



NCCR

CONVERGENCE CONSULTATION DOCUMENT

BlueSpark Consulting

PLEASE RETURN YOUR QUESTIONNAIRE

BY

27 FEBRUARY 2004



NCCR

2 January 2004

Dear Colleagues,

Please find as follows **NCCR's Convergence Consultation document**, including the *Structural Proposals* and short *Feedback Questionnaire* by BlueSpark consulting and the *Questions & Answers*, compiled by NCCR.

I commend this document to you. It builds on the work of many colleagues over the last 18 months and represents the key stage of the formal consultation process with individual members of each NCCR organisation. It is not, however, the final proposal.

As this mailing goes out, more detailed work will continue on the business plan, the new communications website, the inclusion of colleagues from the broader conservation community and the regional, national and private sector agendas. We will also be consulting externally. On the basis of this and of your feedback (by 27 February) the consultants will draw up the final proposals so that members can be balloted on convergence in late Spring / early Summer. The new organisation will then be legally established and the transition period will begin in early Autumn as the organisations that have agreed to come together wind down and the new one begins to operate.

We have asked all your individual organisations to make sure, in whatever way they can, that you have access to this document. This includes mailing it to you individually and posting it on their websites. It will also be on NCCR's website so that you can download it from there. I really hope you'll get involved constructively in this consultation and encourage others to do so, so that when it comes to voting later this year no-one will feel that they were left out or ill-informed.

Many of you have already given so much of your own time to contribute to this process and I want to thank you for that. I hope that, through this consultation, many more will see the part they can play, too. We all know how difficult it is to envisage such big changes. But it is also clear why they need to be made: for the good of our cultural heritage, for conservation, for our profession and for the long-term benefit of every single individual member. Things cannot stay as they are - too much else is changing around us and we are too fragmented to be able to respond effectively. If we miss the boat this time, we also risk losing our credibility. We need to make these changes now.

I am writing this at the beginning of the new 2004 so can I take this opportunity to wish you all a Happy New Year, with a particular wish for success in the moves we are about to undertake. Let us hear from you all and let's build this new, strong organisation together.

With kind regards,

Carole Milner
Chair of NCCR

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SECTION A

1. INTRODUCTION – the case for convergence

Over the last two years it became clear to the constituent bodies of the National Council for Conservation-Restoration that a fragmented conservation community is ill equipped to face the 21st century. Political and economic forces, regional developments and altered working practices have all contributed to a changed environment in which the conservation community functions.

The members' needs, driven by their professional aspirations, have outgrown the current organisations' structures. If these needs cannot be met, the members will have been failed and the respective organisations will atrophy. There is much wasteful duplication of activities and effort, which could be avoided by pooling energies and resources. Some of the organisations are running hard, largely on voluntary effort, just to stand still.

In May 2003, representatives of five NCCR member organisations, called the Vanguard Group, agreed to begin detailed discussions on the formation of a new body, leading the way for all membership bodies of the NCCR who may later decide to join them. In September 2003, the five organisations appointed BlueSpark Consulting to map out a new, inclusive organisation to enable consultation with members on what a new organisation might look like.

Readers may be familiar with the various communications on this topic from their respective Chairs; they may also wish to refer to a recent article by NCCR Chair, Carole Milner, which résumés the background to convergence and the reasons for it. This is posted on NCCR's website (www.nccr.org.uk), along with other key convergence documents.

This document is the result of extensive consultation both within and outside the conservation profession and community. It takes into account regional and national developments and acknowledges that conservation today comprises both a profession and a wider community of interest. It is also the work of many people who have given their time generously to debate and help shape an organisation for the future. In particular, the "BlueSpark" consultation process to date has included:

- Meetings or telephone interviews with over 25 people
- Attendance at IPC, UKIC and CCF meetings
- Attendance at an NCCR meeting
- Attendance at meetings of the Vanguard Group

In addition, Mike Caudrey will be attending meetings of BAPCR and SSCR in January, and is available for meetings with other members of NCCR.

Underlying all the thinking is an awareness that the members are central to the new body. It is the professional identities and loyalties that need to be safeguarded and carried forward into the new organisation, and it is for a shared professional future that the proposals for the new organisation, mapped out in this document, are being designed. We hope everyone will express their views in the Questionnaire on pages 19 and 20.

Section 1.1 below summarises the new organisation's aims, and Section 1.2 summarises the benefits to society and its heritage, as well as to the conservation profession.

1.1 What will the new body aim to do?

- Become a strong and independent professional body representing members from both the public and private sectors, covering all the conservation specialisms of the movable heritage in the United Kingdom and Ireland.
- Provide for the needs and aspirations of its members, through support and networking, wherever they live and work.
- Unite the conservation profession and the wider conservation community.
- Provide a secure long-term organisation to serve the needs of future members.
- Be recognised both externally and within the profession as holding the leadership role for conservation within the movable heritage sector.
- Raise public, professional and political awareness of the importance of caring for our cultural and material heritage.

- Set, monitor and promote high standards in conservation ethics, practice, education, training and research.
- Respond effectively to the needs of the general public, private and public clients and other stakeholders.

1.2 What benefits will the new body bring?

- A strong, credible and cohesive voice to advocate and influence policy makers to the benefit of both public and private sectors.
- Clarity of purpose and functions, rather than fragmentation.
- A critical mass which will bring economies of scale and greater cost-effectiveness, enabling it to achieve more than the separate organisations can achieve on their own.
- The ability to provide enhanced and extended services to members in line with their aspirations, including our overseas members.
- The ability to raise charitable funds, attract sponsorship and key into European Community and other international funding.
- Broader European and international co-operation.

2. GLOSSARY

For the sake of brevity, the term **conservation** is intended throughout to be synonymous with the preservation, protection, care and restoration of movable heritage.

Movable heritage describes all those artefacts (objects, documents, etc) which may be held collectively or individually. The description 'movable heritage' also includes decorative features attached to or adorning built structures, such as stained glass, wall painting and carved stonework, and also embraces historic interiors and preventive care.

The **conservation community** refers to those who share the profession's aims and values, and includes conservation-related managers, scientists, craftspeople, architects, technicians and volunteers – many of whom work alongside conservators.

Material-specific groups or **specialist sections** denote any of the object or material-based groups, as currently organised and others which may be formed. As at present, these groups will represent highly-valued areas of particular knowledge, experience and expertise.

Faculties of specialist sections. This is a working concept that has arisen during the formulation of this document to describe this type of grouping. Faculties are likely to have a larger critical mass than smaller specialist groups and might comprise more than one specialist group or section. The criteria for being a faculty would include size (number of members), level of activity and whether it is judged to represent a major division of knowledge, eg, a faculty for preventive conservation or historic interiors, or for books and paper, such as could be formed by members of IPC. The idea of faculties will be tested in the new organisation.

Geographical groups will be regional or national groupings of conservators where they live and work and where there is a strong regional/national identity. These groups will be able to network amongst themselves as well as engage with regional/national partners and policy-making agencies and tap into regional/national sources of funding and influence.

Community of interest groups cut across geographical or specialist expertise allegiances and may represent a particular interest or context that is not restricted to a type of object, material or geographical area. These might be permanent, *ad hoc* or virtual networks of members with special interests, for instance, in disaster planning, health and safety issues, business planning or digital imaging, or of members working in a particular context, such as the private sector, teaching, conservation science or student or alumni groups from particular courses etc.

The **National Council for Conservation-Restoration (NCCR)** is constituted from the following members:

- + **BAFRA** British Antique Furniture Restorers Association
- + **BAPCR** British Association of Painting Conservator-Restorers (formerly ABPR - the Association of British Picture Restorers)
- + **BHI** British Horological Institute

- ◆ **CCF** Care of Collections Forum
- + **ICHAWI** Institute for the Conservation of Historic and Artistic Works in Ireland
- ◆+ **IPC** Institute of Paper Conservation
- IPCRA** Irish Professional Conservators' and Restorers' Association
- NatSCA** Natural Sciences Collections Association
- ◆ **PhMCG** Photographic Materials Conservation Group
- + **SoA** Society of Archivists
- ◆ **SSCR** Scottish Society for Conservation and Restoration
- ◆+ **UKIC** United Kingdom Institute for Conservation

- ◆ Members of the Vanguard Group
- + Accrediting Bodies (see CAF below)

Hybrid is used here as a shorthand description of those organisations whose membership includes other disciplines, as well as conservation. Typical are the Society of Archivists (archivists, record keepers and conservators), the British Horological Institute (makers, repairers, conservators) and the Natural Sciences Collections Association (conservators and curators).

Professional Accreditation of Conservator-Restorers (PACR) is NCCR's scheme for the collective professional designation for conservators-restorers. It is currently awarded by the Institute of Paper Conservation, the Society of Archivists and the United Kingdom Institute for Conservation, and now includes a preventive conservation option. Accredited conservators are designated ACR.

The **Common Accreditation Framework (CAF)** has been agreed as the foundation for the seven current conservation-restoration accrediting bodies to work towards a common standard of accreditation.

The **Conservation Register** is the database of available conservation practices meeting specified criteria. It is the profession's most important collective vehicle for making information easily accessible to members of the public, dealers and those working in the heritage sector. It will be available on the web from January 2004, significantly widening access.

3. RECOMMENDATIONS

This document contains 17 Recommendations. For each Recommendation we provide a summary of our rationale. These are largely based on current best practice in the governance of professional and charitable bodies.

3.1 Governing Body

We use the term Governing Body to describe the sovereign body of the new organisation. In practice, it may be called a Board, Trustee Board, Council etc. It is the body that:

- ensures that the organisation has a clear vision and strategic direction, and is focused on achieving these;
- is responsible for the performance of the organisation and for its ‘corporate’ behaviour;
- ensures that the organisation complies with all legal and regulatory requirements;
- acts as guardian of the organisation’s assets;
- ensures that the organisation’s governance is of the highest possible standard.

3.1.1 Size of the Governing Body

In the charity sector, there has been a growing trend in the last five years to reduce the numbers on governing bodies to allow more effective decision making. At the same time, greater effort is put into recruiting trustees/board members who can provide an appropriate balance between representing main stakeholder groups and those who also have the skills and experience required to fulfil the organisation’s strategy and objectives.

Much larger organisations, representing a wider range of interests than a converged body, can govern themselves with a maximum of 12 board members/trustees.

Recommendation 1

The maximum number of members of the Governing Body should be 12.

3.1.2 Composition and election process

It is accepted good practice to reserve a number of places on the Governing Body for people with the particular skills and/or experience that the organisation needs and which may not be available among elected members of the profession. Such skills/experience typically include finance, legal, marketing and communication, IT and fundraising.

Recommendation 2

Of the 12 members of the Governing Body, up to 4 should be co-opted (not elected). The main areas where external expertise is likely to be required are Finance, Marketing & Communications, IT and Fundraising. One co-opted place will be reserved for a nominated representative of the two Irish conservation bodies.

Recommendation 3

The Chair should be elected by the whole membership, who would vote on the basis of the agreed job description, person specification and a written statement from each candidate on how they meet the requirements.

Recommendation 4

The creation of the new Governing Body will, initially, involve a two-stage election process. The first election would select the Chair and the national representatives.

The second election would fill the remaining non-co-opted seats on the Governing Body with members offering additional experiences and skills, for instance, in the public sector, private sector, professional standards, training & education, particular identity groups, etc. These attributes would be specified and candidates would be asked to provide a written statement on their suitability.

Once the Governing Body is established future elections will be a one-stage process.

Recommendation 5

The 8 elected members of the Governing Body come from the following constituencies:

<u>Constituency</u>	<u>Place/s</u>	<u>Voted by</u>
Chair	1	All eligible members.
England	1	Eligible members who have nominated England as their normal residence.
Scotland	1	Eligible members who have nominated Scotland as their normal residence.
Wales	1	Eligible members who have nominated Wales as their normal residence.
First Election	4	
Second Election	4	All eligible members
Co-opted		
Treasurer	1	
All Ireland	1	
Others	2	
Total	12	

Recommendation 6

The period of office for the 12 members of the first Governing Body should be three years. Such a period will provide the continuity essential for establishing the new organisation.

3.1.3 Officers

In many voluntary organisations, it is common practice to have an Officers Group which would act for the Governing Body between its meetings or in specific delegated roles.

Recommendation 7

An Officers Group should be formed comprising the Chair, Vice-Chair, Treasurer and Chief Executive (*ex officio*).

3.1.4 Other posts

In a voluntary or membership body, the other governance (as opposed to paid) posts most commonly found include a Patron and Vice-Chair.

Recommendation 8

The new organisation should have a Patron, who the Governing Body would invite to the post. A Vice-Chair should be elected from the members of the full Governing Body.

3.2 Structure below Governing Body

3.2.1 Committees

In preparing our proposals in this area, we have been guided by the following tenets:

- The new organisation should be formed with too few rather than too many committees. Only if the level of activity and workload justifies it, should additional committees or sub-committees be formed later.
- There should be a strong correlation between the staffing and committee structure, eg the members of staff working in the communications area should have a strong working relationship with the Communications Committee. This will ensure that staff are properly supported and committees serviced effectively.

- The new body should do all it can to encourage and facilitate the forums that members want. However, any of the proposed member groupings included in this document will need to be active to justify their existence. If there is no demand for a particular group it should not be formed. Whilst some of the member groupings will continue to be quite formal in nature, the new body with its interactive website will also encourage the creation of more “fluid” on-line communities.

Recommendation 9

It is proposed that three Standing Committees should be established:

Professional Standards and Training Committee. Its areas of responsibility would include training, education, CPD, professional standards, accreditation, grants, internships, etc. An Accreditation Sub-Committee would continue to oversee accreditation.

Communications Committee. Its areas of responsibility would include marketing, communications (internal and external), public affairs, public relations, publishing, website, etc.

Finance & Resources Committee. Its areas of responsibility would include finance, IT, human resources, premises, etc.

Recommendation 10

The chairs of both the Professional Standards and Training Committee and the Communications Committee should be selected from amongst the members of the Governing Body. The chair of the Finance and Resources Committee should be the Treasurer.

3.2.2 Faculties, specialist sections, geographic and community of interest groups

It is vital to the creation of the new body that members are able to identify and continue with their existing and relevant specialisms. In addition, we envisage that a wider range of interest groups will be formed, just as they have in the past, either on a permanent or on an *ad hoc* basis.

All groups would be able to take advantage of the facilities offered by a newly-constructed communications network driven by the web. For those members without access to the web, paper-based communications will still be provided.

Recommendation 11

The existing material or object-specific groups (specialist sections) should be carried over to the new organisation and the concept of faculties should be tested.

Existing community of interest groups (both permanent and *ad hoc*) should also be carried over and their formation encouraged.

There should be no limit to the number of specialist sections, faculties or communities of interest that a member can join.

Recommendation 12

Material-specific groups (specialist sections), faculties and the community of interest groups should be funded with a ‘working capital’ based on a submitted annual budget. This is likely to be based initially on historic levels of activity. Groups could also ask for *ad hoc* funds during a financial year for unforeseeable projects deemed desirable. All groups would be responsible for their budgets, maintaining their accounting records and submitting regular income and expenditure reports.

The level of working capital is to be confirmed once the new body’s business plans are formally established. Groups should be clear that the groups’ bank balances are owned by the whole organisation.

3.2.3 National & Regional Groups

Recommendation 13

Each national representative may be supported by a committee to identify and take forward national/regional concerns. The role of the National Committees would include the development of a national strategy, the formation of regional and national groups for special projects, liaison with strategic bodies and access to national/regional funding.

Funding of the national membership groups would follow the model recommended for the material-specific groups/faculties and community of interest groups (see Recommendation 12).

3.2.4 Advisory Council

The organisation would gain a wider perspective by having a high-level Advisory Council of representatives from organisations working in the heritage and other relevant sectors. This will ensure that the new organisation remains in close and constant dialogue with heritage owners, custodians and key public and private sector clients and stakeholders from both within and outside the conservation community.

Recommendation 14

The new organisation should have an Advisory Council, membership of which would be at the invitation of the Governing Body. The Advisory Council would meet twice a year and would:

- help to keep the Governing Body informed of what is happening in the wider environment;
- provide formal opportunities for the new organisation to communicate with other strategic organisations and partners;
- play an advocacy role;
- offer an opportunity to identify areas of common interest and establish project groups in areas of mutual concern.

3.2.5 The hybrid organisations

Hybrids have a mixed membership (conservators and others) and therefore cannot fully join the new organisation. However, those engaged in conservation share our common interests and the new organisation would wish to benefit from their participation.

Recommendation 15

Hybrid organisations should be:

- invited to be represented on the Advisory Council;
- invited to send observers to relevant meetings of the Governing Body;
- invited to become organisational members of the new organisation;

In addition, individual members of hybrid organisations can become individual members of the new organisation, in a relevant category and at a special rate yet to be decided, with the possibility of reciprocal arrangements.

3.3 Membership

3.3.1 Categories and voting rights

These proposals are based on the principles of:

- minimising the number of categories in order to create a simple structure, avoiding hierarchical divisions and rationalising administrative costs;
- being as inclusive as possible;
- separating membership categories from ‘concessionary’ subscription rates.

Recommendation 16		
We propose the following categories, eligibility and voting rights:		
Membership Category	Eligibility	Voting rights
Accredited Member	ACR accredited	Yes, and also able to vote on accreditation, CPD and other matters as determined by the Governing Body.
Member	Any conservation professional who is currently working in the sector, has done so previously (eg retired or former conservation professional), or is preparing to do so (students or interns).	Yes
Subscriber	Members of the broader conservation community and other individuals with a particular interest in matters of conservation (nb. Subscribers would not be entitled to all of the same services as Members.)	No
Organisations	Any organisation that is interested in matters of conservation or wishes to show its support for the new organisation.	No

Overseas members would be eligible to join any of the above categories with appropriate concessions.

Concessionary rates: For each category of membership there will be a range of concessionary rates such as student, retired, low pay, etc. Also proposed are concessionary rates for accredited members of hybrid bodies and other relevant organisations.

3.3.2 Services and benefits provided

We have identified the following list of services, not necessarily in order of priority or importance:

- Publications: newsletters, journals, calendar of events, vacancies
- Conferences and events
- Campaigning and advocacy
- Accreditation
- CPD and training programmes, including internships
- Interactive web-site and discussions groups
- A helpline for members
- Support and advice to conservators in business, eg, discounts on services, books, and professional indemnity insurance.
- The Conservation Register
- Awards and grants

3.3.3 Membership subscription rates

Further details are included in the answer to Question 20, but the following indicative rates are proposed, based on the preliminary estimates of income and expenditure for the new body.

	Indicative rates - £ per annum	
	UK	International
Accredited Member	125	135
Member	70	80
Subscriber	50	60
Organisation	150	160
Concessionary rates	75% of appropriate fee above	
Reciprocal rates	To be explored with hybrid, and other relevant organisations.	

It is hoped that the full list of services/benefits provided in section 3.3.2 can be provided within the above fee structure, and future more detailed business plans (see section 4) will need to confirm this.

3.4 “Doing the Work”

3.4.1 Paid staff

The Governing Body’s policies need to be translated into actions. It is the task of a Chief Executive and her/his staff to ensure that such translation takes place in accordance with those policies and that those actions are effective. A lean and efficient administration is required.

The five Vanguard bodies currently employ one full-time and three part-time staff and one full-time Director. In addition, there is one part-time, grant-aided PACR Training Officer and one full-time, grant-aided Conservation Register Development Officer. Other services, such as accountancy and book-keeping are in some cases out-sourced. A great deal of work is presently duplicated across the organisations, thus wasting valuable time and money.

Most charitable and professional bodies do not rely wholly on the subscriptions of their members to pay for all the services and special initiatives which they undertake. Raising funds – grants, sponsorships – from outside sources should be a part of the duties of a member of staff, and the Chief Executive, and advised by a co-opted member of the Board. This should enable the new organisation to keep fees at realistic levels and provide improved service to members.

The initial work on the Financial Projections identifies the following core posts in the new body. Some activities should be outsourced, including book-keeping, editorial work and major conferences. In addition, short-term project or interim staff should be an option.

- Chief Executive
- Administrator (supports CE, establishes administrative systems, prepares fundraising, oversees finances, etc)
- Membership & Members’ Helpline and services
- Conservation Register
- Training (accreditation, CPD, training events, etc)

With this level of staffing, combined with the proposed governance structure, the new body will need highly effective management.

Recommendation 17

The scope of leadership and management tasks, combined with essential raising of the profile of the new organisation, will require five core staff, including a Chief Executive, accountable to the Governing Body.

3.4.2 The voluntary input

Whilst the new body will have a cohesive, integrated team of staff “to do the doing”, active participation by its members remains essential. We will need to ensure that the organisation’s structure and processes encourage a continuing high degree of voluntary involvement, spread across the various groups of specialisms, communities of interest and national/regional groups and networks.

3.5 How it all fits together

The attached organisational charts explain:

- the relationship between the component parts of the new body and
- how members can become involved in both the decision-making processes and participation in their own areas of interest, be it within the specialist, geographic, or community of interest groups.

Chart 1 shows the formal governance and management structure, including the roles and composition of each of the Governing Body, Officers Group, Staff and the three Standing Committees.

Chart 2 shows the role of each of the individual member groups, and provides some examples of each.

Chart 1

FORMAL GOVERNANCE & MANAGEMENT

Governing Body (GB)	
Role	Composition
<ul style="list-style-type: none"> Ensures a clear vision and strategic direction exist Responsible for the performance of the organisation Ensures legal / regulatory compliance Guardian of assets Ensures highest standards of governance 	<ol style="list-style-type: none"> Chair England Scotland Wales Co-opted for Finance and IT (Treasurer) Co-opted for Marketing and Communications Co-opted for Fundraising Co-opted for all Ireland Elected on basis of the skills / experience required to deliver organisational strategy

Advisory Council	
Role	Composition
<ul style="list-style-type: none"> Keep GB informed of wider environment and advise on relevant issues 2 way communications Act as advocates Identify and explore areas of mutual interest and form project groups 	<ol style="list-style-type: none"> Chair (selected by GB) Hybrids & other sister orgs. Strategic heritage bodies, eg. Resource, Historic Scotland etc Other key public & private sector stakeholders

Officers Group	
Role	Composition
<ul style="list-style-type: none"> Acts for GB between GB meetings Develops papers / reports for GB Any specific designated roles 	<ol style="list-style-type: none"> Chair Vice-Chair Treasurer Chief Executive (ex officio)

Staff

Standing Committees

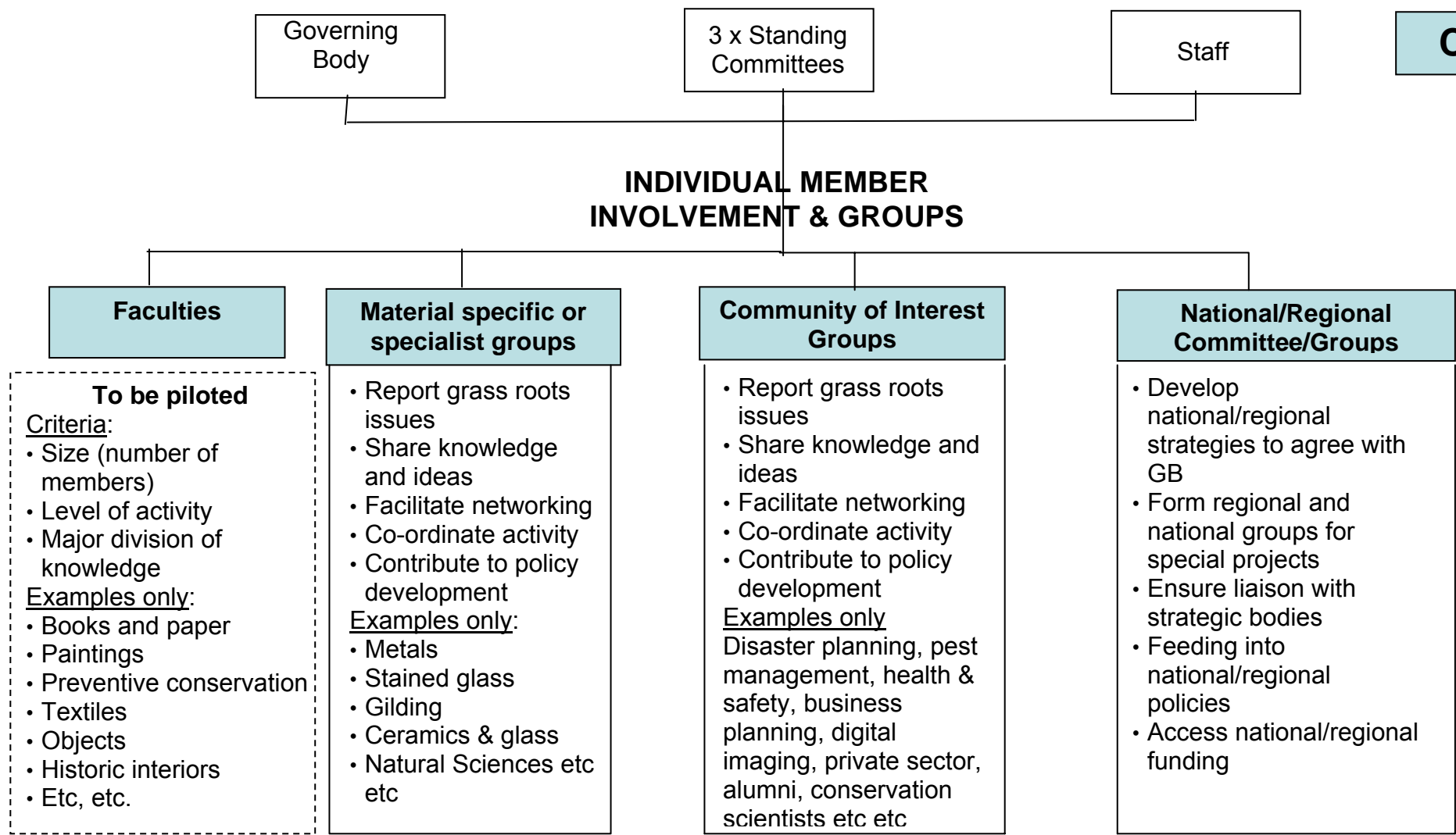
Role	Comprising
<ul style="list-style-type: none"> Translate strategy / policy into actions Support the GB, Officers and Advisory Council Support and be communication hub for the members Ensure effective services 	<ol style="list-style-type: none"> Chief Executive Administrator Membership Services & Helpline Conservation Register & Membership Database Training, Accreditation & Confs

Professional Standards and Training	
Role	Composition
<ul style="list-style-type: none"> Formulate policies and strategy for agreement by GB Consulting & maintaining communications with rest of structure Promoting and monitoring standards, incl Register & Accred 	<ol style="list-style-type: none"> Chair elected from GB Other members selected by Chair of committee 4-7 other members CE & relevant staff members attend

Communications	
Role	Composition
<ul style="list-style-type: none"> Establish and promote the presence of the new body Promoting new communications networks Promoting and monitoring standards 	<ol style="list-style-type: none"> Chair elected from GB Other members selected by Chair of committee 4-7 other members CE & relevant staff members attend

Finance & Resources	
Role	Composition
<ul style="list-style-type: none"> Ensure cost effective management & accountability Formulate and propose annual budget to GB Monitor financial performance 	<ol style="list-style-type: none"> Treasurer is Chair Other members selected by Chair 2-4 other members CE & relevant staff members attend

Chart 2



Size of the boxes is not indicative of anything

4. OUTLINE BUSINESS PLAN

In 4.3, we provide some initial financial estimates for the new body. A more detailed Business Plan will be drawn up after this consultation and in the light of comments received. As the Business Plan develops, we will prepare detailed action plans of tasks, time-scales and responsibilities to achieve each of the aims and benefits.

4.1 One-off costs

Future versions of the Business Plan will firm up on one-off costs, but the principal items involved are likely to include:

- Legal and professional fees
- IT – hardware, software and website
- Relocation and removal
- Staff re-training and possible redundancy
- Corporate identity and branding
- PR and communications

4.2 Financial objectives

Initial financial projections are outlined in Section 4.3 and indicate that the new body will be able to afford its aspirations. The principal financial objective of the new body should be to achieve the aims and benefits described in Sections 1.1 and 1.2 within its specified Reserves Policy. Including the “free” reserves likely to be carried forward from existing organisations, the new body should have free reserves approaching 6 months of annual expenditure.

4.3 Financial projections

The principal objective in preparing projections of income and expenditure at this stage is to verify that there is a reasonable chance of the new body being able to afford its aspirations. All figures are provisional and approximate estimates. In preparing future, more detailed versions of the Business Plan, the figures shown below will have to be examined rigorously. Where relevant, we have stated the assumptions behind the figures, and all the figures assume that only the 5 Vanguard organisations will converge.

With the above caveats, the overall financial projection seems to be a reasonable basis on which to proceed.

INCOME

Description	Assumptions/Workings	£
Membership	Assumes 15% loss from existing Vanguard organisations (due to overlapping membership) and a 10% allowance for concessionary rates. See Q & A No 20 for details.	260,000
Publications	Advertising from and sales of existing UKIC and IPC publications, less reduced advertising income because of existing membership overlap, ie advertisers are paying twice to reach same members.	20,000
Grants	None assumed	-
Conservation Register	Including grants.	30,000
Conferences/Training	Existing level	25,000
Investment Income	Existing level	5,000
TOTAL		340,000

EXPENDITURE

Description	Assumptions/Workings	£
Staffing – salaries	5 staff including some of existing posts– see details 3.4.1	170,000
Staff – travel and subsistence		6,000
Premises	including rent, services, rates	22,000
Equipment and maintenance		3,000
Postage and stationery		16,000
Publications		28,000
Interest Groups		15,000
Regions		5,000
Committees & working parties	travel and activities	7,000
Conferences & training events	including Accreditation events	20,000
Promotion		3,000
ECCO	subscriptions plus representation	5,000
Subs to other organisations		1,000
Accountancy & audit	Existing combined costs less reduction for a single organisation	10,000
Fees and charges		4,000
Insurances		3,000
Depreciation		5,000
IT running costs	Consumables, support and maintenance	5,000
Contingency		12,000
TOTAL		340,000

5. NEXT STEPS

The next steps in the project are as follows:

Ongoing	Development of: detailed Business Plan; legal entity of new body; prototype membership systems; interactive website; continuing discussion with hybrid organisations; inclusion of broader conservation community; regional/national and private sector agendas; consultation with key sister organisations, eg, MA, CILIP.
10 February 2004	NCCR AGM.
27 February 2004	Closing date for return of Consultation Document Questionnaires
March 2004	BlueSpark Consulting collates and analyses Questionnaire feedback, meets with NCCR Vanguard organisations and prepares revised Convergence Document and Business Plan, including budgets and cashflow forecasts.
end March/April 2004	Revised Convergence Document sent to all NCCR member organisations.
late spring/early summer	Members of organisations vote on whether to dissolve their organisation and converge into the new body.
July-September 2004	Detailed implementation of work to set up new organisation.
1 October 2004	New organisation formed and starts operating. Date of transfer of functions from old organisations to new.

This Consultation Document is the result of considerable participative effort. Throughout our work, we have been delighted with both the quantity and quality of feedback we have received. We want this to continue so do please complete and return the Questionnaire in Section C (final page) by 27 February.

Mike Caudrey
BlueSparkConsulting

SECTION B

QUESTIONS & ANSWERS

Most of these questions have been raised over the last six months. The following is an updated version of the Questions and Answers that have already appeared on the NCCR website. See Section 2 for the Glossary provided to clarify terminology in this document.

New organisational and membership structure

1. How do we retain individual and group allegiances and loyalties?

We don't want to lose the best of what we've got now, and the new structures proposed reflect this and will ensure that those strong allegiances are retained and supported. All the specialist sections currently represented by the separate professional organisations which form NCCR will be covered by the new body, such as metals, paintings, furniture, photography, books and paper, collections care, etc.

2. Would there be a membership category for conservators who are not accredited but who are working towards accreditation?

Conservators who are not yet accredited will be Members with voting rights. We are trying to keep the membership categories simple to keep administrative costs low. A conservator working towards accreditation will be identified as such on the new integrated database. This will mean that it will be possible for the Training Officer to send relevant information to individuals on accreditation or PACR training workshops, and facilitate the formation of informal networks by conservators who are preparing for accreditation. See also Questions 23 and 24.

3. What will the specialist sections/faculties do by way of activity?

Voluntary committee members will continue to arrange meetings, social events, workshops and visits, and provide material for the various newsletters and periodicals we hope to provide. They will also still need to prepare budgets and continue to keep in touch with the training needs of their members at different stages of their professional development. These activities could be conducted on their own or in co-operation with other groups with whom they might have common interests. For example, the paper and textile groups might co-operate on a workshop on adhesives, the preventive or collections care faculty might collaborate with the historic interiors section. These groups will also enable us to field professional expertise in every specialist area of conservation when called upon, for example, by Government Select Committees, external organisations or the media.

The specialist sections will also need to maintain links with the conservation training programmes in their discipline and provide support to students, trainees and graduates, and help select assessors for PACR.

There may be other areas of responsibility which are particular to one special interest group. Examples would be, UKIC's Ceramics and Glass Section's annual student prize to West Dean students and the Nigel Williams Prize; UKIC's Textiles Section's student bursaries to conferences; the IPC's Chantry Library and Resource Centre, and the Clare Hampson legacy to support internships/scholarships in paper and book conservation. These should continue to be overseen by the relevant specialist section or Faculty. On the other hand, some activities that were the province of a particular professional body, such as the UKIC's Conservation Awards and the Conservation Register, will be run by the new organisation.

4. Will the groups have any monies of their own?

Yes, the groups (specialist sections, faculties, geographic and communities of interest) would be responsible and accountable for their budgets and spending, and they would submit regular reports on their income, expenditure and bank balance. The amount of monies they will receive would largely be based upon their previous level of activities. If they wished to plan for a 'big expenditure' event, such as a conference, they would submit a budget to the Finance Committee. They would also be able to 'bid' for unforeseeable projects that might occur during an already budgeted year.

5. Will they continue to have committees and a Chair?

Yes, ideally smaller than at present but the size would be determined by the group's level of activity and voluntary availability of members. The specialist sections/faculties might vary considerably in size from less than 50 to several hundred. It is envisaged that current committee members would continue in their roles until their current term expires and that many would most probably continue thereafter within the new body.

6. How are committee members going to be elected?

Specialist sections would decide their own procedures. There may not be a need for formal procedures to be established, but a Chair and Treasurer and Minute taker would need to be nominated by the committee. Larger specialist groups or faculties may wish to identify particular areas of responsibility to committee members, such as graduate training or workshops/conferences. If members felt that formal procedures should be established, this could be referred to the Governing Body.

7. How will the specialist sections communicate with the 'centre'?

There would be several ways. The Chairs of the committees would prepare regular reports to the Governing Body on the specialist sections' activities and advise on policy recommendations. On other matters, the Chair or committee members may work with one of the proposed Standing Committees or the Chief Executive. Members will also be able to contact the Members' Helpline, a new service that would deal with any administrative and *ad hoc* questions. For example, there might be a question about membership details, or publications not received, or a particularly sensitive question about a client. Although the Members' Helpline would be part of the work of one of the paid staff, he/she would be trained in knowing where to refer problems. She/he may, of course, be able to deal with the matter on the spot.

8. Can we have reciprocal memberships that are cheaper than separate, individual memberships but still maintain benefits and rights? eg, special arrangements with sister organisations?

Yes, but this will take time to set up and will be subject to detailed discussions with those bodies.

9. How will conservators in the private sector be represented in the new organisation?

There are more conservators now working in the private sector than the public sector and the creation of a new organisation means that self-employed conservators will, for the first time, have a united voice to represent their needs to the heritage sector. This is important as many professionals working in the heritage industry are public sector employees, which can mean that issues particular to the self-employed are not always fully recognised or understood. The IPC has already initiated the London-based 'Conservators in Private Practice' group, and the new organisation would provide the potential for a larger community of interest group to be formed if self-employed conservators felt there was a need.

10. How will the changes affect our overseas members?

They can join in any of the membership categories. The new body will want to encourage overseas membership and it needs to research with its prospective overseas members how this can best be done. The IPC has 50% of its membership from overseas, and also has an established scheme of providing sponsored membership to less well off conservators in developing countries. Convergence presents an opportunity to broaden our overseas membership and provide support across the spectrum of special interests.

11. Where do people fit in who are not professional conservators but who contribute significantly to caring for our cultural heritage?

This refers to people such as conservation scientists, managers, curators, registrars, collection managers, conservation architects, technicians and volunteers. NCCR member organisations have all agreed the principle of inclusivity, ie that we want the new body to include members of the wider conservation community as well as conservation professionals. We will be discussing this with representatives from the relevant groups as part of the ongoing consultation process.

12. Would the activities of any of the specialist sections and communities of interest be open to non-members?

Yes, but they would need to pay a non-members rate. Non-members would of course be non-voting.

13. Is chartered institute status a possibility?

Such status could bring benefits for members, but the requirements will take some time to attain. It would remain a long-term goal.

14. What will the new organisation be called?

Question 18 in the Questionnaire seeks your views.

15. What about existing staff?

Currently the Vanguard group bodies have paid staff working in Devon, France, Edinburgh, London and Worcestershire, some of whom work from their professional body's office and others mainly from home. Some positions, such as those of the Training Officer and the Register Development Officer are currently not permanent posts and are supported by external funding. All of the staff are greatly valued, and the new organisation would require their posts within the overall staff structure, but there would need to be changes made to the administrative structure if offices were to merge. The issue of where the new organisation is to be based is of great significance to staff.

16. Where will the office be based?

This has not been considered yet. Most staff are currently employed by UKIC or IPC. If the office was based in London this would have the least impact on the staff of the UKIC. However London is expensive and members may feel that London and the South East have had too much dominance and that it is now time to move the centre. On the other hand, public transport is often more frequent and competitively-priced close to a major city centre and it is often easier for meetings to be held in London, especially where staff are included. The IPC has always run its office from Worcestershire. This has provided considerable economies, but the downside has been that it has restricted members being able to use their office for meetings. Clearly more discussion is needed.

Representation and voting**17. Whose organisation will it be?**

It will be the members' organisation and members will determine the direction the organisation will take. As a professional organisation it has to serve the members' needs, but we have all agreed that the needs of our cultural heritage must be paramount.

18. On what will we be asked to vote?

You will find in the last two pages of this Consultation Document a Questionnaire asking you to 'agree' or 'disagree' with each of the proposed Recommendations. The final document will incorporate the feedback from this process, and then all voting members will be asked to vote on whether they agree to convergence on the basis of the revised document. Such voting is anticipated to take place by late spring/early summer 2004.

Costs**19. Who is going to pay for the re-structuring?**

Some of the Vanguard members are already contributing significant amounts of money and staff time to do the groundwork. We hope to raise additional charitable funds towards specific components of the work and to help establish the new body on a secure footing. However, the Business Plan does not rely on this.

It will be important to set up the new body well before each individual organisation's financial year ends. It will save individual organisations unnecessary costs if they each build in the financial accounting needed to wind up their organisation into their annual accounting costs. Before closing down completely it is likely that the individual organisations will have to continue to exist as a 'shell' for some time afterwards. During that time, all subscriptions would go into the new body and individual membership would be of the new body rather than the old one.

20. How much will membership cost?

We are proposing a membership fee structure that realistically reflects members' ability to pay. In arriving at these rates, we have sought to average out existing rates but, as UK membership for the different Vanguard organisations varies from £10 to £133, inevitably this means that for some membership will cost more and for others, a little less. Many members, who have multiple memberships, will have the potential to save money and there will be a reduced membership fee for members with low incomes.

The following indicative rates are tentatively proposed, based on the preliminary estimates of expenditure for the new organisation.

	Indicative rates - £ per annum	
	UK	International
Accredited Member	125	135
Member	70	80
Subscriber	50	60
Organisation	150	160
Concessionary rates	75% of appropriate fee above	
Reciprocal rates	To be explored with hybrid, and other relevant organisations.	

21. Will I have to pay more to join any of the specialist, community of interest or geographical groups?

No. Provided you have paid your subscription as an individual member. Nor will there be a restriction (apart from your own time!) on how many different groups you can join.

Accreditation

22. How will accreditation work under the new body?

The PACR accreditation system will be used by the new body. The significant change will be that there will be a single Accreditation Committee with each discipline represented. The PACR Training Officer will continue to co-ordinate the scheme to make it work as efficiently and effectively as possible.

23. Will my accreditation still be valid within the new body?

For PACR accredited members there should be no change. For those accredited via the other conservation-restoration accrediting bodies, this will depend on the status within CAF.

24. Will convergence have any impact on PACR?

It is already making PACR simpler by enabling us to streamline the application processes considerably. However the costs are unlikely to go down because it has been agreed by all participating bodies that assessors should be paid.

Outside the new body

25. Hybrid organisations - will they be represented in the new body and if so how?

See Sections 3.2.5 and 3.3.1 of the Consultation Document. Each hybrid organisation (ie one with mixed professional membership) has its own structure and requirements and will need to explore the possibilities accordingly. If a hybrid organisation does not wish to or, for understandable reasons, cannot join the new body, individuals can still join in their own right. It is hoped that the hybrid organisation itself will maintain a constructive, participatory relationship with the new body, but without a voting place on the Governing Body. As mentioned previously, it is hoped that cheaper reciprocal membership agreements can be made available.

26. What if my organisation doesn't want to join?

It won't join. However individual members can still join the new body and benefit from one inclusive subscription that gives them access to a wide range of different groups.

27. What happens to NCCR?

It will cease once the new body is up and running. The new body will continue to facilitate working relationships with those bodies remaining outside.

28. How would the new body communicate with other heritage and other external organisations?

Recommendation 14 proposes the setting up of an Advisory Council (see also 3.2.4). Many external organisations are currently discouraged by having to deal with a plethora of different organisations and a single, unified body will be in a far stronger position to establish good working relationships with both public and private sector external bodies, eg the Historic Houses Association, the British Antique Dealers' Association, Resource, English Heritage, Historic Scotland.

Other**29. Where does this leave Irish organisations?**

Currently, for political reasons, it is not an option for the Irish organisations to converge. However they do not want to walk away from the table. We would like to aim for as much shared working as possible, where this is meaningful and non-problematic. With this in mind, Northern Ireland and Eire will be invited to nominate someone to be a non-voting co-opted member of the Governing Body.

30. What will happen in Scotland?

It is proposed that one person, with their normal residence in Scotland, would be elected to the new organisation's Governing Body (Recommendations 4, 5). It is also proposed that three national groupings would be formed, of which Scotland would be one (Recommendation 13). The funding of the Scottish grouping would follow the model recommended for Faculties and special interest groups (Recommendation 12), and the Scottish committee would develop strategies for Scotland, to be agreed with the central Governing Body (Recommendation 13).

The Scottish Society for Conservation & Restoration (SSCR) has traditionally functioned as a cross-disciplinary network of public and private sector conservators working with both the movable and built heritage. SSCR's Committee reflects this breadth and the Society's inclusive approach to conservation is valued by both its membership and key stakeholders. The new organisation subscribes to inclusivity (Question 11), and other national groups might find SSCR a useful model. SSCR's present Committee could become the new committee for the Scottish grouping, carrying out similar functions as at present, eg, arranging meetings, visits, lectures and social events, as well as editing material for publication. The features and news, currently published in the *SSCR Journal*, would find a place in the new organisation's publications, but some information (eg, local listings and meetings), might best be provided using a web-based network for Scottish members. It is hoped that current external funding for specific activities in Scotland would continue, and be available to the new body.

The staff of the new organisation would manage other key areas for which SSCR's Committee and part-time administrator are currently responsible, eg membership administration, as well as supporting a wider range of professional services (3.3.2).

31. Publications, including the web.

We ask for your thoughts on this in the Questionnaire. Meanwhile, we have been thinking of a monthly 'Hot News' with job adverts, applications for awards, internships and listings of events - in fact all items that need a speedy response. This would also be available on the internet. A bi-monthly illustrated magazine might offer short articles and reviews, and possibly have a thematic content, and this would also be available on-line for members. A format must also be found for the publication of peer-reviewed papers, perhaps divided into subject areas? In addition, 'Abstracts' and a 'Contents Index' could be made available on the internet, and would be available for abstraction in AATA and similar citation and reference indices.

SECTION C

QUESTIONNAIRE FOR CONSULTATION

Please complete this questionnaire and send to Mike Caudrey by 27 February 2004.

Post BlueSpark Consulting
 Adam House
 7-10 Adam Street
 London WC2N 6AA

Fax 020 7520 9344

Email mike.caudrey@bluesparkconsulting.com

It is also available on NCCR's website www.nccr.org.uk from where it can be printed and returned by post or emailed to Mike Caudrey.

Please tick the organisation/s to which you belong and indicate the type of membership you hold for each organisation, eg, Accredited, Associate, Student, Retired, etc.

	<i>tick all your memberships</i>	<i>please indicate membership category</i>
BAFRA		
BAPCR		
BHI		
CCF		
ICHAWI		
IPC		
IPCRA		
NatSCA		
PhMCG		
SoA		
SSCR		
UKIC		

If a member of more than one, which organisation do you consider to be your prime membership body?

.....

Also, please tick if you are a member of:

Institute of Conservation Scientists	
CILIP	
Museums Association	
Other relevant body – please specify	
.....	

Question	Agree	Disagree
RECOMMENDATIONS (See main body for wording of each Recommendation)		
1 Size of Governing Body to be no more than 12		
2a Up to 4 co-opted members on Governing Body		
2b One co-opted place should be reserved for a nominated representative of the two Irish conservation bodies		
3 Chair elected by membership		
4 Initial two-stage election process for Governing Body		
5 Governing Body comprised of Chair, reps for England, Scotland, Wales; 4 reps elected for their skills/experience/fit with strategy; and 4 co-opted members, including one for all-Ireland		
6 Initial period of office to be 3 years		

Question		Agree	Disagree
7	Officers Group, comprising Chair, Vice-Chair, Treasurer and, as <i>ex officio</i> , the Chief Executive		
8a	Patron invited by Governing Body		
8b	Vice-Chair elected by members of Governing Body		
9	3 Standing Committees: Professional Standards & Training, Communications, and Finance & Resources		
10a	Chairs of Professional Standards & Training and Communications selected by Governing Body from amongst its members		
10b	Treasurer to be Chair of Finance & Resources Committee		
11a	Existing specialism be carried over from existing organisations		
11b	Concept of Faculties to be tested		
12	Faculties, specialist and community of interest groups be funded with a working capital based on a submitted annual budget		
13	National groups and regional networks be established		
14	Advisory Council formed		
15	Role of hybrid organisations		
16	Membership categories and voting rights		
17	Chief Executive and 4 other staff		
Comments on Recommendations above (if required, please attach a separate sheet)			
18	What should the name of the new body be?		
19	Would you be prepared to pay the membership rate that is relevant to you, as listed in section 3.3.3 and the answer to Question 20?		
20	Would you be prepared to pay more if a higher membership rate would provide more or better services?		
21	What publications do you want the new body to produce?		
	Topical news and jobs		
	Magazine		
	Peer Reviewed Journal		
22	How many issues per annum do you want?	Number per annum	
	Magazine		
	Peer reviewed Journal		
23	Which community of interest group would you most like to see formed?		
24	Which of the new services would you most value?		

Please attach a separate sheet with any other comments. Many thanks for your response.