



# E.C.C.O. STRATEGIC PLAN IMPLEMENTATION

E.C.C.O.  
European Confederation of Conservator-Restorers' Organisations

2015



E.C.C.O. committee meeting, Rome 10/2013

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### Impressum

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## INTRODUCTION TO THE IMPLEMENTATION

The strategic plan has been separated into two parts so that the implementation of the plan can be more regularly updated to reflect progress and assess outcomes throughout Europe.

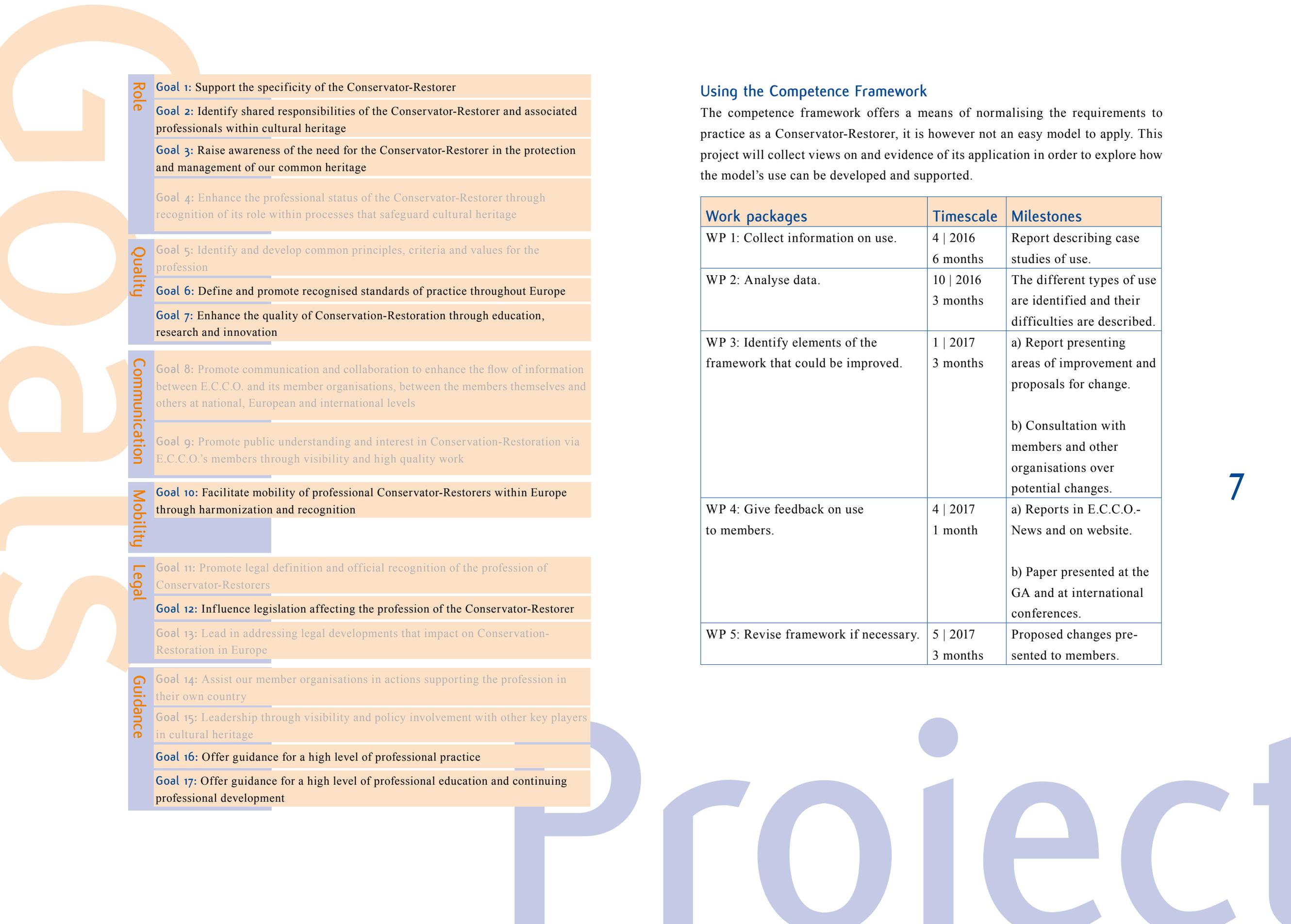
The goals presented in the first part of the strategic plan will be realised through a series of interconnected projects described herein. E.C.C.O. has chosen to present its planned future work in this way for both clarity and feasibility. Each project is broken down into work packages and evaluated in terms of the contribution that they make to our goals.

To help visualise the connection between the goals and the projects the goals are summarised on the page facing each project. The goals addressed by each respective project are consequently highlighted in black.

The projects are broken down into work packages and each work package is assigned an estimated timescale indicating start and duration of the work package and leading to a specific outcome or milestone. In cases where milestones are linked to the start of other projects' work packages or can be presented at the GA they are indicated in the Gantt chart at the end of this section.

It is recognised, given the voluntary nature of the work and the ambitious programme for action laid out in the implementation section, that not all work packages may reach completion within the timeframes proposed. However, we hope that the way in which the work has been presented will help the committee and our members to strategically evaluate the projects from GA to GA where revisions and updates can be made.

Furthermore, we invite our member organisations to assess these goals and work packages as they might inform and correspond to their own aims and outcomes. In so doing we hope that this will contribute to closer collaboration and a stronger sense of ownership between E.C.C.O. and its constituent members.

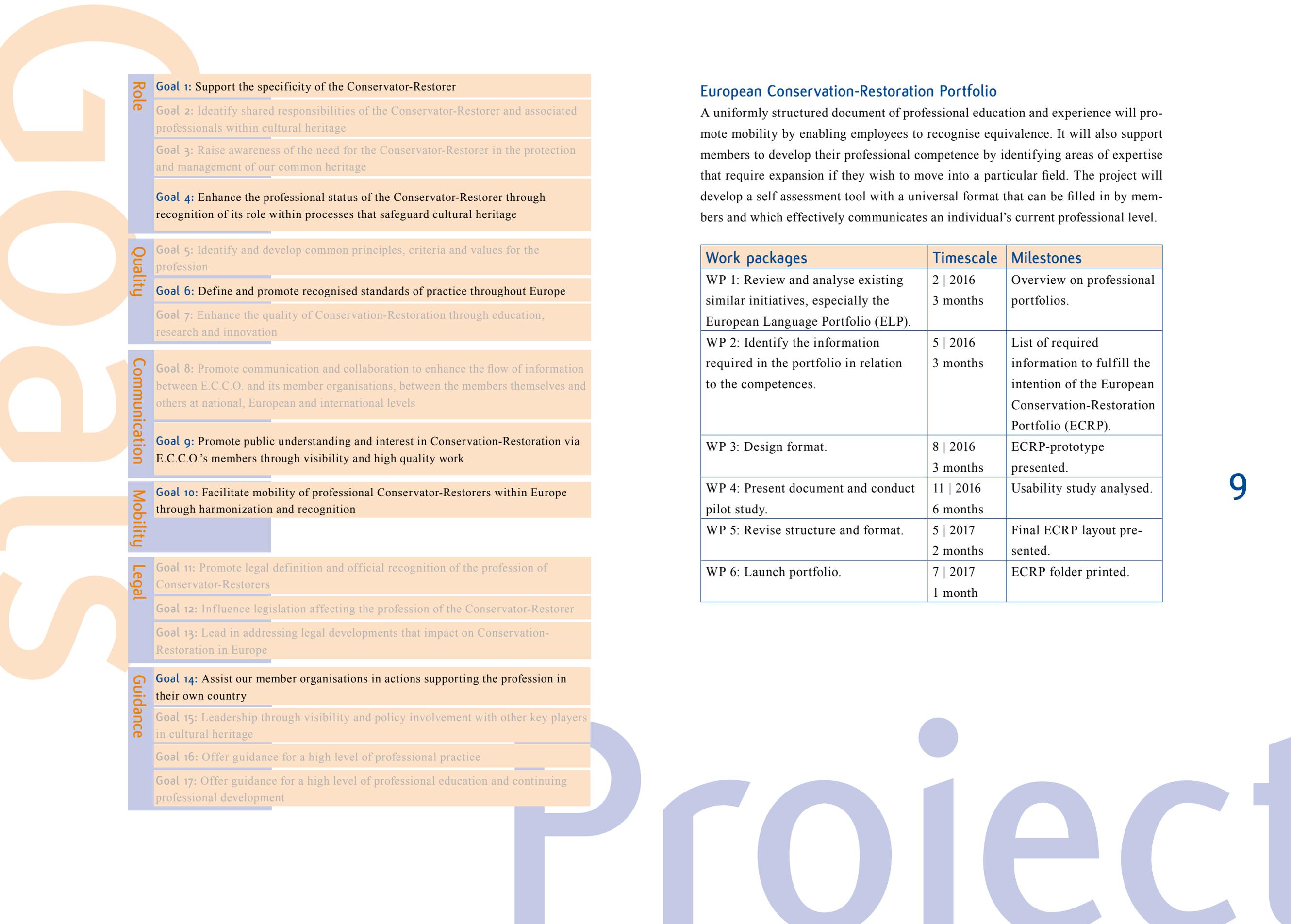


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### Using the Competence Framework

The competence framework offers a means of normalising the requirements to practice as a Conservator-Restorer, it is however not an easy model to apply. This project will collect views on and evidence of its application in order to explore how the model's use can be developed and supported.

Work packages	Timescale	Milestones
WP 1: Collect information on use.	4   2016 6 months	Report describing case studies of use.
WP 2: Analyse data.	10   2016 3 months	The different types of use are identified and their difficulties are described.
WP 3: Identify elements of the framework that could be improved.	1   2017 3 months	a) Report presenting areas of improvement and proposals for change.  b) Consultation with members and other organisations over potential changes.
WP 4: Give feedback on use to members.	4   2017 1 month	a) Reports in E.C.C.O.-News and on website.  b) Paper presented at the GA and at international conferences.
WP 5: Revise framework if necessary.	5   2017 3 months	Proposed changes presented to members.



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### European Conservation-Restoration Portfolio

A uniformly structured document of professional education and experience will promote mobility by enabling employees to recognise equivalence. It will also support members to develop their professional competence by identifying areas of expertise that require expansion if they wish to move into a particular field. The project will develop a self assessment tool with a universal format that can be filled in by members and which effectively communicates an individual's current professional level.

Work packages	Timescale	Milestones
WP 1: Review and analyse existing similar initiatives, especially the European Language Portfolio (ELP).	2   2016 3 months	Overview on professional portfolios.
WP 2: Identify the information required in the portfolio in relation to the competences.	5   2016 3 months	List of required information to fulfill the intention of the European Conservation-Restoration Portfolio (ECRP).
WP 3: Design format.	8   2016 3 months	ECRP-prototype presented.
WP 4: Present document and conduct pilot study.	11   2016 6 months	Usability study analysed.
WP 5: Revise structure and format.	5   2017 2 months	Final ECRP layout presented.
WP 6: Launch portfolio.	7   2017 1 month	ECRP folder printed.

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## Legislating for the Conservator-Restorer within Europe

The legal context for the practice of Conservation-Restoration at national level needs to be evaluated because the situation is different in each country. It is necessary to understand both the range and consequence of this variability in order to develop a range of legal instruments that can be applied at national level.

This work will lead to the development of legal guidelines, which can be used by our members to work with their relevant ministries so that the transposition of EU Directives can be influenced in a manner that is positive towards the profession.

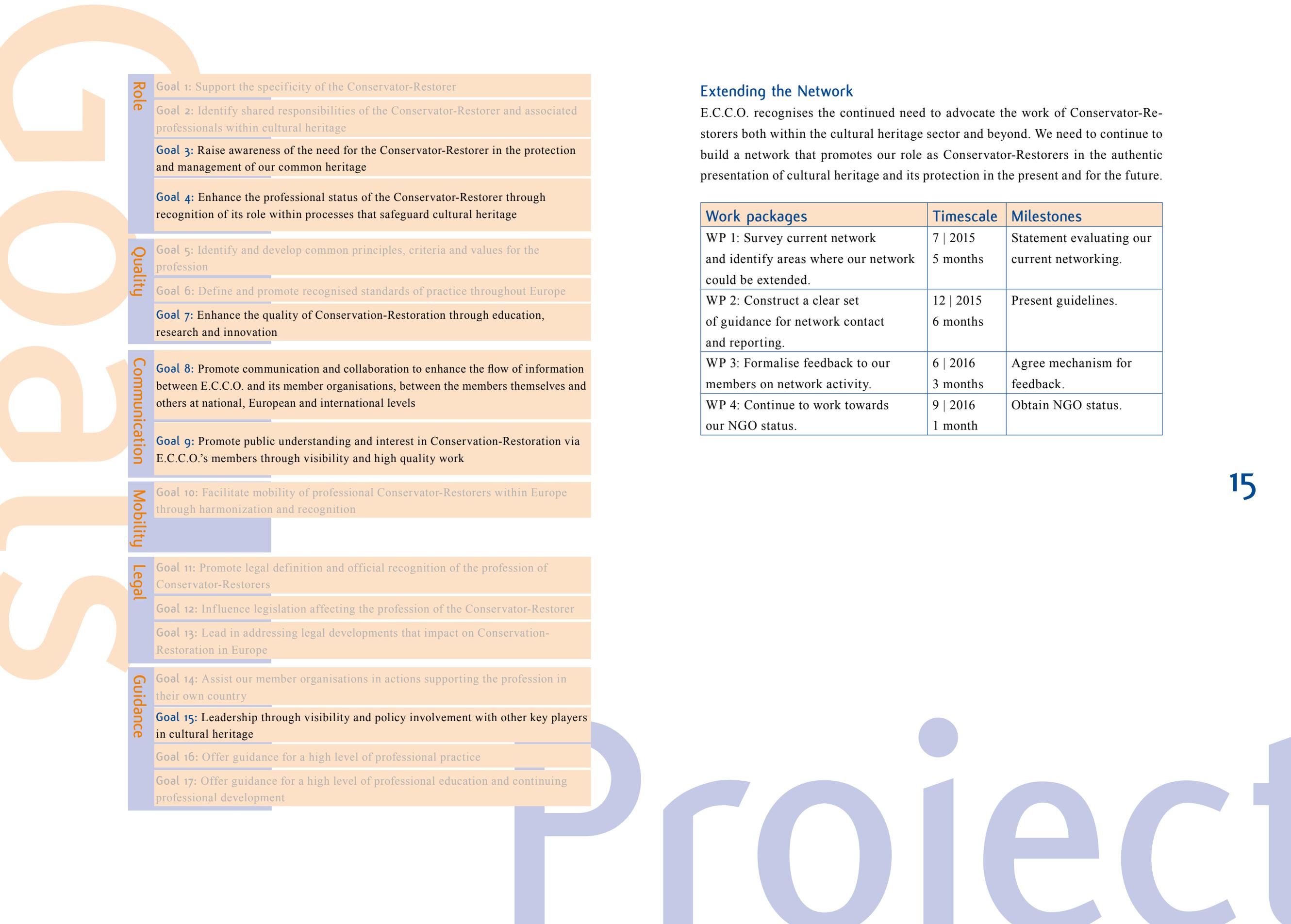
Work packages	Timescale	Milestones
WP 1: Develop and test questionnaire methodology.	1   2015 3 months	Agreed questionnaire.
WP 2: Invite member body mirror groups to collect data.	4   2015 3 months	Completed questionnaires received from members.
WP 3: Collect data on legislation from heritage ministries of member countries.	7   2015 4 months	a) Letter sent to ministries requesting information on national laws concerning the Conservator-Restorer. b) Responses received.
WP 4: Constitute and analyse a corpus of national laws (Lawyer).	9   2015 2 months	Creation of a corpus.
WP 5: Characterise and proposed a legal framework for Conservator-Restorers in Europe (Lawyer).	1   2016 6 months	Framework drawn up.
WP 6: Interpret European Directives in terms of E.C.C.O. principles (Lawyer).	7   2016 2 months	Text interpreting European Directives is published.
WP 7: Develop guidelines for member states for transposing European Directives (Lawyer).	9   2016 6 months	Guidelines are published.
WP 8: Communicate results to member organisations.	3   2017 3 months	a) Interim reports published by E.C.C.O. short news. b) final report published and circulated to members.

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### Improving the E.C.C.O. website

In the 2013 consultation at the E.C.C.O. General Assembly, Lisbon, our members indicated that an effective website was a strategic priority. E.C.C.O. acknowledges this need and aims to redesign the website to make it more effective and manage its content as well as exploring other web-based tools.

Work packages	Timescale	Milestones
WP 1: Agree new host.	1   2015 2 months	Contract with host is signed.
WP 2: Identify needs.	1   2015 2 months	Specification document is written.
WP 3: Agree contract with web designer.	3   2015 2 months	Contract is signed.
WP 4: Strip old web site.	5   2015 4 months	Information from old website is archived.
WP 5: Develop structure.	6   2015 4 months	New website structure is created.
WP 6: Test prototype.	10   2015 1 month	Feedback is received from members and compiled into a document.
WP 7: Enhance prototype.	11   2015 1 month	Revised website is constructed.
WP 8: Launch website.	12   2015 1 month	Website is launched.
WP 9: Feedback on new site.	1   2016 4 month	a) Members contacted and feedback received. b) Comments collated into a review document. c) Present new finished website to GA.

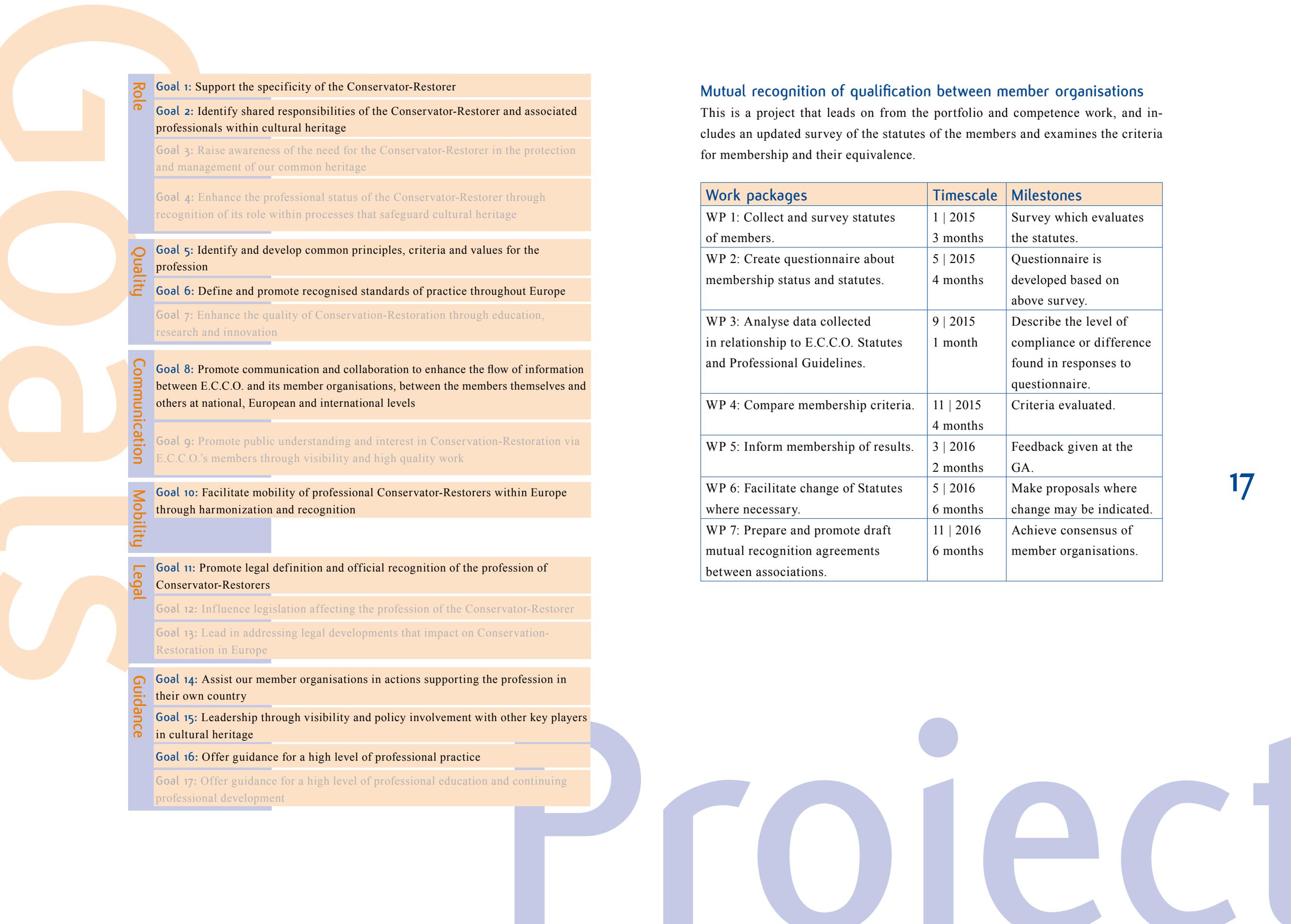


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### Extending the Network

E.C.C.O. recognises the continued need to advocate the work of Conservator-Restorers both within the cultural heritage sector and beyond. We need to continue to build a network that promotes our role as Conservator-Restorers in the authentic presentation of cultural heritage and its protection in the present and for the future.

Work packages	Timescale	Milestones
WP 1: Survey current network and identify areas where our network could be extended.	7   2015 5 months	Statement evaluating our current networking.
WP 2: Construct a clear set of guidance for network contact and reporting.	12   2015 6 months	Present guidelines.
WP 3: Formalise feedback to our members on network activity.	6   2016 3 months	Agree mechanism for feedback.
WP 4: Continue to work towards our NGO status.	9   2016 1 month	Obtain NGO status.

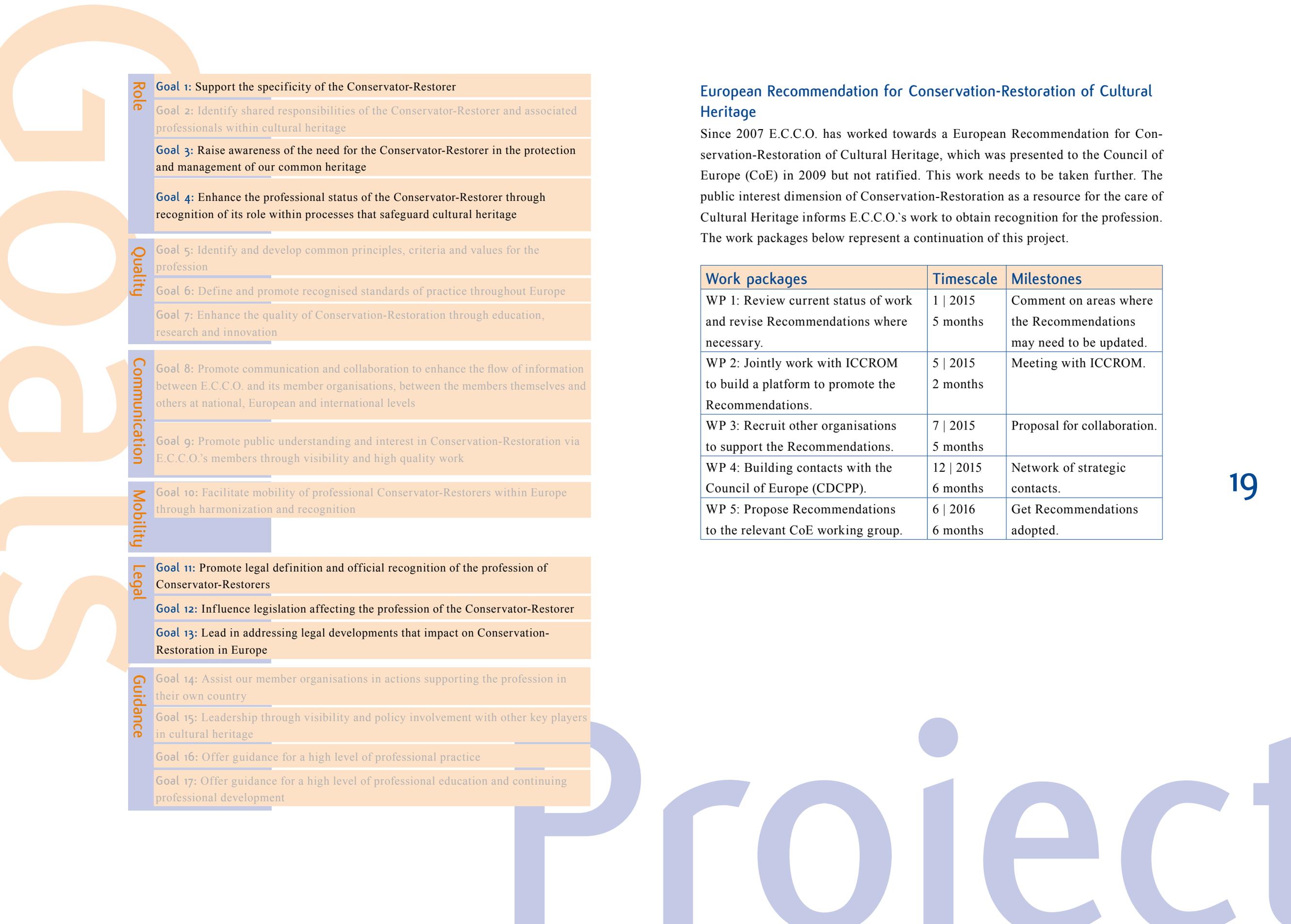


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### Mutual recognition of qualification between member organisations

This is a project that leads on from the portfolio and competence work, and includes an updated survey of the statutes of the members and examines the criteria for membership and their equivalence.

Work packages	Timescale	Milestones
WP 1: Collect and survey statutes of members.	1   2015 3 months	Survey which evaluates the statutes.
WP 2: Create questionnaire about membership status and statutes.	5   2015 4 months	Questionnaire is developed based on above survey.
WP 3: Analyse data collected in relationship to E.C.C.O. Statutes and Professional Guidelines.	9   2015 1 month	Describe the level of compliance or difference found in responses to questionnaire.
WP 4: Compare membership criteria.	11   2015 4 months	Criteria evaluated.
WP 5: Inform membership of results.	3   2016 2 months	Feedback given at the GA.
WP 6: Facilitate change of Statutes where necessary.	5   2016 6 months	Make proposals where change may be indicated.
WP 7: Prepare and promote draft mutual recognition agreements between associations.	11   2016 6 months	Achieve consensus of member organisations.

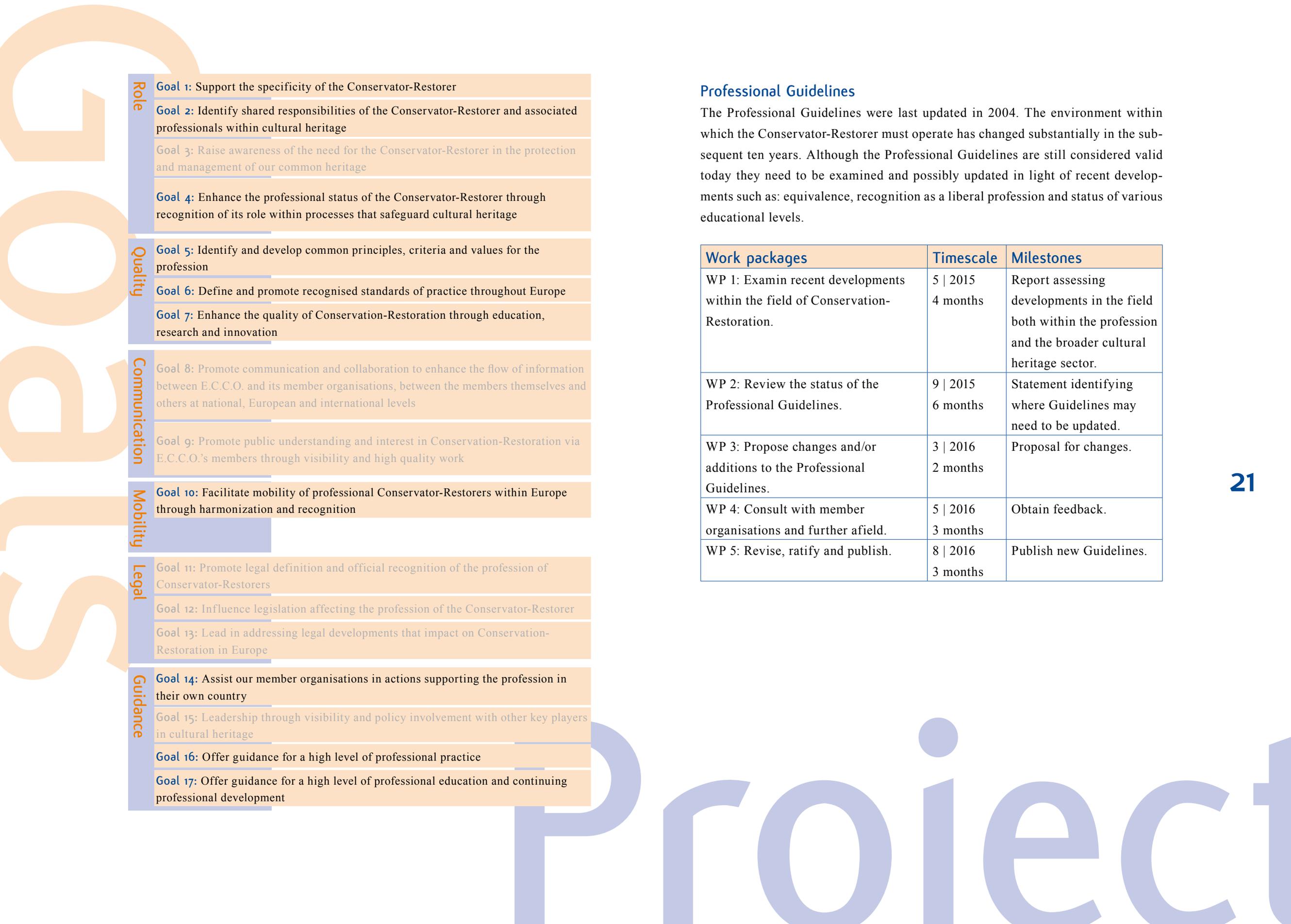


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## European Recommendation for Conservation-Restoration of Cultural Heritage

Since 2007 E.C.C.O. has worked towards a European Recommendation for Conservation-Restoration of Cultural Heritage, which was presented to the Council of Europe (CoE) in 2009 but not ratified. This work needs to be taken further. The public interest dimension of Conservation-Restoration as a resource for the care of Cultural Heritage informs E.C.C.O.'s work to obtain recognition for the profession. The work packages below represent a continuation of this project.

Work packages	Timescale	Milestones
WP 1: Review current status of work and revise Recommendations where necessary.	1   2015 5 months	Comment on areas where the Recommendations may need to be updated.
WP 2: Jointly work with ICCROM to build a platform to promote the Recommendations.	5   2015 2 months	Meeting with ICCROM.
WP 3: Recruit other organisations to support the Recommendations.	7   2015 5 months	Proposal for collaboration.
WP 4: Building contacts with the Council of Europe (CDCPP).	12   2015 6 months	Network of strategic contacts.
WP 5: Propose Recommendations to the relevant CoE working group.	6   2016 6 months	Get Recommendations adopted.

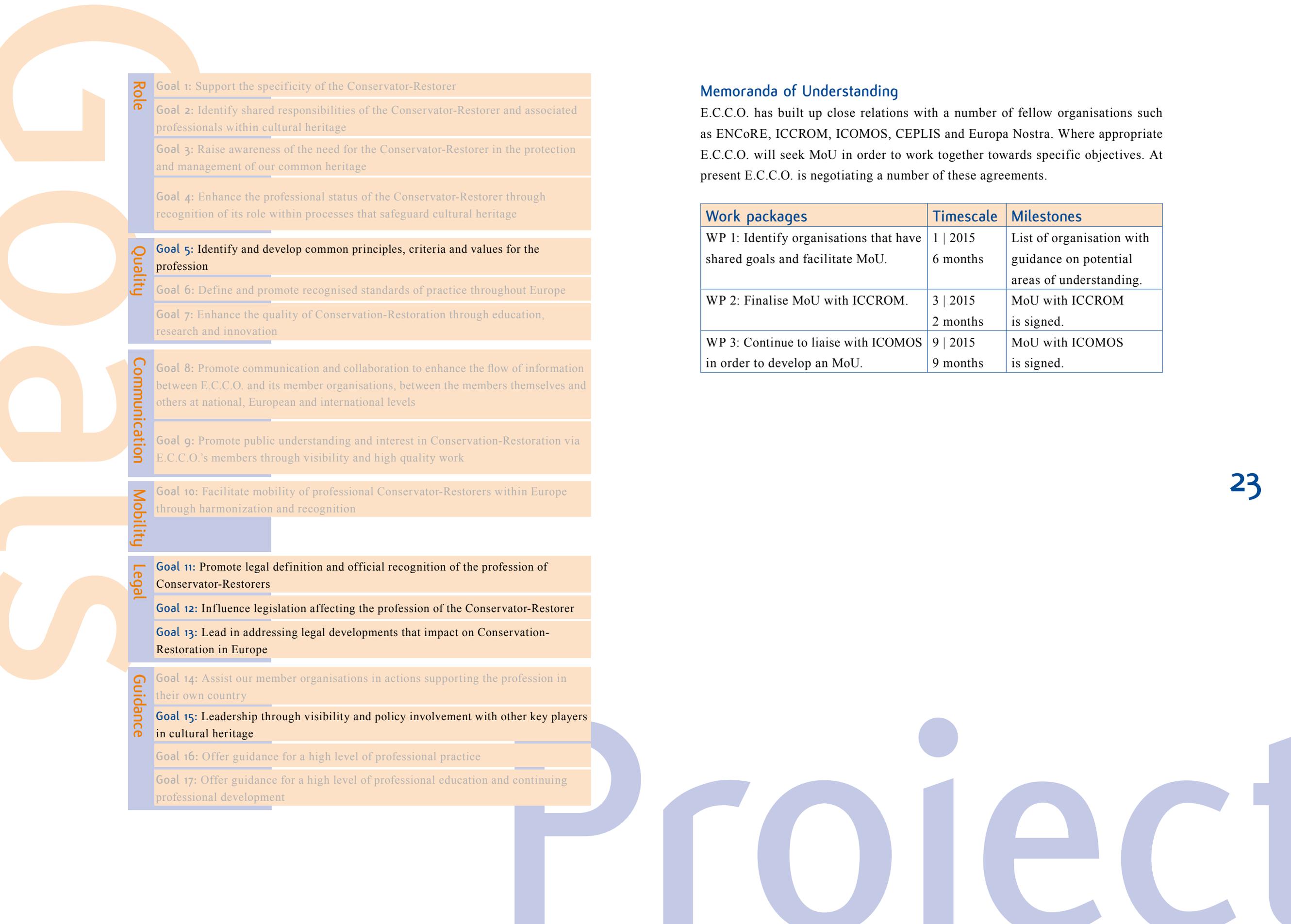


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### Professional Guidelines

The Professional Guidelines were last updated in 2004. The environment within which the Conservator-Restorer must operate has changed substantially in the subsequent ten years. Although the Professional Guidelines are still considered valid today they need to be examined and possibly updated in light of recent developments such as: equivalence, recognition as a liberal profession and status of various educational levels.

Work packages	Timescale	Milestones
WP 1: Examin recent developments within the field of Conservation-Restoration.	5   2015 4 months	Report assessing developments in the field both within the profession and the broader cultural heritage sector.
WP 2: Review the status of the Professional Guidelines.	9   2015 6 months	Statement identifying where Guidelines may need to be updated.
WP 3: Propose changes and/or additions to the Professional Guidelines.	3   2016 2 months	Proposal for changes.
WP 4: Consult with member organisations and further afield.	5   2016 3 months	Obtain feedback.
WP 5: Revise, ratify and publish.	8   2016 3 months	Publish new Guidelines.

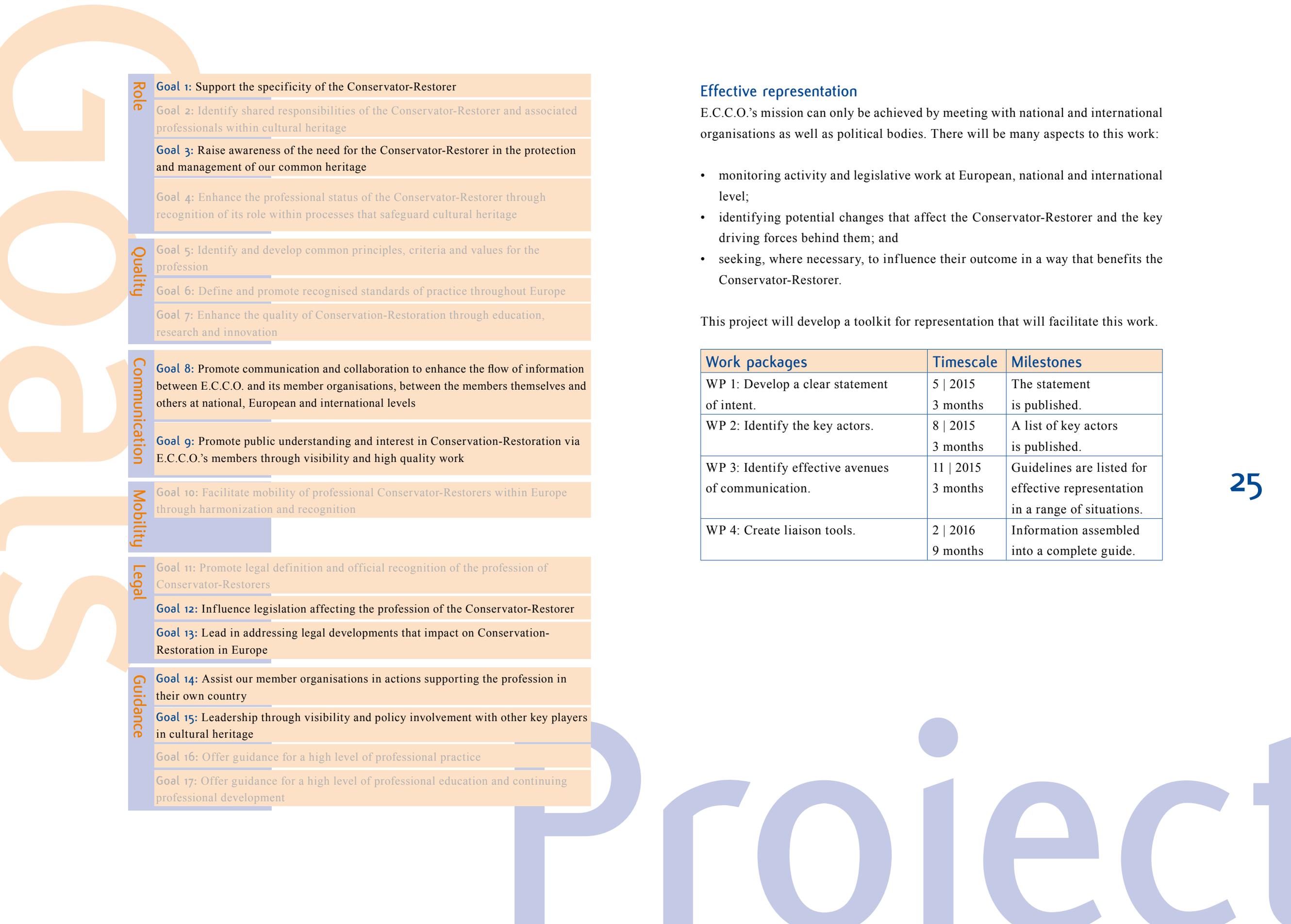


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### Memoranda of Understanding

E.C.C.O. has built up close relations with a number of fellow organisations such as ENCoRE, ICCROM, ICOMOS, CEPLIS and Europa Nostra. Where appropriate E.C.C.O. will seek MoU in order to work together towards specific objectives. At present E.C.C.O. is negotiating a number of these agreements.

Work packages	Timescale	Milestones
WP 1: Identify organisations that have shared goals and facilitate MoU.	1   2015 6 months	List of organisation with guidance on potential areas of understanding.
WP 2: Finalise MoU with ICCROM.	3   2015 2 months	MoU with ICCROM is signed.
WP 3: Continue to liaise with ICOMOS in order to develop an MoU.	9   2015 9 months	MoU with ICOMOS is signed.



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	<b>Goal 7:</b> Enhance the quality of Conservation-Restoration through education, research and innovation
<b>Communication</b>	<b>Goal 8:</b> Promote communication and collaboration to enhance the flow of information between E.C.C.O. and its member organisations, between the members themselves and others at national, European and international levels
	<b>Goal 9:</b> Promote public understanding and interest in Conservation-Restoration via E.C.C.O.'s members through visibility and high quality work
<b>Mobility</b>	<b>Goal 10:</b> Facilitate mobility of professional Conservator-Restorers within Europe through harmonization and recognition
<b>Legal</b>	<b>Goal 11:</b> Promote legal definition and official recognition of the profession of Conservator-Restorers
	<b>Goal 12:</b> Influence legislation affecting the profession of the Conservator-Restorer
	<b>Goal 13:</b> Lead in addressing legal developments that impact on Conservation-Restoration in Europe
<b>Guidance</b>	<b>Goal 14:</b> Assist our member organisations in actions supporting the profession in their own country
	<b>Goal 15:</b> Leadership through visibility and policy involvement with other key players in cultural heritage
	<b>Goal 16:</b> Offer guidance for a high level of professional practice
	<b>Goal 17:</b> Offer guidance for a high level of professional education and continuing professional development

### Effective representation

E.C.C.O.'s mission can only be achieved by meeting with national and international organisations as well as political bodies. There will be many aspects to this work:

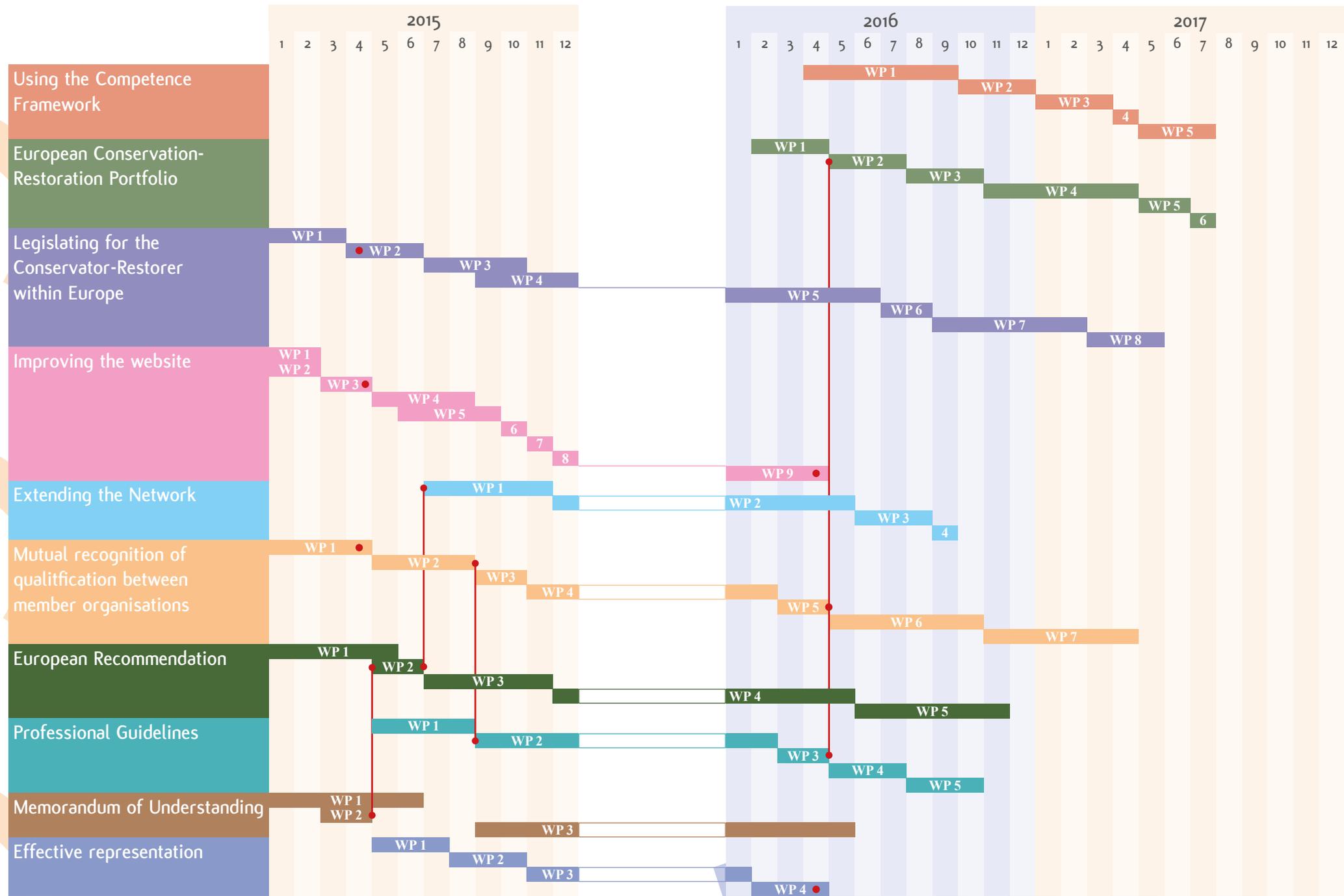
- monitoring activity and legislative work at European, national and international level;
- identifying potential changes that affect the Conservator-Restorer and the key driving forces behind them; and
- seeking, where necessary, to influence their outcome in a way that benefits the Conservator-Restorer.

This project will develop a toolkit for representation that will facilitate this work.

Work packages	Timescale	Milestones
WP 1: Develop a clear statement of intent.	5   2015 3 months	The statement is published.
WP 2: Identify the key actors.	8   2015 3 months	A list of key actors is published.
WP 3: Identify effective avenues of communication.	11   2015 3 months	Guidelines are listed for effective representation in a range of situations.
WP 4: Create liaison tools.	2   2016 9 months	Information assembled into a complete guide.

# GANTT CHART

Major milestones are indicated in red and listed on the next page.



## MAJOR MILESTONES

### April 2015

- Suggest member body mirror groups for legislative work.
- Contract agreed with web designer.
- Finish collection of member association's statutes.
- Present Memorandum of Understanding with ICCROM.

### July 2015

- Present a list of key players to develop networking.

### September 2015

- Provide fields that might be changed in the Professional Guidelines.

### April 2016

- Presentation for the new and finished website.
- Propose changes to E.C.C.O. Statutes and Guidelines to membership.
- Present the E.C.C.O. Representation Guide to the GA.

## LIST OF ABBREVIATIONS

A.I.S.B.L.	Not for-profit Association
ACB	Association of Conservator-Restorers in Bulgaria
APEL	Acteurs du Patrimoine Européen et Législation
APROA-BRK	Association Professionnelle des Conservateurs-Restaurateurs d'Œuvres d'Art – Beroepsvereniging voor Conservators-Restaurateurs van Kunstvoorwerpen
ARI	Associazione Restauratori d'Italia
ARP	Associação Profissional de Conservadores-Restauradores de Portugal

CDCPP	Comité Directeur de la Culture, du Patrimoine et du Paysage – Steering Committee for Culture, Heritage and Landscape
CEPLIS	Conseil Européen des Professions libérales – European Council of the Liberal Professions
CoE	Council of Europe
CPD	Continuing Professional Development
DRS	Društvo Restavtorjev Slovenije
E.C.C.O.	European Confederation of Conservator-Restorers' Organisations
ECRP	European Conservation-Restoration Portfolio
ELP	European Language Portfolio
ENCoRE	European Network for Conservation-Restoration Education
EU	European Union
FFCR	Fédération Française des Conservateurs/Restaurateurs
FSC	Forest Stewardship Council (label for sustainable forestry)
IADA	Internationale Arbeitsgemeinschaft der Archiv-, Bibliotheks- und Graphikrestauratoren
ICCROM	International Centre for the Study of the Preservation and Restoration of Cultural Property
ICOMOS	International Council on Monuments and Sites
ICRI	Institute of Conservator-Restorers in Ireland
ISBN	International Standard Book Number
ISO	International Standard Organization
KR	Komora Reštatorov
MoU	Memorandum of Understanding
NGO	Non-Governmental Organisation
NKF-N	Nordisk Konservatorforbund, den Norske Seksjonen
RN	Restauratoren Nederland
SKR-SCR	Schweizerischer Verband für Konservierung und Restaurierung – Association Suisse de Conservation et Restauration
TCF	Totally chlorine free (paper)
UN	United Nations
UNESCO	United Nations Educational, Scientific and Cultural Organization
VDR	Verband der Restauratoren e.V.
VRKS-ARCA	Verband der Restauratoren-Konservatoren Südtirols – Associazione Restauratori-Conservatori Alto Adige



## E.C.C.O.

European Confederation of Conservator-Restorers' Organisations  
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