

ICOM-CC Strategic Plan 2023-2026

International
Council of
Museums -
Committee for
Conservation

ICOM-CC

(Conservation)

Established in 1967, the International Council for Museums' **Committee for Conservation** (ICOM-CC) is one of ICOM's **34 International Committees**.

ICOM-CC's **21 Working Groups** provide a network for conservators, curators, artists, scientists, and heritage professionals to promote the preservation, conservation and care of cultural heritage through international meetings and **Triennial Conferences**.

The work of the Committee is further shared through the publication of Triennial Conference **Preprints**, the **proceedings** of the Working Group meetings, annual reports and regular **newsletters**.

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ICOM-CC offers conservators, scientists, curators and other professionals the opportunity to collaborate, study and promote the conservation and analysis of culturally and historically significant works, through its **Working Groups**.

ICOM-CC Vision: Strengthen and elevate the conservation profession by providing access to the latest conservation **practice, materials** and **ethical** considerations through **specialist** events organised by our Working Groups and Triennial Conferences.

ICOM-CC Mission: Promote and advocate the **conservation of cultural heritage**, to further the goals of the **conservation profession** and provide a framework and network for **interdisciplinary collaboration**.

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ICOM Mode of Operation



Three-year cycles



Directory Board establishes strategic plan



Working Group members elect a Coordinator (CO) and establish a 3-year programme



COs engage members in specialised research and activities



Working Groups may organise interim meetings



Working Groups report results at the Triennial Conference

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 ICOM
International Council
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newsletters.

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ICOM-CC's Strategic Plan, influenced by the Strategic Plan of ICOM (2023-2026), will be guided by **five** objectives:

Objective
e 1

Advocate and celebrate the essential role of conservation philosophy in practice to the sustainable development of museums and the excellence of the work carried out by our members.

Objective
e 2

Explore and develop new opportunities for cross-disciplinary collaboration within the ICOM community.

Objective
e 3

Recognising that conservation is a global undertaking, seek to deepen our member's experience and engage new members in ICOM-CC.

Objective
e 4

Engage with the topic of sustainability throughout the ICOM-CC structure ensuring that the Committee's work is effective in leading relevant professional practice.

Objective
e 5

Manage Committee operations in a consistent, professional, and efficient way.

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Objective 1

Advocate and celebrate the essential role of conservation philosophy in practice to the sustainable development of museums and the excellence of the work carried out by our members.

Rationale: The Working Groups and their members are the backbone of the Committee. Their research and advocacy have powered the Committee for the last five decades. Promoting this work through ICOM-CC Triennial Conferences and Conference Preprints is a core activity of the Committee. The Working Group publications represent an important corpus of knowledge that has been foundational to the development of many aspects of the conservation field.

WHAT THIS LOOKS LIKE	HOW WE WILL GET THERE	IMPLEMENTATION & MONITORING
<ul style="list-style-type: none"> ◆ Make Working Group publications available on ICOM-CC's freely accessible Publications Online platform. 	<ul style="list-style-type: none"> - Identify the costs associated with preparing both future publications and older (non-digitally born) publications for the Publications Online platform. - Seek funding to support the expansion of the Publications Online platform. 	<ul style="list-style-type: none"> - Directory Board will maintain a good working collaboration with all Working Groups. - Directory Board will fundraising in conjunction with Stichting ICOM-CC FUND and external funding bodies.
<ul style="list-style-type: none"> ◆ Organise the 21st ICOM-CC Triennial Conference and Preprints for September 2026. 	<ul style="list-style-type: none"> - Develop and deliver all content for the Conference Preprints. - Facilitate participation of delegates from category 3 and 4 countries. - Develop a list of actions for broadening and diversifying member participation at the ICOM-CC Triennial Conference and work to incorporate these wherever possible in the conference planning. - Review and evaluate the format of the last three Triennial Conferences (2023, 2020, 2017, ...) with special attention to any barriers to broadening and diversifying member participation. 	<ul style="list-style-type: none"> - Directory Board will collaborate with the National Organising Committee (Oslo) on all logistics and planning for the 21st ICOM-CC Triennial Conference. - Directory Board will fundraise for grants to reduce costs for participation and attendance in conjunction with Stichting ICOM-CC FUND and external funding bodies.
<ul style="list-style-type: none"> ◆ Begin organising the 22nd ICOM-CC Triennial Conference in 2029. 	<ul style="list-style-type: none"> - Issue a Call for Venue by October/ November 2024. - Select a venue for the 22nd Triennial Conference by March 2026. 	<ul style="list-style-type: none"> - Review the format of the Triennial Conference.
<ul style="list-style-type: none"> ◆ Organise online forums on broad subjects affecting museums and conservation with invited speaker(s) and advertise these in good time through the ICOM network. 	<ul style="list-style-type: none"> - Organise a series of topical discussions six monthly. - Solicit themes and suggested speakers for topical discussions from our members. 	<ul style="list-style-type: none"> - Advertise ICOM-CC led events via the ICOM and ICOM-CC Calendars. - Utilise the Zoom meeting platform for effectuating the events. - Directory Board members will moderate sessions.

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Objective 2

Explore and develop new opportunities for cross-disciplinary collaboration within the ICOM community.

Rationale: Practical collaborations provide real opportunities for engagement, participation, and capacity building. They challenge us to rethink long-held views and to nurture inclusion and diversity in practice.

WHAT THIS LOOKS LIKE	HOW WE WILL GET THERE	IMPLEMENTATION & MONITORING
<ul style="list-style-type: none"> ◆ Update ICOM-CC brochures and promotional material. 	<ul style="list-style-type: none"> - Translate the brochure into Arabic prior to the ICOM Symposium in Dubai (2024). 	<ul style="list-style-type: none"> - Directory Board will fundraise for the translation work from English to Arabic.
<ul style="list-style-type: none"> ◆ Organise the ICOM-CC session at the ICOM General Conference, Dubai 2025. 	<ul style="list-style-type: none"> - Plan at least one Jointly organised session with another ICOM Committee. - Plan an off-venue event during the conference week. - Develop a pre- or post-conference workshop on a conservation issue relevant to the General Conference theme. 	<ul style="list-style-type: none"> - The Chair will forge connections with other ICOM bodies at the ICOM Symposium in 2024. - Directory Board will connect with local organisations to find a host for the workshop.
<ul style="list-style-type: none"> ◆ Pursue new collaborations between ICOM-CC and other Regional Alliances, Affiliated Organisations, National and International Committees within ICOM. 	<ul style="list-style-type: none"> - Develop projects in due time for ICOM Special and Solidarity Project grant application. - Devise and implement a strategy to encourage collaborations between Working Groups and the broader ICOM network. - Work with the Working Group Coordinators to identify and facilitate the potential areas of inter-Working Group collaboration for Interim Meetings, forums, webinars, workshops, and other events. - Disseminate the activities of ICOM's International Committees to ICOM-CC Working Groups and ICOM-CC activities to the broader ICOM network. 	<ul style="list-style-type: none"> - Directory Board will apply annually for either an ICOM Special or Solidarity Project grant. - Directory Board will foster connections between ICOM-CC Working Groups and ICOM bodies.
<ul style="list-style-type: none"> ◆ Advocate for the inclusion of conservation perspectives in broader ICOM initiatives. 	<ul style="list-style-type: none"> - Continue to communicate about museum climate and storage issues. - Contribute to disseminating articles on the themes of sustainability (both environmental and social) within the museum sector. 	<ul style="list-style-type: none"> - ICOM-CC will contribute to the ICOM Working Group on Collection in Storage's Symposium in 2024. - ICOM-CC will actively engage with the broader ICOM discussions on the review of the ICOM Code of Ethics. - Directory Board will contact editors of the Museums Journal to propose a theme edition.

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Objective 3

Recognising that conservation is a global undertaking, seek to deepen our member's experience and engage new members in ICOM-CC.

Rationale: ICOM-CC, as the largest professional international conservation organisation, seeks to connect practitioners around the world in the shared task of preserving and conserving cultural heritage.

WHAT THIS LOOKS LIKE	HOW WE WILL GET THERE	IMPLEMENTATION & MONITORING
<ul style="list-style-type: none"> ◆ Develop capacity building and training workshops focusing on conservation and collection care in geographical areas where conservation practice can be enhanced 	<ul style="list-style-type: none"> - Conduct a capacity-building workshop for conservators in Africa, in collaboration with other ICOM Regional Alliances, National and International Committees. - Conduct a bi-monthly themed lecture series that permits broader engagement both with the ICOM-CC community and its content. 	<ul style="list-style-type: none"> - Directory Board will seek funding to deliver capacity building workshops and training. - ICOM-CC will utilise the ICOM-CC's Zoom meeting platform to deliver these lectures.
<ul style="list-style-type: none"> ◆ Facilitate communication with members. 	<ul style="list-style-type: none"> - Produce engaging content for the ICOM-CC website. - Work with existing members from under-represented regions to identify what methods of communication are most accessible, and what support or tools might be useful to members in those regions. - Increase the number of members in currently under-represented parts of the world by advocating for the diverse pathways into conservation and the retention of traditional and preservation related skills. 	<ul style="list-style-type: none"> - Working Group Coordinators will upload notices about ICOM-CC events and annual Newsletters to the website. - Directory Board will identify key members to form a task force to identify optimal communication tools. - Directory Board will explore the development of new functionalities of the website.
<ul style="list-style-type: none"> ◆ Assist emerging professionals and new members to deliver high quality papers and posters at ICOM-CC events. 	<ul style="list-style-type: none"> - Develop a program which helps to mentor first time authors and authors from non-Western traditions. - Explore strategies for creating a more inclusive mix of languages at future ICOM-CC events. 	<ul style="list-style-type: none"> - Directory Board will work with the Managing Editor of the ICOM-Triennial Preprints to provide mentoring for new authors. - Directory Board will explore costs for translation into ICOM languages at ICOM-CC events.
<ul style="list-style-type: none"> ◆ Produce guidelines and standards that can be used by conservation professionals. 	<ul style="list-style-type: none"> - Develop guidelines for better crediting makers and traditional knowledge holders when writing papers. - Reassess and potentially update the ICOM-CC 1984 Definitions of a Conservator to ensure that it continues to meet the needs of the global conservation profession. 	<ul style="list-style-type: none"> - Directory Board will work with the Objects of Indigenous and World Cultures Working Group members to ensure correct citation.

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Objective 4

Engage with the topic of sustainability throughout the ICOM-CC structure ensuring that the Committee's work is effective in leading relevant professional practice.

Rationale: Climate change poses a tremendous risk to cultural heritage and museum collections worldwide as well as to the societies and institutions which make, use and nurture that heritage.

WHAT THIS LOOKS LIKE	HOW WE WILL GET THERE	IMPLEMENTATION & MONITORING
<ul style="list-style-type: none"> ◆ Support ICOM-CC's members to implement the UN's 17 Sustainable Development Goals. 	<ul style="list-style-type: none"> - Communicate the significant body of work already done by ICOM-CC members on sustainable development and build networks within the group that facilitate the development of new dialogues. - Build connections with the ICOM International Committee Museums and Sustainable Development (ICOM-Sustain). - Collaborate with other international and national conservation organisations to advocate for sustainable practices and the utilisation of the Sustainable Development Goals as guides for conservation practice. 	<ul style="list-style-type: none"> - Directory Board will highlight the Sustainable Development Goals in On-Board. - Directory Board will actively seek out and maintain partnerships with global conservation organisations to promote sustainability issues. - Directory Board will contribute to ICOM's Sustainability Action Plan. - Directory Board will facilitate training for carbon literacy for members and seek funding to effectuate this training.

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Objective 5

Manage Committee operations in a consistent, professional, and efficient way.

Rationale: ICOM-CC is a complex and active ICOM International Committee that relies on the efforts of devoted volunteers at all levels of its structure. Reviewing working practices, updating them as necessary and centring inclusion, accessibility and transparency in all the Committee's undertakings and working to improve the Committee's fundraising capacity will allow us to more efficiently realise shared goals and maximise our deliverables.

WHAT THIS LOOKS LIKE	HOW WE WILL GET THERE	IMPLEMENTATION & MONITORING
<ul style="list-style-type: none"> Review and update the Committee's working practices. 	<ul style="list-style-type: none"> Revise the ICOM-CC Bylaws to reflect changes within ICOM structures and to reflect any procedural changes needed to accommodate improved working practices. Facilitate the work of the Working Groups with regard to publications, meetings, communications and social media. As new working processes are identified, seek resources (fiscal, human) to facilitate them. Develop internal structures, file sharing capacities and internal mechanisms designed to facilitate a smooth transition to the next Directory Board. 	<ul style="list-style-type: none"> Evaluate the most effective methods for communication between members of the Directory Board and between members of the Directory Board and the Working Group Coordinators, centring sustainability, and removing barriers from participation in the work of the Committee. Directory Board will form a task force to review the ICOM-CC Bylaws and seek approval of changes from the ICOM-Secretariat. The Directory Board will throughout the Triennium, communicate our progress towards achieving the strategic goals outlined herein through the different media available to us, such as the annual report, website, On Board, social media, and the Working Group newsletters.
<ul style="list-style-type: none"> Develop and refine communications strategies in concert with Working Group Coordinators and members. 	<ul style="list-style-type: none"> Model open, respectful, transparent and timely communication. Review current use of social media and assess alternate social media platforms to promote the work of the ICOM-CC Working Groups globally. Maintain an informative website with regularly updated contents and places for highlighting and celebrating the work of the membership. 	<ul style="list-style-type: none"> Create a Task Force of Directory Board members and Working Group Coordinators to review social media options.
<ul style="list-style-type: none"> Strengthen the ICOM-CC finances to create a more solid financial base to improve member experience. 	<ul style="list-style-type: none"> Fundraise to support Projects and to support maintenance of the ICOM-CC website, communications (Zoom platform) and the Publications Online platform. 	<ul style="list-style-type: none"> Work closely with the Stichting ICOM-CC Fund to identify and pursue fundraising opportunities.

