



ICOM international
council
of museums

Strategic Plan

2025-30

What is ICOM?

ICOM's mission is to connect and represent museum professionals across the world and provide a network for sharing knowledge and practice.

ICOM advocates at an international level for the vital role museums play in supporting peaceful, healthy and sustainable communities.

ICOM's commitment is to support members in the stewardship of museums, in the custodianship of collections and in the service of heritage and our communities, facing challenges together, fostering **diversity**, **inclusion** and **equity** and addressing **decolonisation**, **climate change** and **environmental sustainability**.

Established in 1946, the International Council of Museums (ICOM) is an independent, non-governmental membership association for museum professionals, with a global remit. As an international body of **57,208 museum professionals** in **129 countries and territories** who participate through:

- 120 National Committees
- 7 Regional Alliances
- 34 International Committees
- 21 Affiliated Organisations



ICOM UK* is the only UK museum organisation with a dedicated international focus

Three interlocking goals to deliver on this unique status connect members' international interests with what an ICOM National Committee can offer:

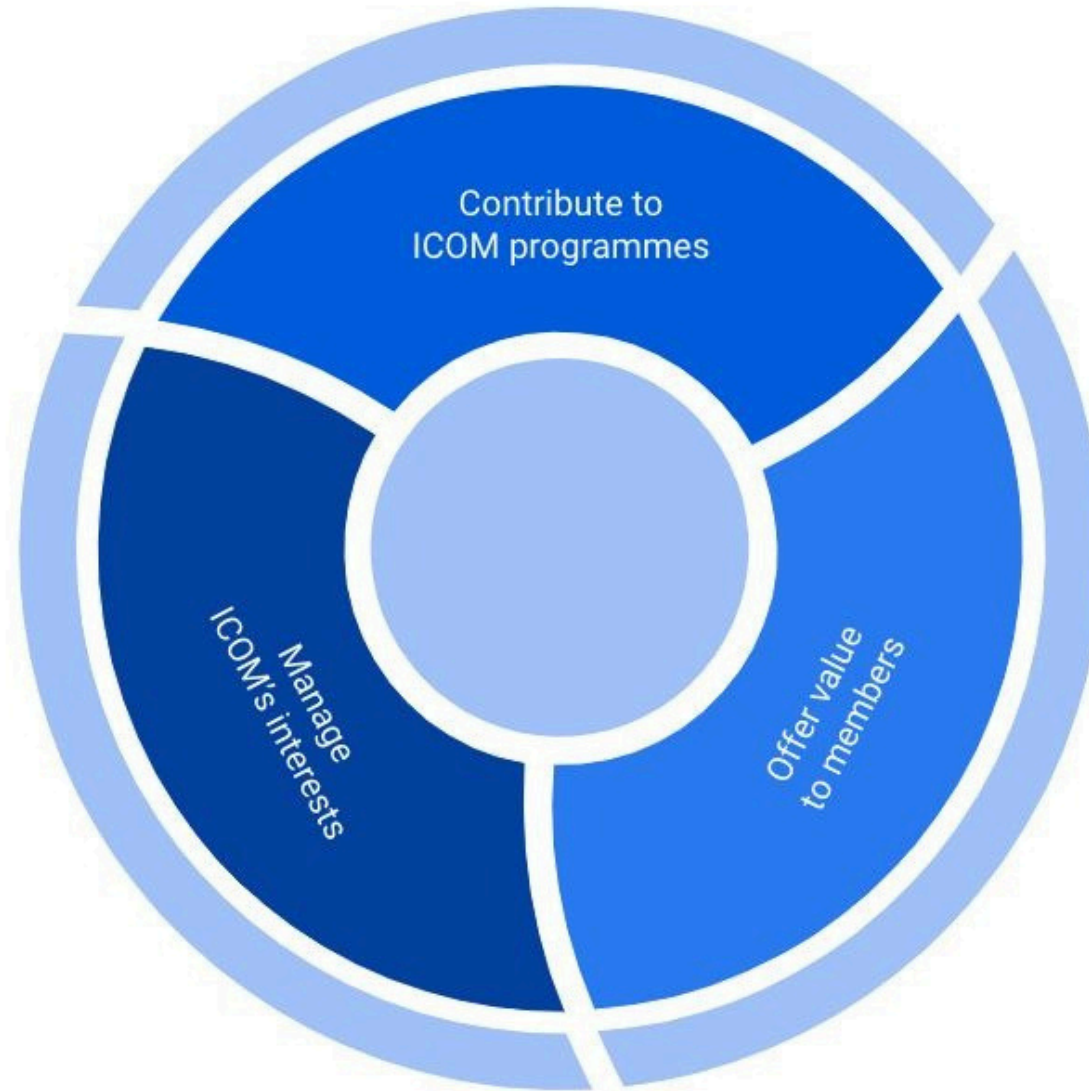
- A. **Contribute to ICOM programmes** on heritage protection, decolonisation, and environmental sustainability
- B. **Offer value to members** by understanding and supporting their interests, and growing our membership
- C. **Manage ICOM's interests** in the UK

The following pages explain why each goal is important, and form a strategic plan working towards each goal

**ICOM UK (International Council of Museums UK, including the 14 places designated by the UK government as British Overseas Territories) is the National Committee of ICOM in the UK.*



Our three goals support and strengthen one another



Goal A: Contribute to ICOM programmes

Programmes express our priorities through action. They show the international museums community **what we stand for** and **how we will help achieve shared goals** on critical topics for museums, and the world at large.

We will develop our thinking about what it means to focus on **heritage protection, decolonisation, and environmental sustainability** and what specific activities will best serve defined goals.

We review the annual and ongoing **action plan** to ensure all ICOM UK-led or supported programmes fit with these priorities. This will include **a review of networks and connections, bursaries, the conference, and special projects.**

We will assign management of agreed ongoing activities with trustee responsibilities and oversight, and will **phase out** activities that are less central in contributing to strategic goals, bearing in mind the limited capacity our dedicated volunteer group has to taking on additional activity.

Partnerships are crucial to the long-term success of ICOM UK, to help deliver programmes, diversify and extend the membership offer and increase access to expertise and networks. We will undertake a **partnership review** to clarify how all current collaborations help further the goals of ICOM UK on behalf of our membership, potentially adjusting to ensure they are purposeful, mutually beneficial and strategically aligned.

We will **develop future partnerships** that may take various forms or durations, that are aligned, purposeful, help ICOM UK from a resourcing perspective, and framed with clear written agreement. Any new partnerships will help expand the impact ICOM UK can have in line with strategy and resource constraints.

Goal B: Offer value to members

As a membership organisation, **our core remit is to support members.** To do that we need to **understand their interests**, articulate how these interests **match ICOM global priorities**, and **support those interests through programmes.**

Heritage protection, decolonisation, and environmental sustainability are crucial topics for members, and they fit with ICOM's global priorities. We have therefore made them our programme focus.

We also know that **funding, digital, equity, skills, and leadership** are strategic and daily preoccupations for members. We will focus on these topics when they are internationally relevant, and when they integrate with programme priorities of heritage protection, decolonisation, and environmental sustainability.

We aim to grow ICOM UK membership for **mutual value**: because our **offer is relevant and valuable for UK museums and museum professionals**, and because growth in membership will **enable ICOM UK become a more stable and sustainable organisation and so to do more to service members' priorities.**

We will seek to **clarify connections between ICOM and ICOM UK** on behalf of members, with this strategy a starting point, aiming to make communication, opportunities and relationships as transparent and accessible as possible.

Through **refreshed communications**, aligned with this strategy, we will over time build and strengthen ICOM UK's identity via consistent and relevant messaging. We will focus on things that matter to members, in alignment with this strategy and on a timely basis.

Goal C: Manage ICOM's interests

This enabling goal is important to **equip trustees and contractors to fulfil core responsibilities** , so that ICOM UK **runs smoothly** with its **resources used to best effect**.

Goal C supports goals A and B.

We will develop a full **action plan** that includes a timeframe for delivery over the strategic period; milestones; clear intended outcomes; measures of success, targets and KPIs for each year; methods of evaluation and reporting.

Undertake a **governance review** including the role of the board, its accountability for implementing strategy, its skills and composition, and its relation to paid staff. Future board vacancies will be recruited based on any identified gaps in skills or expertise resulting from the review.

We will set out a handbook for **financial management** that defines the roles, responsibilities and key dates in an annual cycle for use by paid staff members and the board.

We will set out a **reporting** calendar that defines statutory requirements under UK law and ICOM's rules to ensure we understand and meet our commitments.

Who is involved and how it works

ICOM UK is served by:

An active and committed voluntary **Board of Trustees** (representatives of the UK National Committee) including Secretary and Finance Lead

An **Annual General Meeting** open to all members, at which the annual report is presented

Strategic Director (ongoing contract)

Admin & Membership Manager (ongoing contract)

Communications Assistant (ongoing contract)

Committees & Working Groups that oversee day to day operations of ICOM UK

A **variety of partnerships** with different statuses and objectives