and the public
- Ensure that financial risks are minimised through vigilant accounting and prudent use of membership funds and grant provisions
- Establish a Risk Register with annual review
- Undertake a 5-yearly financial audit
- Maintain an annual work plan with associated financial plan
- Adhere to all requirements as set out by The Charities Act 2020 and the Companies Act
- Ensure all records are maintained and archived, including annual reports, financial reports, and Board papers

This strategy is produced on behalf of the Board of ICRI 2021.

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