



ANNUAL REVIEW 2020-2021

INTERNATIONAL INSTITUTE FOR CONSERVATION OF HISTORIC AND ARTISTIC WORKS





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The full audited Reports and Accounts of the International Institute for Conservation of Historic and Artistic Works (IIC) for the year ending 30th June 2021 are lodged with the Charity Commission and Companies House once approved at the Annual General Meeting. They are available for download from the IIC website (<https://www.iiconservation.org/about/core-documents>).

IIC Registered Office

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The International Institute for Conservation of Historic and Artistic Works (IIC) is a learned society, a charity registered with the Charity Commission (No. 209677) and a company limited by guarantee incorporated on 27th April 1950 in England and Wales (No. 481522). It is registered for VAT (No. GB 241 0811 10). The company was established under its Memorandum of Association which established the objects and powers of the charitable company and is governed by its Articles of Association. In the event of the company being wound up, members who are trustees are required to contribute an amount not exceeding £1.

You can find out more about all our initiatives on our website, <https://www.iiconservation.org>.



THE YEAR AT IIC

1 JULY 2020 to 30 JUNE 2021

MESSAGE FROM THE IIC PRESIDENT

Our annual report is an opportunity for IIC's Council and Executive both to report to our members and also to reflect on the achievements and operations of the past year. And I am glad to report that despite the challenges of the current times, measured against the core issues of membership, financial resilience and stability of our governance structure, we continue to thrive. Covering the latter part of our 70th year, the highlight has been the 28th Biennial Congress in Edinburgh. Planned pre-Covid pandemic as a physical meeting we managed to pivot to an entirely online event with over 2000 registrants from an astonishing 78 different countries. We learnt a great deal about not only the challenges (and costs) of delivering an online conference but also the opportunities that come with it and the way in which IIC can better use the digital realm. This fed into a broader awareness of how we must work harder at ensuring accessibility and inclusion for all our members, now that we have an idea as to how many would like to be at an IIC Congress but for whatever reason are unable to get there physically. We believe we continue to make significant advances on this critical issue.

But if Edinburgh was the highlight of the year, despite the challenges of the pandemic IIC continued to deliver a wide range of innovative services in addition to our core activities. These included a continuing focus on support for young and emerging conservators through on-line forums for Young Professionals, and Early Career International Zoom Talks /webinars. For our broader membership, our publications programme continued to deliver the highest technical standards through *Studies in Conservation* and six editions of the highly readable *News*

in Conservation. The conservation profession has no equivalent of either publication, and we can be justifiably proud of both journals. We continued to grow our significant online presence on Facebook, Twitter, Instagram and LinkedIn, delivered professional webinars and symposiums and saw our mentoring programme after extensive planning gaining significant traction. Our AGM talk in 2021 focused on the role of conservators in reaching carbon neutrality at the Australian Museum in Sydney. This talk built on and foreshadowed IIC's extensive interest during the year in leading the debate as to how the materials conservation profession might respond as the world approached COP26 in Glasgow in November 2021.

My ongoing thanks to my fellow IIC Council members who, despite our not being able to meet in person during the year, have regularly met on line and continued to support the Institute in diverse ways.

My particular thanks to IIC Secretary General Professor Jane Henderson and IIC Treasurer Juergen Vervoort for their tireless work on behalf of IIC, despite their demanding professional roles. And finally sincere thanks to IIC Executive Director Sarah Stannage and her team for ensuring IIC continues to grow and prosper in challenging times. This includes preparing for an office move, putting in place the organisation of the Student and Emerging Conservators Conference in Lisbon in October 2021, and initial planning of the 29th Biennial Congress in Wellington in September 2022.

Please enjoy reading about all that IIC has achieved in the last year.



Julian Bickersteth
IIC President



Professor Jane Henderson
IIC Secretary-General



Sarah Stannage
IIC Executive Director



Scaffolding set up to support one of the many structures damaged in earthquake surrounds an ornately carved statue. Durbar Square, Kathmandu.

Adobe Stock © raphoto

Adobe Stock | #144514727

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PURPOSE POLICY & PUBLIC BENEFIT

“OUR VISION IS TO MAKE IIC AN INSPIRATIONAL, RELEVANT, DISTINCTIVE AND DYNAMIC ORGANISATION”.

SARAH STANIFORTH CBE, IIC PRESIDENT EMERITUS

Friendship, co-operation and a welcome generosity in sharing knowledge are at the heart of IIC's Fellowship and member network, educating, enabling and recognising excellence - this commitment drives everything we do.

Our objectives are to advance knowledge, and to continually improve professional practice and standards, enhancing the preservation and conservation of historic and artistic works. We do this by:

- Promoting the study of conservation practice, through understanding the properties of cultural heritage artefacts, and the materials used in the treatment of those objects.
- Deepening an understanding of the causes of deterioration in cultural artefacts and how their condition can be improved.
- Encouraging education, study and research in the field of conservation and related branches of heritage science.

IIC is an independent international organisation supported by individual members and hundreds of cultural institutions. We achieve these objectives through our professional publications, through events ranging from major Congress to our CPD programme, and through our awards which promote professional excellence. These also raise awareness of how the achievements of conservation professionals serve a wider common good.

Notably, our quarterly *Studies in Conservation* is the leading journal capturing developments

in the field; our freely downloadable electronic newspaper, *News in Conservation* gives case studies of conservation projects, emerging policy issues and news of our own activities. This is complemented by a growing social media network which reaches tens of thousands across a multiplicity of platforms. This allows us to distribute information on heritage conservation work very widely, reaching people in parts of the world where membership of conservation organisations is very low, while the interest in and concern for national heritage is high.

The conservators and professionals who form our global membership value the chance to network in a communal arena, which offers learning at every career stage and a route – whether through Fellowship or dedicated awards – to have their successes recognised by the profession. With roots going back 70 years, IIC members were key players in the development of the modern profession: today IIC remains unique in being both completely independent and global in its reach and concerns.

At its heart, conservation of cultural artefacts is crucial to the identities of societies, which so often tell their stories and convey their values through significant objects. Conservation practice improves the richness and quality of life for everyone in peaceful times, and can also be a keystone in recovering from more turbulent moments in history. Conservators understand that as well as bringing technical skill to preserving objects, they also play a crucial part in knitting together the wider social fabric.

Further reading: core documents

Our objectives and activities are developed under strands covering Strategy, Membership, Communications, Publications, Professional Development, Fundraising and Governance. These are outlined in the IIC Strategic Plan 2018–2021 (available at <https://www.iiconservation.org/about/core-documents>).

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REGIONAL GROUPS – EXTENDING OUR REACH INTERNATIONALLY

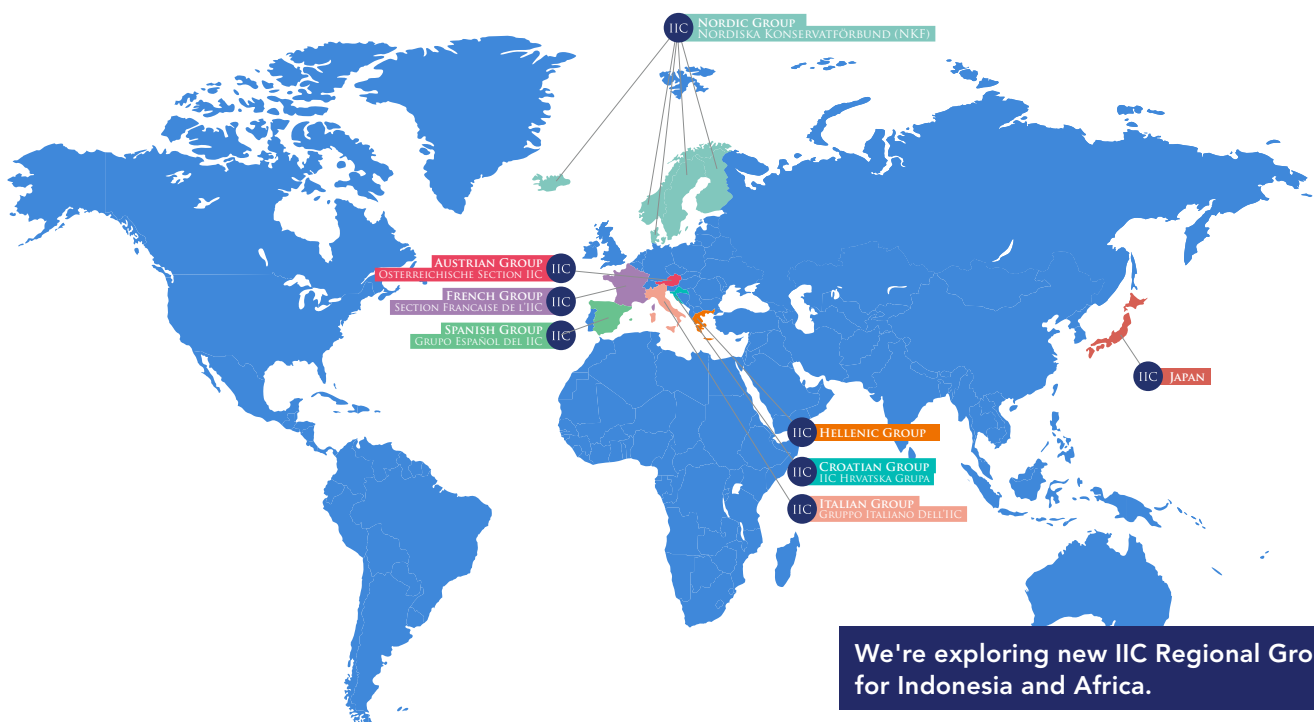
We currently have regional groups in Scandinavia (the Nordisk Konservatorforbund: Denmark, Finland, Iceland, Norway and Sweden), Austria, Croatia, France, Italy, Japan and Spain.

Over the years the various Groups have developed along different lines according to the particular needs of the conservation community in the countries concerned. Our groups collectively support reach out to nearly 5000 members internationally. We continued work first begun in 2019, to lay the groundwork for closer working with people in these regions, through encouraging participation in IIC Congresses and events, as well as helping them to make the most of being part of the IIC Community.

The growing spread of the pandemic as we reached year end made our aspirations to closer working all the more important. Some groups had moments of facing pressing issues

emerging from the pandemic, ranging from precarious or lost work and study, to balancing home and professional responsibilities and adjusting to remote working and 'lockdowns'.

To address this, IIC worked more closely with some groups to promote the events they were still able to hold online. For our Edinburgh Congress Online we began to lay plans for the regional 'live hub' format – with the result that just over 100 Finnish conservators attended collectively, as well as live hubs in South America and Asia-Pacific including 120 conservators, curators, conservation scientists and architectural historians in India.



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IIC COMMUNITY: BUILDING BRIDGES, DISCIPLINES AND DIGITAL DIVIDES

Given the challenges and changes we face as a sector, we know it's important that our words are grounded in concerted action. Through our programmes and activities, such as our International Mentoring Programme and re-focused Opportunity Fund, we are empowering change within the profession and helping to create a more sustainable and resilient future for our members.

IIC's Community platform and website with its linked social networking, contribute not only towards the interchange of ideas but as an opportunity to share knowledge and experiences. The IIC Community platform has evolved to become more of a virtual learning environment and home to our Special Interest Communities covering Leadership, Sustainability, Conservation Data and Authenticity and Ethics. These groups have been shaped over time by members' changing ideas and emerging issues relevant to the profession and field of conservation with key outcomes, from symposiums to publications, summarised as follows:

Authenticity and Ethics

Led by IIC Fellows Jonathan Ashley-Smith (focusing on ethics) and David Scott (authenticity), the group is exploring the current state of debate in the profession. They will also ask questions such as how we make judgements when forced to choose between preserving original material and the traditional appearance of objects. An online symposium took place on 26 - 27 November 2020, '**Conservation and Philosophy: Intersections and Interactions**', with papers published as a special issue of *Studies in Conservation* for 2022.

Socratic dialogues with students and early career conservators are being planned and organised by IIC Fellow, Bill Wei. The Socratic dialogues provide free space for IIC members to think about their future role in conservation, and to help conservators and emerging conservation professionals reflect on a number of important

issues in conservation and conservation ethics.

Leadership

IIC's Executive Director Sarah Stannage alongside notable figures from the profession including Debra Hess Norris from the University of Delaware, lecturer and facilitator in leadership Bob Norris and IIC President Emeritus Sarah Staniforth, share insights and encourage discussions with members on leadership as well supporting members through the peer-led International Leadership Mentoring Programme.

Conservation Data

Like every area of life, conservation is being transformed by the digital world and the insights of Big Data. At the same time, far too much knowledge is fragmented, inaccessible in institutions across the world. IIC Fellow and Reader in Documentation, Athanasios Velios from the University of the Arts London, led a discussion with Kristen St. John, Stanford University, on how we can use data more effectively to the benefit of conservation projects and our profession, resulting in consultation for a new policy document for 2021 with workshops hosted as part of the IIC Edinburgh Congress online. The Linked Conservation Data project is funded by UKRI-AHRC and is delivered in partnership with other organisations including AIC and Icon.

Sustainability and Climate Action

Championed by IIC's Environmental Sustainability Associate Editor, Marina Herriges, and IIC Executive Director, Sarah Stannage, IIC has organised a series of meetings, webinars and initiatives throughout 2020 and into 2021, including IIC's AGM talk with the Dr Jenny Newell from the Australian Museum. IIC has been chosen to exhibit in the Green Zone at COP26 in Glasgow in November 2021 and plans to run an international edit-a-thon event **#IICEditsClimate #TogetherForOurPlanet**.



SUSTAINABILITY AND CLIMATE AN INTERNATIONAL COMMUN

SUSTAINABLE DEVELOPMENT GOALS

WE KNOW THAT URGENT ACTION IS NEEDED TO ADDRESS THE REPORTED UNSUSTAINABLE TRAJECTORY TOWARDS FOUR DEGREES OF WARMING.

In 2015, the United Nations published [17 Sustainable Development Goals \(SDGs\)](#) as part of the 2030 agenda for sustainable development. These goals form an urgent call to action, for all countries both developed and developing, to help tackle the big issues humanity currently faces– from poverty to hunger; to climate change and biodiversity losses; from gender equality to decent working conditions; and from clean energy to responsible resource consumption.

It's a broad set of factors – but that's because the SDG framework recognises that the world's problems can't be solved in isolation, and definitely not without effective cooperation and collaboration between Governments, Non-Government Organisations (NGOs), businesses and communities.

Because the goals are interlinked, we know that our sector can meaningfully contribute to many, if not all SDGs. IIC is well placed globally to support two SDGs in particular: climate action (SDG13) and partnerships for the goals (SDG17).

Here's how we're doing it:

IIC CLIMATE ACTION PLAN AND GLOBAL PARTNERSHIPS

The last two years have been dominated by COVID-19 but the climate crisis has not disappeared. We know that urgent action is needed to address the reported unsustainable trajectory towards four degrees of warming. Global goals for 2030 and beyond can only be achieved through transformative change.

The challenges we face, both now and over the next few years, are going to be among the most difficult – and interesting - in our history.

International Declaration and Joint Commitment for Climate Action

Back in 2019 IIC [declared a climate and environmental emergency](#), with IIC council signing the [Memorandum of Understanding](#) becoming an endorsing partner to the launch of the Climate Heritage Network, and then in 2021 IIC convened an international alliance with the leading international conservation bodies, ICCROM and ICOM-CC, to launch a '[Joint Commitment for Climate Action in Cultural Heritage Conservation](#)' (full statement and launch video is on the IIC website).

Subsequently, this 'Joint Commitment for Climate Action' has been signed by the following IIC Regional Groups with further groups about to announce their support, extending to around 5,000 conservators and conservation professionals globally – making this one of the largest and most important alliances in the history of our profession:

- Nordic region (the Nordisk Konservatorforbund: Denmark, Finland, Iceland, Norway and Sweden),
- Gruppo Italiano dell'IIC (IG-IIC), Italy
- IIC Hrvatska grupa, Croatia
- IIC Japan

Challenging the Greenwash

We will work with the growing band of organisations committed to challenge the 'greenwash' behind most declarations of Net Zero, including where they rely on the use of unviable carbon offsets to support 'business as usual' activities.

ACTION: ITY CHALLENGE

Measuring IIC's own Environmental Impact:

Within the [UNFCCC Race to Zero](#), there are three defined scopes when measuring carbon emissions:

- Scope 1:** Direct Emissions from owned or controlled sources, e.g. owned equipment and generators, refrigerant leaks.
- Scope 2:** Indirect emissions from the generation of purchased electricity.
- Scope 3:** All other emissions in a supply chain. From packaging and materials to water use and more.

Our aim is to become Net Zero as soon as possible, we have set ourselves three challenges:

1. As an organisation we have set a clear target to be net zero by 2030 on Scope 1 and 2 emissions, and Scope 3 emissions by 2050 or earlier if practicably possible.
2. We will publish our plan on how we will reduce carbon emissions in line with our Net Zero target by the end of 2021/22 financial year, with interim reporting on sustainability.
3. We will publicly report on progress as part of our Annual Review against a recognised international standard – this will be ISO 14001 (Environmental Management Standards) for all IIC publications, activities and operations, and ISO 20101 Sustainable Events for IIC Congresses and Student and Emerging Conservator Conferences.

We have set 2021/22 as our baseline year and have published an interim Environmental Sustainability and Carbon Analysis Report.

HELPING TO CREATE A RESILIENT AND SUSTAINABLE CONSERVATION COMMUNITY

IIC as an international body will be inviting members, Fellows and institutions to add their support to the 'Joint Commitment for Climate Action in Cultural Heritage' to reach Net Zero by 2050, or even earlier in 2030. We want our members to feel included and to be part of this action. That extends to upholding the principles of Agenda 2030 and the SDGs, with their focus on people, planet, prosperity, peace and partnership: <https://sdgs.un.org/2030agenda>.

To help members do this, we will be launching a Net Zero initiative and partnering with other international bodies and friends, we welcome members to join the [Special Interest Community for Sustainability and Climate Action](#), to access resources, training and to share insights and experiences that promote positive change.

Providing Support

IIC recently partnered with ICCROM through the Our Collections Matter initiative to deliver a training workshop for IIC Members, "Connecting the dots between cultural collections and sustainable development" identifying resources to support improvements and directing work activities towards creating a better future for everyone.

There's lots more in the pipeline. IIC members can also access seed funding through the [Opportunities Fund](#) for projects and initiatives that promote sustainability, resilience, or adaptation.

WE WILL
ONLY MAKE A
DIFFERENCE
IF WE CHOOSE
TO WORK
TOGETHER AS
A SECTOR.

Please contact the IIC Office if you would like to receive further information about IIC's Net Zero initiatives and information on how to join the [Special Interest Community for Sustainability and Climate Action](#), contact us on iic@iiconservation.org



Solar panels on the roof of the Australian Museum.
© Abram Powell/
Australian Museum

AGM TALK 2021: REACHING CARBON NEUTRAL AT THE AUSTRALIAN MUSEUM

Approaching COP26 in Glasgow in November 2021, we invited Dr Jenny Newell from the Australian Museum in Sydney to talk about the Museum's journey to a carbon neutral position. You can watch a recording of Jenny's talk for the AGM 2021: 'Reaching Carbon Neutral at the Australian Museum and the Role of Conservators' on the IIC website.

This talk also forms part of our **#TogetherWeMakeTheFuture** climate programme.

POINT OF THE MATTER DIALOGUE: 'CLIMATE CHANGE AND COVID-19: WHAT IS THE HERITAGE IMPACT?'

The speed with which governments have responded to the COVID pandemic shows how an existential threat to humanity such as climate change could be dealt with. But in the short term what are the effects of the pandemic on heritage? The significant reduction in air pollution is helping preserve historic building fabric, the massive downturn in tourism is allowing a re-assessment of sustainable visitor numbers for heritage sites, the need for couriers to travel in person rather than virtually for blockbuster exhibitions is being questioned.

The Dialogue, organised in collaboration with Historic Environment Scotland, as part of IIC's 2020 Edinburgh Congress explored these crucial questions, chaired by Dr Ewan Hyslop (Historic Environment Scotland and Co-Chair Climate Heritage Network) with panellists: Lisa Westcott-Wilkins (DigVentures, UK), Keith Jones (National

Trust, UK), Amanda Pagliarino (QAGOMA Head of Conservation & Registration, Australia). The Dialogue attracted a large online audience for live viewing with the recording attracting over 3,000 views.

HERITAGE CONSERVATION LEARNING IN THE TIMES OF COVID – OPPORTUNITIES AND CHALLENGES

During the pandemic, many heritage conservation training programmes around the world faced an abrupt shift from face-to-face to remote teaching and virtual learning. IIC was pleased to support ICCROM and Athabasca University with a webinar in September 2021 and worked closely with these key partners to encourage critical discussions on the challenges and opportunities of heritage conservation learning in the COVID-19 world.

CONSERVATION AND PHILOSOPHY SYMPOSIUM

The two-day Conservation and Philosophy Symposium: Intersections and Interactions, 26-27 November 2020, was held completely online with over 100 attendees registering to participate in this sold-out event with presentations from over 20 contributors. The symposium explored the intersections and interactions between the two disciplines, providing an opportunity to bring the insights of philosophy to conservation debates around topics including plaster casts and replicas, the re-creation of modern artworks, the reasons why works of art are restored or seen as over-restored, the anthropology of forgery - and many other issues. A special issue on this topic for *Studies in Conservation* will be published in 2022 following the symposium, supported by the Special Interest Community for Authenticity and Ethics.

Symposium Convener:

David A.Scott, FIIC
Ph.D. Professor Emeritus

Symposium Lead Co-ordinator:

Ellie Sweetnam

EDINBURGH CONGRESS 2020

Our major event for 2020 was IIC's 28th biennial congress - 'Practices and Challenges in Built Heritage Conservation', devised to bridge the divide between built heritage and in-situ collections. Since we first started planning in 2019, months of lockdown, uncertainty, reduced travel and social distancing meant we had to bridge not just disciplines, but fissures in the world as we know it. It was inevitable that our Edinburgh Congress would need to go largely online.

This event was made possible through the commitment of our members, partners, funders, and sponsors who stayed with IIC because they know our Congresses are renowned for the quality of papers, content and discussion, providing an ideal forum for the exchange of ideas and the development of conservation during an incredibly important period of change for the profession. In addition, we were able to make the event free for IIC members by securing grants and funding to support a high number of places for conservators to attend regardless of employment circumstances or career stage.

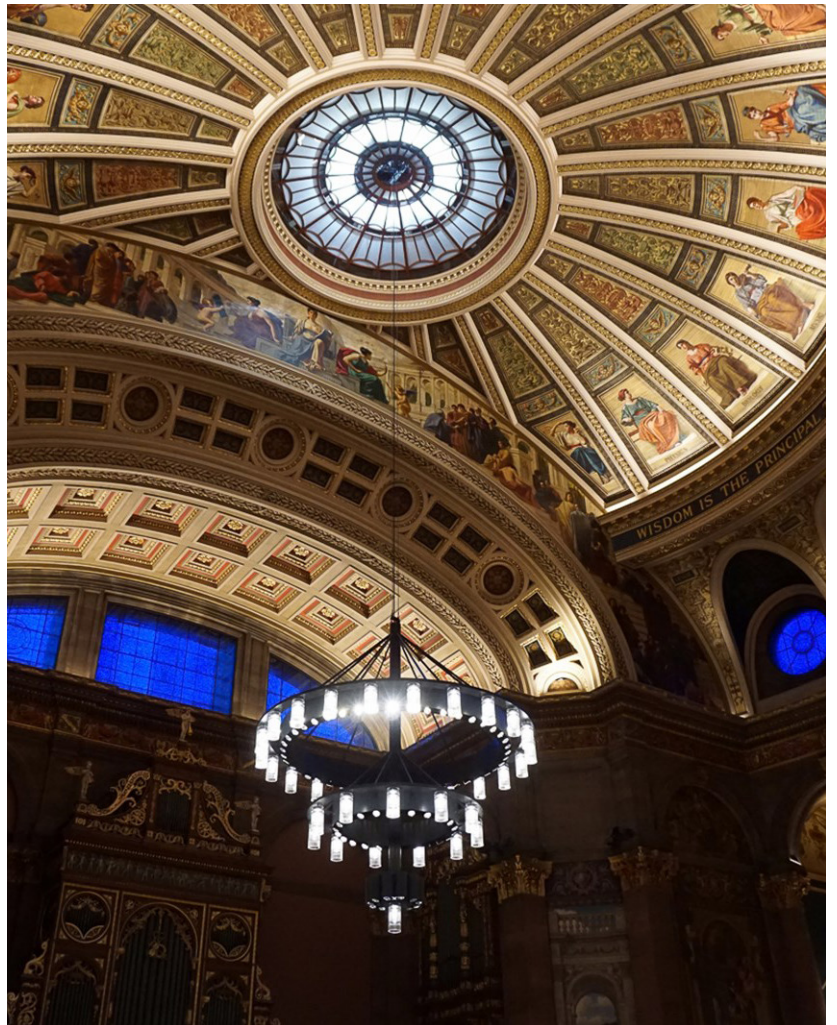
We have learnt a lot about how our community around the world engages with digital content and can benefit from taking part in an online IIC Congress. Overall, we recorded nearly 2000 people, representing over 89 countries across 5 continents attended online. We always work hard to reduce barriers to attendance where possible, and this time our attendance grants supported people to overcome digital barriers rather than just travel. We averaged 150-180 people actively taking part in the live programme and shorter Q&A sessions during the week, whilst the 30 day on-demand access proved popular with a significant number of registrants (over 95%) engaging with content post conference, with a significant number of individuals (700 people) located in Band 2, 3 and 4 countries. Over 97% of survey respondents reported that the congress contributed to the advancement of conservation internationally with high impact papers, networking opportunities and learning activities.

There were a great many reasons to embrace a virtual conference. Not least was the fact that an online Congress would give many more people the opportunity to attend but also provided a climate and COVID friendly option. We remain grateful to our supporters and funders in helping us transition online, their early commitment enabled creativity and a greater appetite for experimentation to flourish.

WE HAVE LEARNT A
LOT ABOUT HOW OUR
COMMUNITY AROUND
THE WORLD ENGAGES
WITH DIGITAL
CONTENT...

Edinburgh skyline,
iStockphoto © bnoragitt

McEwan Hall
© University of Edinburgh



Studies in Conservation



PUBLICATIONS

IIC's output ranges from academic publishing, underlining its status as a Learned Society, to its work disseminating news and opinion for the profession.

IIC's *Studies in Conservation* is the premier international peer-reviewed journal for the conservation of historic and artistic works, which disseminates the latest developments in the field. Our journal is gauged by the number of submissions, and the number of article downloads from the website of IIC's publishing partner, Taylor and Francis Routledge. It has a measured impact factor that is consistently high by comparison with other journals in our field and has maintained a top 10 ranking out of 69 for international journals.

While the US and the UK account for the greatest number of downloads, China is now near the top of the list and increasing numbers of subscribers are Chinese and/or south-east Asian institutions. It is also clear that papers published in earlier, sometimes much earlier, issues of the journal remain in demand.

This year, despite the uncertainty around delivering a physical IIC Edinburgh Congress, IIC committed to producing the Congress preprints as an online /digital publication with an option to purchase a printed version. This represented a step change in both demand from our members and wider community in reducing negative environmental impacts associated with printed material as well as recognising the important contribution of our authors and editors to the topic of built heritage conservation through a digital publication.

According to the metrics online, the journal received 121,000 downloads in the year, an increase of 27% on last year, which is recorded by our publishing partner Taylor and Francis.

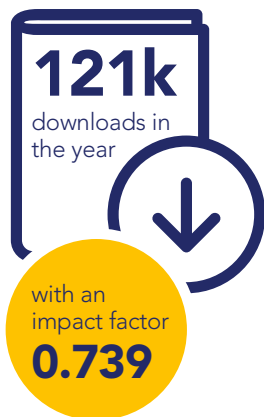
IIC's Community platform is the bedrock of our online operations and is home to a reading room and freely downloadable

electronic magazine, *News in Conservation*, offering information on IIC activities, as well as international news on conservation projects and short articles. The success of *News in Conservation* is measured by the number of downloads from the website, as well as the number of times articles are viewed on other sites and by the range of countries where these downloads have taken place, measuring the geographical spread of IIC's message and awareness of IIC's activities. Average readership continues to grow with subscribers is steadily growing with over 3,000 readers per issue.

GLOBAL ENGAGEMENT

Thanks to the dedication of conservators who volunteer their time and expertise to our Communications Team, IIC has a presence across a range of social media platforms. These offer a chance to reach conservation professionals through more informal channels, but some, notably Instagram, also bring a greater understanding of the profession to a wider public through sharing stories. Our community moderators also have a wide geographical spread. From South America to Europe and India to Israel, reflecting the breadth of our growing membership.

Also, through the volunteering of our members, IIC has a lively news channel, bringing together book reviews, conferences and commentary from across the conservation world. Social media has been invaluable in continually spreading curated relevant information.



News in Conservation



WE CURRENTLY
HAVE GROWING
PRESENCE ON:



just over
46,000
followers



attracted nearly
14,000
people



nearly
10,000
followers



with over
2,200
group members

PROFESSIONAL DEVELOPMENT

Emerging Skills for Heritage Conservation: Young Professionals Forum

The Forum is hosted by CCR - Centre for Conservation and Restoration "La Venaria Reale" in Torino, Italy. It is supported by IIC, building on the close partnerships formed during the IIC Turin Congress in 2018. The Forum is designed to nurture the talents of early career professionals. Core activity of this edition was a Young Professionals Forum Lab focused on "Cultural Heritage Professions toward the future. Scenarios, futures, opportunities for conservation professions after the pandemic. Questions and perspectives from the professionals of tomorrow".

During the COVID-19 pandemic, the system of protection, management and enhancement of cultural heritage has been put to the test and some of its intrinsic fragility has been amplified. At the same time, in this emergency, conservators recalibrated priorities, introduced new tools and organisational methods, developed more effective strategies, and consciously planned the next targets.

The workshop of the Forum encouraged participation in this extraordinary moment of elaboration by young professionals of cultural heritage during 2021.

IIC supported 19 scholarships to attend the Forum for individuals located in Band 2 – 4 countries including in South America, Africa and South-East Asia. IIC was pleased to be a key strategic partner for the Forum, working with CCR, University of Turin, IG-IIC, ICOM and ICCROM.

Future editions of the Forum will follow a more integrated programme of online training workshops, webinars and mentoring sessions for students and emerging professionals with important contributions made to the G20 Ministers of Culture Summit in Rome in 2021.

IIC Early Career Zoom Talks

During the IIC Edinburgh Congress, multiple participants expressed their interest in talking about PhDs in our profession. Students and emerging conservators were particularly interested in meeting face-to-face virtually in order to network with other participants and to discuss this specific topic, PhDs, in more depth.

This sparked the creation of the Emerging Conservator Zoom talks. Similar to the Student and Emerging Conservator Conferences these talks focused on networking with other students and professionals as well as sharing

thoughts and ideas with other experienced conservators.

- Pursuing a PhD (10 February 2021)
- Studying in an International Context (28 April 2021)

These online talks were linked to IIC's core activities around education and training, offering opportunities for development and networking. The series has supported over 450 students and early career professionals, providing the knowledge and skills necessary to help advance their learning and professional development. The talks are now hosted as accessible online learning resources on the IIC Community platform.

International Leadership Mentoring Programme

We first launched a mentoring programme back at the 2018 Turin IIC Congress. Responding to the needs of our members during a global pandemic, we refined the programme to bring together an international cohort of peers, from early career members to Fellows, in a community around a single theme, leadership.

We believe this is important to the current global crisis and the changes that conservators and cultural heritage professionals face, both now and over the next few years, which are going to be among the most challenging – and interesting - in our history. We are committed to helping our members to develop their potential, advance their careers and achieve their career goals, and ultimately grow as future leaders.

The programme has so far supported over 30 individuals as part of 3 cohorts, with mentees taking part remotely. The initiative is guided by Bev Morton and Lucy Hawthorne, two very experienced career coaches and facilitators from My Next Chapter and the Clore Leadership Programme.

Initially championed by IIC Council members, Rachel Sabino and Tom Learner, it has been made possible through the kind support of IIC Fellows, who make up the majority of our mentors. Their sector leadership has ranged from management skills to advocacy and taking a stand for ethical practice. All have a commitment to developing the conservation field through investing in people and talent, which is all the more appreciated during the unprecedented period of the pandemic.



Palace Museum, Beijing.
Adobe Stock © PatrickG

**IIC International Training Centre
in Conservation (IIC-ITCC)**

Since 2014 IIC has been working with the Palace Museum, Beijing, with our partnership centring around a fortnight-long intensive course in conservation for mid-career professionals. In 2019, the Memorandum of Understanding between IIC and the Palace Museum was renewed, allowing these courses to continue reaching those who would otherwise have limited access to further training to continue.

The programme was put on hold during the pandemic but to celebrate and recognise the success of the IIC-ITCC, IIC Vice President Austin Nevin together with IIC President Emeritus, Sarah Staniforth and co-authors, Drs Chan Shin-wai, Fang Xiaoji, Yong Lei, Shin Ningchang, Song Jirong presented a paper, 'Mid-career scientific training for 21st-century conservators: Methodology, research, and practice at the IIC International Training Centre at the Palace Museum, Beijing' at the ICOM-CC triennial conference in Beijing in 2021.

“IT IS ALL THE MORE ESSENTIAL THAT WE EQUIP A NEW GENERATION OF OUR MEMBERS TO BECOME LEADERS – CONFIDENT ABOUT RESPONDING TO CHANGE, BUT ALSO BRINGING FLAIR, COURAGE AND IMAGINATIVE THINKING TO THE BIG SOCIETAL ISSUES THAT AFFECT THE PROFESSION”.

SARAH STANNAGE IIC EXECUTIVE DIRECTOR

**WE ARE
EMPOWERING
CHANGE
WITHIN THE
PROFESSION
AND HELPING
TO CREATE
A MORE
SUSTAINABLE
AND RESILIENT
FUTURE FOR
OUR MEMBERS**

5

IIC PRIZES, GRANTS & AWARDS

We know the conservation profession gives all our lives richness and meaning by preserving the diversity of our cultural heritage and our own and others' cultural identity for the common good.

We achieve this by helping to advance knowledge and practice through our publications, initiatives, events and outreach efforts that seek to promote professional excellence and public awareness. Our awards and prizes recognise and celebrate the greatest achievements in conservation. Each year we are grateful to receive donations from our members to the funds we use to support those who need our help most or to reward those that have made a special contribution. Our funds make a difference, we support conservators in over 70 countries including individuals working in extremely difficult conditions, often with limited resources.

AWARDS, PRIZES AND GRANTS

Honorary Fellowship acknowledges the status and contribution of the highest achievers of the profession and is made to those who have made an outstanding contribution to heritage conservation. It may also be given in recognition of those who are not necessarily working in the heritage conservation field, but who use their influence, resources and talents to support the efforts of heritage preservation: they recognise the value of heritage to the future and the need to care for that heritage in a sustainable way. Candidates to receive Honorary Fellowship are put forward to Council by the Awards and Grants Committee. The first Honorary Fellowship was awarded to Edward Forbes in 1958. Among the luminaries of our field who have received this are George Stout, Caroline and Sheldon Keck, and Paulo and Laura Mora, to name just a few. We highlight these names to you specifically as Honorary Fellowship in 2020 went to Joyce Hill Stoner, who has known and respected these individuals personally, along with many others who are listed as IIC Honorary Fellows. Joyce also had the honour to work with them and to record their oral histories for posterity. It is thus befitting and with deep appreciation that the IIC awards this distinguished honour to

Joyce Hill Stoner, paintings conservator and Edward F. and Elizabeth Goodman Rosenberg Professor in Material Culture at the University of Delaware.

The Forbes Prize Lecture was set up in recognition of Edward W. Forbes, former Director of the Fogg Art Museum, Harvard University and founder of the Strauss Centre for Conservation and Technical Studies, and his services to conservation. Since 1960 the award has been made to a person who has made an outstanding contribution to the field of conservation and is given in the form of a fee for an invited Lecture given at the biennial IIC Congress by the recipient of the Award. The Forbes Prize for 2020 was awarded to Professor Norman H. Tennent. The lecture 'Spanning the Decades: Personalities, Perspectives and Priorities in Conservation Science', was delivered at the IIC Edinburgh Congress 2020 on the topic of built heritage conservation, which can also be viewed on the IIC website.

The Keck Award is a cash award presented every two years at the IIC Congress to the individual or group who has in the opinion of the Council contributed most towards promoting public understanding and appreciation of the accomplishments of the conservation profession. Applications for the award are invited early in the Congress year



and are assessed by the Awards and Grants Committee, who then make a recommendation to Council. The award was presented at the Edinburgh Congress Online in 2020 to 'Storage, Conservation and Restoration Department – Sport Lisboa e Benfica Cultural Heritage', the winning entry was presented alongside a short film at the IIC Edinburgh Congress Online and promoted via IIC's social media channels.

The Brommelle Memorial Fund is used to provide assistance for students of conservation who are IIC members and wish to attend the Institute's international Congresses. Applications for grants, which must be supported by a letter from a student's supervisor in the training centre, university or college, are invited early in the Congress year and assessed by IIC's Secretary-General, the Treasurer, the head of the Congress Technical Committee and one other person. This year grants a limited number of grants were awarded for the Edinburgh Congress 2020 online, with further support committed for S&ECC 2021 and the Young Professionals Forum hosted in partnership with CCR and University of Turin in 2021.

The Opportunities Fund was established in 2010 (it was formerly known as the Professional Development Fund when it only assisted individuals), through the generosity of

members' donations to provide membership primarily to institutions who cannot easily afford the annual subscription fees; those donating to the fund are designated World Members. Institutional membership of IIC is awarded for up to two years with the possibility of renewal for a further two years, subject to funds being available. These institutional members are selected and supported by the Opportunities Fund Committee to ensure that the fund's expenditure delivers quantifiable tangible and intangible benefits for IIC, for the World Members upon whose donations the fund is based, and for its recipients. The terms and objectives of the fund were extended by IIC Council in January 2020, the changes have proved timely as the fund has the flexibility to support our members during times of crisis as well as stimulating projects that nurture resilience, adaptability and sustainability within the sector. Small seed funding grants and needs-based learning stipends were awarded to over 18 members globally, with 75% of the funding being awarded in Bands 2-4 countries. Impact stories from grant recipients are being shared on the IIC Community with special reports published on the main website.

Essay Prize for First Time Authors this new prize is supported by our publishing partner Taylor and Francis, where we will select a winning work from a first-time author

Image courtesy of Sport E Lisboa

published in our sector leading journal, *Studies in Conservation*. The prize, now in its second year, is designed to showcase and give greater access to papers that are useful to IIC members and the profession generally - and to encourage more conservators to develop their career by publishing in *Studies in Conservation*.

The winner this year is "Experimental and Numerical Analysis of a Novel Display Case Design: Case Study of the Renovated Anne Frank House" by Karin Kompatscher *et al.* It is now available as an open access article - read here <https://www.tandfonline.com/doi/full/10.1080/00393630.2019.1703401>.

Kompatscher's paper describes working through to a solution for a common dilemma. All museums want to increase public in-person access to our heritage, and it is often conservators who must come up with a way of doing this while minimising risk to the objects. The paper describes developing a display case design which met that need, while also achieving lower energy use, and thus greater environmental sustainability.

We are delighted that Ann Marlene Gagnon wins the prize for her first piece for *Studies in Conservation*, awarded by IIC and Taylor and Francis.

Attendance Grants IIC also administers attendance grants to its biennial Congresses, which are supported by Tru Vue Inc. and a grant given by the Getty Foundation. This support enables people to attend the IIC Congress would otherwise find it too expensive, or face digital barriers, even where sessions are offered online. The grant covers both registration and digital equipment or other online access costs. Grant applications are made early in the Congress year and assessed by IIC's Secretary-General, the head of the Congress Technical Committee and at least one other person, with assistance from the Executive Director.

Attendance and Travel Grants IIC also administers attendance grants to its biennial Congresses, which are supported by Tru Vue Inc. and also a grant given by the Getty Foundation to enable people living in parts of the world and under-represented countries for whom attendance at IIC biennial Congresses is too expensive or where there are digital access barriers to participating in the event, including online. Application is made by IIC to the Getty Foundation for the grant money in advance of the congress. Applications for grant funding are made to IIC by the candidates early in the Congress year and assessed by IIC's Secretary-General, the head of the Congress Technical Committee and at least one other person, assisted by the Executive Director.

For the Edinburgh Congress, IIC was able to provide free access for IIC members, making up over 60% of online attendance, with member institutions, universities and partners also benefiting through free places for their students and staff teams. In the survey a significant number of members indicated that because the congress was free, they were able to justify attendance, even though the topic was not immediately relevant to their practice or specialism. Through securing funding from Getty Foundation and Tru Vue, IIC was able to provide a high number of fully funded places to non-members enabling over 350 people to participate and benefit from having free access to the congress site. The Getty Grant programme supported 30 individuals representing 27 countries, plus access for 10 universities and institutions (including 56 staff teams and students) and a further 110 individuals through a dedicated live hub for India. Our Tru Vue funded places supported a mix of individual and university places plus institutions located in over 15 countries ranging from South Africa to Mexico and the Philippines. Our Regional Group and Partner Live Hubs provided discounted places to a further 145 individuals.

Image © Anne Frank House/Photographer: Cris Toala Olivares





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HOW IIC WORKS FOR YOU

IIC COUNCIL

Council members are elected by the membership and at each Annual General Meeting, members retire from office as defined by the Institute's Articles of Association. On retirement these Council members are eligible for re-election as appropriate and as defined by the Articles of Association. The Articles of Association provide for a Council whose members are the current President, Vice-Presidents (at present a maximum of three), Secretary-General, Treasurer, Director of Membership, Director of Publications and Director of Communications, together with a maximum of twelve other people plus up to three people (who may be non-Members) who may be co-opted pursuant to Article 87 of the Articles of Association (adopted on 27th January 2020). For the purposes of company law, the Council members are deemed to be the directors of the company.

In October 2020, IIC Council established a Governance Review committee to consider various changes to the environment in which IIC operates and how the constitution and governance structures of IIC might be re-shaped in order best to meet the challenges and opportunities arising from those changes. IIC members were updated at the April 2021 AGM that the Governance Review is expected to conclude in late 2021 when an Extraordinary General Meeting (EGM) called for with IIC members to consider the outcomes of the review and to adopt new Articles of Association.

Several changes to the IIC Council took place during the AGM although elections were deferred until the Governance Review is completed at the end of 2021. Sarah Staniforth was confirmed as President Emeritus along with Dr Jirong Song of the Palace Museum, Beijing, as an Honorary Member of Council.

We must extend our thanks and appreciation to Council members who retired in 2021 including Steve Koobs and Tom Learner, we thank them for championing and advocating international relationships, and in progressing our focus in countries that were previously underrepresented.

As the Articles of Association of the Institute allow for up to three people, who may be non-members of IIC, to be co-opted to Council to advise on matters outside the Professional expertise of most Council members, in 2021 the Council was happy to re-appoint Helen Griffiths, who had worked with IIC while she was a partner at Slaughter and May, IIC's solicitors, to advise IIC on legal matters. Co-opted members must be re-nominated after one year. We are delighted to continue working with Helen as this has proved to be a most useful and worthwhile appointment.

MEMBERS & FELLOWS

IIC is dependent on and responsible to its members for its day-to-day existence. We value our members; we want to involve them in what we do. We want to encourage our members to participate in our activities and to ensure membership is affordable to all.

IIC has maintained rates at the same level for over five years, alongside discounted subscription fees for Fellows and Individual members who live and work in countries where salaries are substantially lower than those in Western Europe and North America. These discounts are set according to each country's per capita average income assessment used by UNESCO and the International Council of Museums (ICOM). On this basis, there is a 25% discount for band 2 countries and a 50% discount for band 3 or 4 nations. There is a second discount for Fellows, Individual members and Student members of IIC who are

WORLD MEMBER DONORS

GOLD WORLD MEMBERS

Julian Bickersteth
Stefan Michalski
David Saunders

SILVER WORLD MEMBERS

Alan Donnithorne,
Vernica Bullock
Robert Waller
Joanne Hackett
Julie Dawson
Robert Waller
Josephine Atkinson
Anthony Reed
Helen Ganiaris

BRONZE WORLD MEMBERS

James A Spriggs
Tiina Sonninen
Amber Kerr
Deborah Lee Trupin
Stavroula Golfomitsou
Ann Seibert
Richard Kerschner
Jane Henderson
Diane Gwilt
Ruth Keller
Pierrette Squires
Gorden Turner-Walker
Anabela Ferreira
Nicola Costaras
Athanasios Velios
Julia Nagle
Ann Seibert
Sylvia Haliman
C V Horie

WORLD MEMBERS

Jonathan Betts
Mary Greenacre
Sagita Mirjam Sunara
Meagen Smith
Asgrimur Einarsson
Barbara Berrie
Dominic Wall
Peter Wyer
Elizabeth Versmeech
Robert Payton
Lisa Goldberg
Nancy Odegaard
Helen Lloyd
Joyce H Townsend
Scott Fulton
Maria Papadimitiou

also members of certain national or regional heritage conservation organisations. These receive a 10% discount on IIC membership. Full details are given on the IIC website (<http://www.iiconservation.org/about/membership/discounts>).

IIC is conscious that the future leaders of the organisation and the profession are present-day students and newly qualified conservators, conservation scientists and others working in the field. We are keen to encourage them to be part of IIC from an early stage. IIC introduced a new category for Early Career from 1 July 2019, which has continued to prove popular in attracting new members to IIC.

NEW FELLOWS FOR 2020-21

IIC Fellows are senior and respected members of the profession who are nominated and elected by the existing Fellowship body; applications are then examined by Council. We are delighted to welcome the following new Fellows elected during the year:

Lora Angelova
Foekje Boersma
Caroline Checkley-Scott
Laszlo Cser
Adam Godijn
Sharra Grow
Monika Harter
Andrew Honey
Helen Howard
Aalia Kamal
Katrien Keune
Edward Kin-Fai Tse
Annette King,
Rosanna Kuon
Fernando Marte
Sreekumar Menon
Nyssa Mildwaters
Patricia O'Regan
Bronwyn Ormsby
Vicki Parry
Eliza Penrose
Leslie Rainer
Wendy Reade
Rachel Rivenc
Juan Carlos Rodríguez-Reyes
Rebecca Ann Rushfield
Antonio Sansonetti
Sarah Scaturro
Sonja Schwoll
Kate Seymour
Luiz Souza
Fiona Tennant
Karen Vidler
Graham Voce
Joerg Weber

HOW YOU HAVE HELPED

Every year we are grateful to receive donations made by our members to the funds we use to support those who need our help, or reward those who have made a special contribution.

The Brommelle Memorial Fund

The Brommelle Memorial Fund was established in 1990 in memory of Norman Brommelle, Secretary-General of IIC between 1958 and 1988. It is used to provide some financial assistance to IIC student members and who wish to attend its international Congresses. The grants are not large, but they do help offset costs, and have most recently been used by those attending congresses and events.

Keck Award

The Keck Award was endowed by Sheldon and Caroline Keck to commemorate their shared lives in conservation and their distinguished achievements in the field. It is a cash award presented every two years at the IIC Congress to an individual or group who has, in the opinion of the Council, contributed most towards promoting public understanding and appreciation of the conservation profession. Donations to this fund are enabling us not only to recognise excellent work, but to raise public awareness of cultural heritage conservation.

Opportunities Fund

The fund which perhaps makes the greatest difference to conservation professionals working in countries where IIC membership is unaffordable is the Opportunities Fund. Formerly known as the Professional Development Fund, when it only assisted individual members, this fund was re-established in 2010 through the generosity of members' donations to provide membership primarily to institutions who cannot easily afford the annual subscription fees. In particular, these institutions gain access to *Studies in Conservation*, allowing them to expand their knowledge and advance their own skills.

There are several categories of World Member: Gold, Silver or Bronze, according to the value of the donation made. The impact over the years for institutions and colleagues in parts of the world where conservation is poorly funded has been considerable: IIC is extremely grateful to all who are able to donate.

FUTURE PLANS

We know that the changes that we face, both now and over the next few years, are going to be among the most challenging – and interesting – in the history of our profession. It is, therefore, all the more essential that we focus on our resilience as an international charity and we equip a new generation of our members to become confident about managing change, responding to new science and digital transformation, but also bringing flair, courage and imaginative thinking to the big societal issues that will affect the profession, from conflicts to climate change. Through our programmes and initiatives, including the International Leadership Mentoring programme, we remain committed to helping our members to develop their full potential as future leaders and to contribute to the profession for the common good.

Our strategic partnerships with like-minded organisations around the world will play an increasingly important role as IIC takes a critical step forward in helping our sector and our community change as the world changes. Together with our friends at ICCROM and ICOM CC we are committed to finding ways to draw attention to the climate crisis impacting our profession, by ensuring conservators have a voice at key international events such as the UN Climate Conference, COP26. And through our relationship with the Climate Heritage Network and wider collaborative groups of organisations involved in activating and championing change, equality, and diversity, we will put our shoulders to the grindstone with them to ensure there is a rapid, greener, more sustainable and just recovery for our sector.

One of our key priorities continues to be, growing an inclusive and diverse membership and Fellows network by taking an open and participatory approach to delivering on our objectives as a charity and learned society. In terms of future programming and initiatives

– the Students and Emerging Conservator Conference 2021 in Lisbon, Portugal will be held online with a full 3-day programme of panel sessions, networking events and tours to be delivered by the student organising committee. Moving our biennial Congress to a hybrid event in 2022 will require significant planning and will present new and different challenges – as ever having a strong delivery and organising team in position early will be important to ensure 2022 builds on the success of our first major Congress online. Increasing investment in IIC's website and digital engagement, staffing and learning platforms for 2021/22 will be important if we are to deliver our ambitious programme for next year and beyond.

Having reviewed our investment strategy IIC is in a strong position to ensure we can continue to increase our grant making ability and fund core activities in the medium to longer term – alongside our annual peer-to-peer donation initiative, this means that IIC can further extend its grant giving through the Opportunities Fund to the benefit of its members and the wider conservation community around the world. IIC's invested funds will also follow ESG – Environmental, Social and Governance objectives.

As a self-funded organisation, we have already started to diversify our income with increased sponsorship and advertising revenue to make sure we are not reliant on one source of income. Following our Governance Review IIC will be reshaped to make sure it is in the best position to deal with the opportunities and challenges ahead and hopefully with the support of a Fundraising Committee, we are aiming to introduce a more structured approach to fundraising with plans for a major appeal in the lead up to our 75th Anniversary in 2025.

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FINANCES & GOVERNANCE

The overall financial situation for 2020/21 reflects our continued commitment to investing in IIC's long-term future. Through the appointment of an Executive Director, we have implemented strategic changes, we have expanded our membership and reach internationally. IIC has retained membership subscription rates and discounts at the same level for four years in order to support our objective to reverse the long-term decline in membership numbers and has worked hard to increase the level of engagement with IIC members. Significant work continues in improving and processing membership renewals and improving our methods for reconciling any discrepancies with our membership database and financial systems, which has proved problematic in the past. IIC has also introduced incentive campaigns and discounts for joining IIC at different points of the year and continues to offer significant discounts (up to 50%) for individuals located in UNESCO Band 2-4 countries. Therefore, despite the decline in membership income, achieving membership growth in priority regions such as South America and Africa as well as in key categories, such as Fellows, is particularly pleasing to note as IIC works towards reversing the long-term decline in membership numbers.

We have deployed our resources strategically over the past year and this is reflected in the set of figures presented in these accounts. Our activities produced a net surplus £62,949 and our net assets at the end of the year amounting to £588,012. The 2020/21 outturn represents and reflects our progress this year in securing efficiencies in our operations and managing our costs prudently across the final two quarters of the financial year. Through our

previous focus on digital infrastructure, our website and communications systems during 2020/21 we have managed to transition our programming online for our members and we will continue our commitment to investing in IIC's digital capacity as well as increasing our capability to deliver longer term member benefit and public impact.

We are also fortunate that Council members have continued to give their time and efforts so generously to IIC during the year. Throughout its history, the successes of IIC have been the result of consistent efforts by its members. Future successes will be created by current members imagining and implementing new responses to new challenges and opportunities that present. The bulk of our core activities – the IIC-ITCC, publications, congresses, website, social media and so on – are supported by dedicated volunteers who rarely receive expenses for their contributions. All of us welcome offers of additional help that will increase or improve what IIC can contribute in support of the profession and by educating, enabling and recognising excellence.

INVESTMENT POLICY

IIC manages its assets by splitting them between cash held in interest-bearing accounts and equities-based funds with funds invested in line with the aims of IIC and in a way that does not conflict with its aims.

With the considerable fall in interest rates on cash deposits and the consistently good returns from equities the charity has adjusted its investment policy. The cash holding is being adjusted to a level that provides

flexibility and sufficiently rapid response. The remainder of the assets are being invested in equities and securities where long-term returns are historically far greater. Our investment managers, Brewin Dolphin, continue to provide appropriate advice and timely reporting during the pandemic. Income from the investments is reinvested within the managed portfolios to build IIC's reserves.

This financial year has low returns from cash holdings but there has been a good increase in the market value of our investments managed through Brewin Dolphin, this year we saw an increase from £406,786 (2019-20) to £474,425. It is anticipated that movements up and down of the stock market will continue, particularly in the short term.

RESERVES POLICY

The charity has previously held a policy of maintaining unrestricted reserves at a minimum of one year's core expenditure, however IIC Council adopted a policy on 30 May 2020 to maintain unrestricted reserves at a minimum of six-months core expenditure at around £150,000 in order to release reserves to support operational activities and funds to support members during this time of international crisis.

Core operating expenditure is determined as expenditure that excludes one-off costs such as website redesign work, this is to ensure the charity can continue productive operations in the continued exceptional financial demand caused through the pandemic. Reserves of the charity (reserves not tied up in restricted funds, designated funds or fixed assets) amounted to £382,656 at year end and are well above the target reserve level.

RESPONSE TO RISKS

Council and IIC's Executive team believe that sound risk management is integral to both good management and good governance practice. IIC has a formal risk management process through which the major risks to which the organisation may be exposed are identified. All significant risks, along with their mitigating actions, are regularly reviewed and Council are satisfied that systems are being put in place to mitigate risks to an acceptable level.

This work has identified key risks including financial resilience, whereby IIC is working

towards ensuring IIC's congresses are well managed and reducing its dependence on membership subscriptions, which have been in decline, by diversifying revenue streams through, for example, increasing sponsorship and unrestricted donations. Attention has also been paid to non-financial risks including COVID-19, cyber, data and terrorism attacks ensuring IIC has robust systems in place to support business continuity through virtual and remote working. IIC has also worked hard to ensure adequate succession planning is undertaken to enable Council has the appropriate skills and structure in place to operate effectively, including totally online Council meetings, during times of crisis.

GOING CONCERN ASSUMPTION: COVID-19 IMPACT STATEMENT

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charitable company to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of the approval of the financial statements. In particular, the trustees have considered the charitable company's forecasts and projections and have taken account of pressures on investment income and grant income.

In making this assessment the trustees have considered the impact of Covid-19 and whilst membership income streams have been affected, the impacts have been mitigated and will not affect the charity's ability to continue its charitable objects.

Annual budgets have been revised taking this into account with prudent figures for both income and expenditure, including modelling best case/worst case scenarios with a reduction in annual membership income. Having implemented short term efficiency savings and taking decisions early, including relinquishing the office lease and moving to remote working with limited storage for the archive retained for a flexible 12-month arrangement, has put IIC in a good financial position to face future challenges.

The charity holds adequate reserves and has liquid assets in the form of investments which

are readily available to convert into cash if required. After making enquiries, the trustees have concluded that there is a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future.

For this reason, the Trustees continue to adopt the going concern basis in preparing the financial statements.

COUNCIL MEMBERS' RESPONSIBILITIES

The Council members (who are also directors of the International Institute for Conservation of Historic and Artistic Works for the purposes of company law) are responsible for preparing the Council Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Council members to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Council members are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities Commission Statement of Recommended Practice
- Make judgments and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Council are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware
- The Council Members have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

The Council are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies' exemption.

IIC COUNCIL MEMBERS

President:	Julian Bickersteth
Vice-Presidents:	Amber Kerr Austin Nevin Sandra Smith
Secretary-General:	Jane Henderson
Treasurer:	Juergen Vervoorst
Director of Publications:	Joyce Townsend §
Director of Communications:	Amber Kerr
Director of Membership:	David Saunders ##
Ordinary Members:	Helen Griffiths § Stephen Koob # Thomas Learner # Eleonora Nagy Rachel Sabino § Alice Tsang Isobel Griffin Satish Pandey Lorinda Wong
President Emeritus:	Sarah Staniforth (<i>Reappointed 2021</i>)
Honorary Member of the Council:	Dr Song Jirong (<i>Re-appointed 2021</i>)

Retired at the Annual General Meeting of 19 April 2021

Resigned at the Annual General Meeting of 19 April 2021

§ Co-opted at April 2021 Council Meeting

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 30 JUNE 2021

	Unrestricted Funds	Restricted Funds	Total 2021	Total 2020
	£	£	£	£
Income from:				
Donations	740	58,985	59,725	13,166
Investments	11,035	713	11,748	15,962
Charitable Activities	256,115	223	256,338	274,382
Total	267,890	59,921	327,811	303,521
Expenditure on:				
Charitable Activities	252,004	69,484	321,526	286,825
Raising Funds	3,534	504	4,038	4,069
Total	255,538	69,484	325,526	290,894
Net Gains/(Losses) on investments	55,648	5,016	60,664	(40,681)
Net (Expenditure) /Income	68,000	(5,051)	62,949	(28,054)
Transfer between funds	-	-	-	-
Net movement in funds	68,000	(5,051)	62,949	(28,054)
Total Funds brought forward	476,550	48,513	525,063	553,117
Total Fund Balances carried forward	544,550	43,462	588,012	525,063

The full audited Report and Accounts for the year ending 30 June 2021 once signed by the Auditors and by the Secretary General and Treasurer on behalf of Council, will be lodged with the Charity Commission and Companies House following the Annual General Meeting. The Report and Accounts will be available for download from the IIC website (<https://www.iiconservation.org/about/core-documents>).

BALANCE SHEET

AS AT 30 JUNE 2021

	2021	2021	2020	2020
	£	£	£	£
Fixed Assets:				
Tangible Assets		428		1,371
Investments		580,338		472,671
		540,766		474,042
Current Assets:				
Debtors	39,580		110,488	
Cash at Bank and In-hand	151,171		204,356	
	190,751		314,844	
Creditors:				
Amounts falling due within one year	(143,505)		(263,823)	
Net Current Assets		47,246		51,021
Total Net Assets		588,012		525,063
Funds:				
Restricted Funds		43,464		48,353
Unrestricted Funds		544,550		476,550
		588,012		525,063

Approved by the trustees on 24 January 2022 and signed on their behalf by Jane Henderson, Secretary General

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charitable Company is a public benefit entity for the purposes of FRS 102 and therefore the Charity also prepared its financial statements in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (The FRS 102 Charities SORP) and the Companies Act 2006.

Registered company number 481522.



● Julian Bickersteth



● Jane Henderson



● Juergen Vervoort



● Austin Nevin



● Amber Kerr



● Sandra Smith



● David Saunders



● Joyce Townsend



● Lorinda Wong



● Thomas Learner



● Helen Griffiths



● Eleonora Nagy



● Stephen Koob



● Isobel Griffin



● Rachel Sabino



● Alice Tsang



● Satish Pandey



● Sarah Staniforth

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IIC OFFICERS

Julian Bickersteth	IIC President, Chair
Jane Henderson	IIC Secretary-General
Juergen Vervoorst	IIC Treasurer
Joyce Townsend	IIC Director of Publications
Amber Kerr	IIC Director of Communications
David Saunders	IIC Director of Membership

FINANCE COMMITTEE

Juergen Vervoorst	IIC Treasurer, Chair
Julian Bickersteth	IIC President
Jane Henderson	IIC Secretary General
Joyce Townsend	IIC Director of Publications
Rachel Sabino	IIC Ordinary Member of Council & Finance Committee Secretary
Sarah Stannage	IIC Executive Director

Invited external representatives:

Steven Oliver	Investment Manager
Brewin Dolphin	Investment Manager

The Finance Committee meets three times a year with the remit of reviewing the IIC's financial matters.

MEMBERSHIP COMMITTEE

David Saunders	IIC Vice-President, Chair
Sarah Staniforth	IIC President Emeritus
Thomas Learner	IIC Council Member
Barbara Reeve	IIC Council Member
Sarah Stannage	IIC Executive Director

The Membership Committee meets three times a year.

AWARDS & GRANTS COMMITTEE

Stephen Koob	IIC Council Member, Chair
Barbara Berrie	IIC Fellow
Aviva Burnstock	IIC Fellow
Cornelia Weyer	IIC Fellow

COMMUNICATIONS TEAM

DIRECTOR OF COMMUNICATIONS

Amber Kerr
(Smithsonian American Art Museum/
Lunder Conservation Centre, US)

News in Conservation

EDITOR

Sharra Grow (US)

WEB NEWS CO-ORDINATOR

Kate Stonor (UK)

DIGITAL ENGAGEMENT EDITOR

Kate Smith (UK)



CO-ORDINATOR

Angela Caira (Statens Historiska Museer, SE)



CO-ORDINATORS

Mariana Escamilla Martínez (Studio Redivivus, NL)

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Charity No.: 209677
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