



ANNUAL REVIEW 2021-2022

INTERNATIONAL INSTITUTE FOR CONSERVATION OF HISTORIC AND ARTISTIC WORKS



CONTENTS

1	FOREWORD	1	7	SHARING PRACTICE AND CONNECTING KNOWLEDGE	18
2	PURPOSE, POLICY AND PUBLIC BENEFIT	2		Studies in Conservation	
	Strategic Relationships: IIC-ITCC (International Training Centre for Conservation)			News in Conservation	
3	REGIONAL GROUPS – EXTENDING OUR REACH INTERNATIONALLY	4	8	CONNECTING KNOWLEDGE THROUGH SOCIAL MEDIA	
4	IIC COMMUNITY: HELPING TO CREATE A SUSTAINABLE AND RESILIENT FUTURE	6		IIC AWARDS, PRIZES AND GRANTS	20
	Special Interest Communities			Honorary Fellowship	
	- Authenticity and Ethics			The Forbes Prize Lecture	
	- Conservation Data			The Keck Award	
	- Leadership			The Brommelle Memorial Fund	
	- Sustainability and Climate Action			The Opportunities Fund	
	Sustainability and Climate Action			Essay Prize for first time Authors	
	- Joint Commitment for Climate Action				
	- Green Zone Exhibition at the UN Climate Conference COP26				
	- IIC Edit-a-Thon with Wikimedia UK				
	- Our Collections Matter: Connecting the dots between cultural and sustainable development				
	- IIC's Climate Action Goals				
5	SUPPORTING THE NEXT GENERATION OF CONSERVATORS	12	9	HOW IIC WORKS FOR YOU	22
	S&ECC 2021, Lisbon, Portugal			IIC Council	
	Emerging Skills for Heritage Conservation			Members, Fellows and Honorary Fellows	
	IIC Virtual Study Halls			How you have helped	
	Socratic Dialogues			Future Plans	
6	FELLOWSHIP	15	10	FINANCES AND GOVERNANCE	26
	Leadership Mentoring Programme			Investment Policy	
	Pathways to Fellowship			Reserves Policy	
				Response to Risks	
				Going Concern Assumption: COVID-19 Impact Statement	
				Council Members' Responsibilities	
				IIC Council Members	
				Statement of Financial Activities	
				IIC Committees & Advisors	



Front cover
Archaeological sites in the city center of Kharkov stone idols of ancient Scythian Slavs IX-XIII centuries. Found in the Black Sea steppes of Ukraine.
Adobe Stock © Роман Коляда

The full audited Reports and Accounts of the International Institute for Conservation of Historic and Artistic Works (IIC) for the year ending 30th June 2022 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
3 Birdcage Walk
London
SW1H 9JJ
www.iiconservation.org

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 2021 to 30 JUNE 2022

MESSAGE FROM THE IIC PRESIDENT

Welcome to IIC's 2021-2022 Annual Review. If 2020-2021 was a year of dealing with COVID and at the same time running the highly successful Edinburgh Congress, 2021-2022 was a year of showing that we could not only survive in challenging times but thrive. It was a year of substantial investment in new initiatives and in governance.

At a global level our involvement in COP 26 in Glasgow, where we were the only cultural organisation of our type to be selected to exhibit, continued our leadership in this space and the priority that we as a conservation profession put to playing our part in responding to the climate crisis. As part of the response to COP 26 we coordinated a joint IIC, ICOM CC and IICROM commitment on climate action in cultural heritage.

We were delighted that our long term relationship with the Getty Foundation has continued with a very generous grant from them for IIC's global leadership programme. Entitled Adapt: conservation and leadership during a time of change the funding will support 30 scholars to attend the IIC 2022 Congress and then follow a leadership programme. Just as our fellows represent the senior part of the profession, our students and emerging conservators represent the future of the profession and we have continued to invest in nurturing them.

We ran another highly successful Student and Emerging Conservators Congress (our 6th) in Lisbon entirely online in October 2021. We also developed a new six month training programme in conjunction with CCR/University of Turin supporting 30 scholarships for members from developing countries to learn emerging skills for heritage conservation.

The role of IIC fellows, those conservators who are judged to be established and respected members of the profession by their peers, has been expanded and the pathway to fellowship, which we acknowledge we have not always made easy, has been simplified and now clearly articulated. We are already seeing the benefits of this in fellowship nominations.

Behind these initiatives Council has been undertaking a review of IIC's governance structures. This process has been on-going on for a while but came to fruition during the year in the form of a revision of our articles of association. These now reflect the various changes to the environment in which IIC operates and have reshaped the constitution and governance structures so as to best meet the challenges and opportunities arising from these changes. Strong governance is a vital part of ensuring our fitness for the challenges and ambitions we have for the future. They were approved by the membership through an Extraordinary General Meeting in January 2022 followed by ratification at the AGM in May 2022.

I thank my fellow Council members and in particular our indefatigable Secretary-General Professor Jane Henderson for all their hard work and support during a challenging but I think we would all agree fulfilling year. Nothing would happen without the strategic thinking, guidance and execution of our Executive Director Sarah Stannage. We are indebted to Sarah for all that she achieves for IIC and we sincerely thank her and her team of Louise Rowe, Ellie Sweetnam, and Marina Herriges.

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



Julian Bickersteth
IIC FRSA
President



Professor Jane Henderson
IIC Secretary-General



Sarah Stannage
IIC Executive Director

2

PURPOSE, POLICY & PUBLIC BENEFIT

“FRIENDSHIP, CO-OPERATION AND A WELCOME GENEROSITY IN SHARING KNOWLEDGE ARE AT THE HEART OF IIC – THIS COMMITMENT DRIVES EVERYTHING WE DO”.

SARAH STANNAGE, IIC EXECUTIVE DIRECTOR

As an independent professional society IIC is uniquely positioned in the world. We believe conservation is of great value, by looking after our cultural heritage and our own and others' cultural identity we are helping to improve the richness and quality of life for everyone.

We achieve this through our professional publications, through events ranging from major Congress to providing activities and events that inspire the imagination and curiosity of students. Our support for continued learning and professional development remains core to IIC, and through our awards which recognise professional excellence and raise awareness of how the achievements of the conservation profession serve a wider common good.

Our quarterly *Studies in Conservation* is the leading journal capturing developments in the field; our freely downloadable electronic magazine, *News in Conservation* provides stories and 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 share 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 works 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.

STRATEGIC RELATIONSHIPS: IIC-ITCC (INTERNATIONAL TRAINING CENTRE FOR CONSERVATION)

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.

Due to generous funding by partners involved with the Palace Museum these courses were offered on exceptionally generous terms – with applicants from beyond mainland China receiving support to cover flights and accommodation as well as training costs. This means that conservators from a variety of countries and economic means can spend an immersive fortnight of professional and cultural learning.

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.

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](#).



Cleaning globe-large. Image © Artcare

3

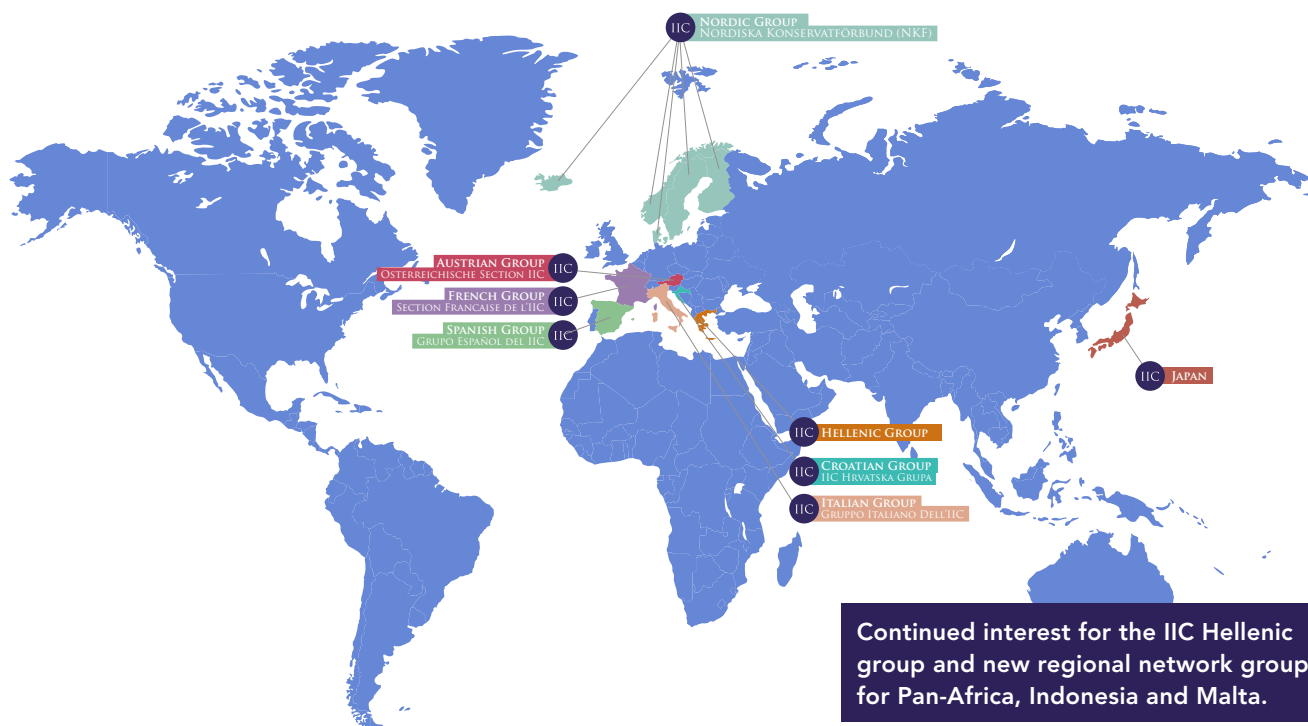
REGIONAL GROUPS – EXTENDING OUR REACH INTERNATIONALLY

We currently have regional groups in Scandinavia (the Nordisk Konservatorforbund: Denmark, Finland, Iceland, Norway and Sweden), Austria, Croatia, France, Italy, Japan and Spain with continued interest for the IIC Hellenic group and growing interest in the formation of three new regional networks and groups for Pan-Africa, Indonesia and Malta.

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 and reach out to nearly 5000 members internationally. We have continued our work during the year to nurture closer working relationship with the various leadership teams of IIC Regional Groups to encourage participation in IIC Congresses

and events as well as making the most of being part of the IIC international community.

The continued impact of the pandemic and increasing pressures of climate change has made our aspirations to promote closer working all the more important. Some groups had moments of facing significant issues resolving from crisis, conflicts and disasters, such as floods and earthquakes with members dealing with challenging situations





Beirut Museum of Art Nour Chaghouri cleaning a painting by Toufic Abdoul. Image © Kerstin Khalife

or adjusting to working in an increasingly volatile environment. An extension of this engagement has been through IIC's Opportunities Fund and our work welcoming institutions like the Beirut Museum of Art (BeMA) as a new institutional member with a view to promoting regional networks and support in the future.

There has also been a dedicated Regional Group meeting within the year to promote and invite collaboration in IIC's climate and sustainability agenda as well as celebrating and promoting the public value and importance of conservation through IIC's international awards, such as the Keck Award, acknowledging the work of conservation professionals for public benefit.

During the year IIC continued its commitment to overcoming barriers around language, affordability and time zones to encourage online regional participation through 'Regional Live Hubs' in our congress programming with special discounts for regional group members, translation in 23+ languages and dedicated programming in local time zones.

A great success of our online and hybrid event formats is the ability to extend our reach globally and this year we have seen an encouraging increase in interest in joining IIC with new members, including students and early career professionals located in priority regions Africa, South-East Asia and South America.

4

IIC COMMUNITY: HELPING TO CREATE A SUSTAINABLE AND RESILIENT FUTURE

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.



Image © iStockphoto Origami birds.

SPECIAL INTEREST COMMUNITIES

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 is 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. The work of the special interest communities ranges from the delivery of international primer documents encouraging shared conservation data and promotion of open knowledge to a special issue of *Studies in Conservation* focused on philosophy and ethics. The outcomes are summarised as follows:

- **Authenticity and Ethics**

Led by IIC Fellows Jonathan Ashley-Smith (focusing on ethics) and David Scott (authenticity) are 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, as well as 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. For 2022 IIC is intending to launch a new global leadership programme as part of the IIC Wellington Congress to support thirty professionals from priority regions globally, this programme is kindly supported by the Getty Foundation.

- **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 and release of a new policy primer in 2021/22 to promote linked conservation data globally. The project, Linked Conservation Data project funded by UKRI-AHRC concluded in 2021/22 and was delivered in partnership with other organisations including AIC and Icon UK.

- **Sustainability and Climate Action.**

Championed by Marina Herriges, Editor (Reframing Conservation through Sustainability), and IIC Executive Director, Sarah Stannage, IIC has organised a series of meetings, webinars and training initiatives throughout 2021 and 2022. This work culminated in the release of a major Joint Commitment for Climate Action with ICCROM and ICOM-CC along with an invitation to exhibit at the UN climate conference, Green Zone at COP26 in Glasgow in November 2021. Alongside the exhibition IIC also held an international edit-a-thon event

#IICEditsForClimate

#TogetherForOurPlanet

SUSTAINABILITY AND CLIMATE ACTION

Joint Commitment for Climate Action

In October 2021 we were pleased to announce that IIC convened the three major conservation bodies: IIC, ICCROM, and ICOM-CC to agree a Joint Commitment for Climate Action in Cultural Heritage.

The full commitment and short launch film can be viewed [here](#).

Acknowledging the seriousness of the situation we now face, the agreement mobilizes an international coalition to take swift and practical action towards sustainability and net zero initiatives.

Through our collective relationships with conservators on every continent, we already know how the climate emergency is playing out on the ground - whether it's collections under more pressure from humidity, insects and dust, or whole buildings, towns and cities no longer in harmony with their surrounding environments, but under threat as weather events that used to be once-every-century, now surface every few years. The major damage we already see is dramatically challenging our sense of what is permanent.

We also know that conservators are no different from every other profession, business and community across the planet, as we reconsider our travel, heating - and how we buy and use resources. We need to address these nuts and bolts issues of our everyday work too, to reach net zero as quickly as possible.

But as IIC's President, Julian Bickersteth, comments in the film - we realise that 279 warm words do not in themselves constitute action - this commitment is just the beginning of the necessary transformation of our profession for these times. We look forward to working with IIC members and ICCROM and ICOM-CC colleagues across the world to make the 2020s a decade of significant positive change.

Green Zone Exhibition at the UN Climate Conference COP26

We know that the work of conservators brings us into every possible setting - from remote archaeological sites in forests or deserts, to museums and iconic buildings in towns and cities. This gives us a unique insight into how the climate emergency is affecting cultural heritage, communities and the wider environment, whether that's through the destabilisation of whole sites, loss of heritage or collections affected by incursions from insects and temperature changes.

In 2021 IIC was selected to be an exhibitor in the Green Zone as part of the COP26 event representing conservators and cultural heritage professionals globally. As one of the leading exhibitor stories on the COP26 Green Zone and online, this provided us with the opportunity to create and launch a dedicated Google Arts and Culture website for the Green Zone. Through this project we were able to provide a window into the dynamic world of climate action in cultural heritage conservation and the important role of conservators globally in responding to the crisis.

As the centrepiece of our stand in Glasgow, and with the help of our members, we brought together a film of conservation work across the world that addresses the climate emergency. It shows conservators working in multiple environments across the world: a visually arresting picture of settings from city museums to remote regions.

A two-minute version of the film is available [here](#).

Image of the COP26 green zone exhibition.





COP26 © Marina Herriges.

IIC Edit-a-Thon with Wikimedia UK

As part of the COP26 programme and to promote the importance of open knowledge, we organised a 24-hour global edit-a-thon, 10 - 11 November, of the world's largest encyclopaedia - *Wikipedia*, focused on Cultural Heritage Conservation Sustainability and Climate Action themes. Working in partnership with universities and training institutions around the planet, we brought together students and researchers from conservation courses, with each group taking up the baton to add new material in two-hour-long sprints - connecting new and existing knowledge and demonstrating the power of collective intelligence and removing barriers to knowledge by having a resource open to all.

The edit-a-thon launched with live editing from our stand at Glasgow as well as supported by universities, students, IIC Fellows and members around the world completing 2 hour sprints across regions and time zones.

The Edit-a-Thon took place in multiple languages, including translation work which enabled us to spread knowledge across boundaries. Altogether, 50 editors added over 30,000 words to Wikipedia over the day.

#IICEditsForClimate
 #COP26
 #TogetherForOurPlanet

Our Collections Matter: Connecting the dots between cultural and sustainable development

Continuing our commitment to climate action and partnership work, IIC hosted a course in March 2022 for IIC members in collaboration with ICCROM. The blended course was intended for IIC Fellows and individual members with an interest in the IIC Sustainability and Climate Action, over 25 members took part online. The opportunity was open to members working in or with collections-based institutions of all sizes, including museums, libraries and archives. No prior knowledge of sustainable development was necessary, but the objective of the course was to support the work and the activities organisations towards creating a better future for everyone. That includes upholding the principles of Agenda 2030 and the SDGs, with their focus on people, planet, prosperity, peace and partnership.



IIC'S CLIMATE ACTION 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.

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.

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

5

SUPPORTING THE NEXT GENERATION OF CONSERVATORS

S&ECC 2021 – LISBON, PORTUGAL

Our major event for 2021 was the Student and Emerging Conservator Conference. The 6th edition of the Student and Emerging Conservators Conference titled, “Faces of Conservation” was hosted and organised by a local committee of students from the NOVA School of Sciences and Technology, in Lisbon, Portugal on the 14 - 16 October 2021, bringing together over 250 students and early career professionals.

There were a great many reasons to embrace a virtual conference. Not least was the fact that an online conference would give many more students and emerging professionals the opportunity to attend the carefully programmed sessions but also provided a climate and covid friendly option. We remain grateful to our supporters and funders in helping the student local organising committee deliver a successful conference online, their early commitment enabled creativity and a greater appetite for experimentation to flourish.

EMERGING SKILLS FOR HERITAGE CONSERVATION

We were excited to support this integrated programme of online training workshops, webinars and mentoring for a third edition in 2021/22 focusing on emerging skills within the profession. Our contribution to workshop proceedings focused on digital skills with public engagement and online outreach of heritage conservation globally. IIC was able to support 23 scholarships this year with many more IIC student and early career members participating online around the world, from Argentina to Uganda. The feedback and

benefits have been immense, and we are looking forward to working with partners again in 2023.

The Forum is hosted by CCR - Centre for Conservation and Restoration “La Venaria Reale” in Torino, Italy 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.

FURTHER FUNDING TO SUPPORT SCHOLARSHIPS AND PARTICIPATION OF IIC MEMBERS WAS KINDLY PROVIDED BY WILLARD CONSERVATION.

IIC VIRTUAL STUDY HALLS

Our Virtual Study Halls are a type of group or team meet up on the IIC Community platform, where participants can join and motivate each other’s professional development. Every participant states their objectives for the session which is then reported at the end of the call – with support and networking at the heart of the session. These regular Study Halls are an informal space in which allow the participant to shape to suit their own needs.

SOCRATIC DIALOGUES

The IIC have been running a series of Socratic Dialogues with IIC Fellow, William (Bill) Wei and Lisa Giombini based on the notion of our codes of ethics and their application within conservation practice. The Socratic Dialogue

session, mirrors one of core pillars of IIC's thinking – promoting openness and sharing of knowledge. They are structured in a way that allows participants to not only critically analyse their own thinking but to actively listen to others within a safe and judgement free

environment. The online format has attracted nearly 100 students and early career members during the year to take part from around the globe and as such has ensured a diverse range of opinions are included and shared.



Image © Centro
Conservazione Restauro
La Venaria Reale.



Image © iStockphoto
Mona Lisa of the Galilee.

6

FELLOWSHIP

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.

THE INTERNATIONAL LEADERSHIP MENTORING PROGRAMME IS VERY KINDLY FUNDED BY TRU VUE INC.

Initially championed by IIC Council members, Rachel Sabino and Tom Learner, the mentoring programme has been made possible by through the kind support of IIC Fellows, and 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.

“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



PATHWAYS TO FELLOWSHIP

“OUR AMBITION IS TO BUILD AN OPEN AND INCLUSIVE NETWORK OF FELLOWS IN EVERY REGION OF THE WORLD. OUR GOAL IS TO EMPOWER CHANGE AND BECOME A CATALYST FOR DISCOVERY AND PIONEERING PRACTICE GLOBALLY”.

Julian Bickersteth FIIC,
President IIC

By nurturing skills, talent, and leadership capacity we ground our words in action. Our investment in our Fellows is demonstrated through IIC's enrichment programmes, grants, international prizes and awards.

WHY BECOME A FELLOW? – SHARING VALUES, MAKING A GLOBAL IMPACT

Becoming an IIC Fellow connect members and established professionals with a network of colleagues who are respected to a network of colleagues who are respected internationally and are committed to advancing the profession for the common good.

Our Fellows are trusted for their high standard of excellence and expertise, have peer recognition, and a voice that is amplified through our networks. The culture of generosity among our Fellows means that knowledge and learning are shared, across a growing and inclusive network.

IIC is unique in being the only global learned society and fellowship organisation for conservators and conservation professionals.

Demystifying the process

However, we realise that it can seem daunting to apply for IIC Fellow status, especially for individuals who don't see others taking this path in their workplace, country or region. Meanwhile some of the language around election to Fellowship first originated in the 1950s and can be off-putting and inaccessible. This is something we are determined to change, for the benefit of all.

In creating a path to fellowship, IIC has translated Fellowship nomination forms and information leaflets into 7 languages with a range of opportunities to meet with Fellows as part of one sessions and networking events, to encourage connection and confidence in taking that next step in becoming an IIC Fellow.



Peer election, recognition, respect and integrity.



Trusted - sets a high standard for excellence and expertise.



Being part of a growing and inclusive network with an open generosity to share knowledge and learning.



International fellowship acknowledges the impact you've made, your contribution, influence and vision.

7

SHARING PRACTICE AND CONNECTING KNOWLEDGE

Studies in Conservation



5 year
Impact factor for
Studies in Conservation
1.042

STUDIES IN CONSERVATION

IIC's **Studies in Conservation**, the premier international peer-reviewed journal for the conservation of historic and artistic works, disseminates the latest developments in the field. Our journal is gauged by the number of submissions to the journal, the number of article downloads from the website of IIC's publishing partner, Taylor and Francis Routledge. IIC's **Studies in Conservation**, is still the premier international peer-reviewed journal for the conservation of historic and artistic works with 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.

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 conservation and change through a digital publication.

According to the metrics online, the journal received over 127,000 downloads in the year, an increase on last year, which is recorded by our publishing partner Taylor and Francis.

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



News in Conservation



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.

IIC again committed to producing the Congress proceedings as an online /digital publication as part of IIC's wider agenda and commitment towards sustainability and climate action. This decision represents

NEWS IN CONSERVATION

IIC's Community platform is the bedrock of our special interest communities and is also now home to a 'virtual reading room' where members can access extended features and interviews from the 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 steadily growing with over 4,500 readers per issue.

CONNECTING KNOWLEDGE THROUGH SOCIAL MEDIA

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 the US to Europe and India, reflecting the breadth of

our membership. We currently have growing presence on:

- Facebook, where we have just over 46,000 followers
- Twitter, which has attracted over 14,000 people
- Instagram with over 10,300 followers
- LinkedIn with over 2,200 group members

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.

Many followers are based in India, Mexico and other countries where membership of conventional heritage conservation bodies is low, but the interest in heritage is high. Hence the freely accessible information provided by IIC through its various channels plays a very important role.

Medialab of the conservation department at the University of Arts in Bern, Switzerland. Image © Isa Von Lenthe.

WE CURRENTLY HAVE GROWING PRESENCE ON:



over
46,000
followers



attracted nearly
14,000
people



over
10,300
followers



with over
2,200
group members

8

IIC AWARDS, PRIZES & GRANTS

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 is 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. As the Awards and Grants Committee is being re-structured during the Governance review, no candidates were put forward for Honorary Fellowship during the year.

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 Center 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 Lecture for Wellington Congress was awarded to Vicki-Anne Heikell MNZM.

The Keck Award is 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 were assessed by a dedicated Keck Awards Committee, chaired by Sarah Staniforth CBE. For the first time the judging for the Keck Award included a public vote alongside the judges scores. The winner of the 2022 Keck Award was announced during the IIC Wellington Congress 2022 closing ceremony as Game Jam, a project from Mexico which educates people about conservation through computer games. The winner, the National Coordination for the Conservation of Cultural Heritage (CNCPC), receives a £2,500 prize.

The Brommelle Memorial Fund is used to provide assistance for students and emerging professionals in conservation who are IIC members and wish to attend the Institute's international Congresses. Applications for



Image 2022 Forbes Prize Lecture, delivered by Vicki-Anne Heikell MNZM

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 Council released £15,000 from the Brommelle designated fund to support online registrations costs for students and early career members and non-members to attend the IIC Wellington Congress 2022 with a small fund made available to support travel and attendance costs to the in-person event.

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.

There is increasing awareness that alongside the global economic, social and health crisis caused by the Covid-19 pandemic, we are still facing a climate emergency. Between 2021 and 2022, 16 grants were awarded to IIC members – ranging from students applying for learning based stipends (grants of up to £250) and seed funding grants (up to £750) to IIC Institutions and Fellows' seeking seed funding for collaborative projects; reports detailing the impact of the funding were published in *News in Conservation*.

Essay Prize for First Time Authors this prize for 2020-21 is supported by our publishing partner Taylor and Francis, where we will select a winning work from a first-time author published in our sector leading journal, *Studies in Conservation*. Over the past year, all major papers accepted by *Studies in Conservation* were considered for the prize where the lead author was being published in the journal for the first time. Papers were judged by Director of Publications Joyce Townsend, Executive Director Sarah Stannage and *News in Conservation* Editor Sharra Grow.

The winner for the 2021, second and final essay prize for first time authors was: 'Experimental and Numerical Analysis of a Novel Display Case Design: Case Study of the Renovated Anne Frank House' by Karin Kompatscher et al.

9

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 two years), Secretary-General, Treasurer, Director of Fellowship, Director of Congress, Director of Regional Groups, Director of Awards and Grants, Director of Emerging Professionals, Director of Professional Development and Standards, Director of Fundraising, Director of Publications and Director of Communications, together with a maximum of three other ordinary members of Council (who may be non-Fellows) who may be appointed pursuant to Article 21 of the revised Articles of Association as adopted at an Extraordinary General Meeting on 25 January 2022. For the purposes of company law, the Council members are deemed to be the directors of the company.

Several changes to the IIC Council took place during the May 2022 AGM: Julian Bickersteth, IIC president and Jane Henderson, IIC secretary general, were elected for a second three-year term along with the election of Juergen Vervoort as Director of Awards and Grants, Aditya Kanth as Director of Emerging Professionals and Meaghan Monaghan as an ordinary member of Council. We must extend our thanks and appreciation to Council members who retired in 2022 including Isobel Griffin, Satish Pandey and Alice Tsang, 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 the appointment of non-Fellows and non-members of IIC, to be co-opted to Council to advise on matters outside the professional expertise of most Council members, in 2022 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 and James Brooke-Turner, currently Investment Director at the Nuffield Trust, as Treasurer. Co-opted members are re-nominated after one year to a maximum of six continuous years unless by exception as outlined in Article 25.3. We are delighted to be working with Helen and James given their areas of expertise and skills, which will be an enormous benefit to IIC.

MEMBERS, FELLOWS AND HONORARY 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 be relevant to them – and if we are not relevant, you, our members, will not be members. 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 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](#).



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.

New Fellows for 2021-22

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:

António João Cruz
Catherine Margaret Nunn
Charalampos (Charis) Theodorakopoulos
Clare Richardson
Constantina Vlachou-Mogire
Federica Ariana Pozzi
Ida Hovmand
Jennifer Herrick Porter
Julia Esther Betancor
Julie Bon
Laura Fuster López
Lisa Ann Young
Maninder Singh Gill
Maria Ines Velarde
Melissa Ruth Marshall
Michelle Berry
Michelle Stoddart
Naomi Luxford
Sarah Benrubi
Scott E Fulton
Scott Haskins
Stephanie de Roemer
Thomas C Roby
Ticca Margaret Alison Ogilvie
William (Bill) Wei

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 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 the 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.

World Fund Member Donations:

GOLD WORLD MEMBERS

David Saunders
Lynn Harrison

SILVER WORLD MEMBERS

Sarah Staniforth
Christine Leback Sitwell
Josefina Maldonado
Ann Seibert
Jane Henderson
Tiina Sonninen

BRONZE WORLD MEMBERS

Mary Bustin
Birte Koehler
Robert Waller
Herhard Eggert
Sylvia Haliman
Shayne Rivers
John.T.Surge
Athanasios Velios
Joyce H Townsend
Dominic Wall
Catherine Mallinckrodt
Douglas Zimmerman
Lisa Goldberg
Theo Sturge
Diane Gwilt
Janey Cronyn
Richard Kerschner
Julie Dawson
Paul L Benson
Helen Lloyd
Fiona Macalister
Mary Bustin
Peter Wyer
Birte Koehler
Jennifer Dinsmore

WORLD MEMBERS

Barbara H Berrie
Julian Bickersteth
Valentine Walsh
Stavroula Golfomitsou
James Devenport
Diana Collins
Janet Berry
Mary Greenacre
James A Spriggs
Ivan Bogovcic
Anthony Reed
Alan Donnithorne
Jonathan Betts



Image Wellington
Congress Tour 2022.
© Jane Henderson.

FUTURE PLANS

Image Wellington
Congress 2022.
© Jane Henderson.

We know that the changes we face within the profession, both now and over the next few years, are going to be among the most challenging – and interesting – in our history. This is echoed in the design of our programmes and is captured within the theme of IIC's major 29th biennial Congress, 'Conservation and Change: Response, Adaptation and Leadership', for 2022. It is 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.

Our strategic partnerships with like-minded organisations around the world will continue to play an increasingly important part as IIC takes a critical and leading role in helping our sector and our community change as the world changes. Together with our friends at ICCROM and ICOM CC we will find ways to draw attention to the climate crisis in our profession building on our Joint Commitment for Climate Action in 2021. 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 – moving our biennial Congress to a hybrid event in 2022 will provide the basis for all future Congresses. As ever having a strong delivery and organising team in position early will be important to ensure 2024 Congress in Lima builds on the success of our first hybrid Congress in Wellington and our major Congress online in 2020.

For 2022/23 and beyond we are looking to extend our programmes and initiatives to ensure members are actively involved in IIC's purpose. Having secured funding from the Getty Foundation, we will run a new global leadership programme linked to our IIC Congress, to support thirty congress scholars from priority regions and emerging economies, as part of Adapt: Conservation and Leadership During a Time of Change, building on IIC's International Leadership Mentoring programme as well as nurturing connections with IIC's Fellowship network. 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.

An important priority is to seed fund our new Strategic Plan 2022-23 and invest in IIC's website and digital engagement, staffing and learning platforms so we can deliver on our ambitious programme for next year and beyond.

IIC's invested funds follow ESG – Environmental, Social and Governance objectives. Having reviewed our investment strategy and despite continued volatility in the market, IIC is in a strong position to ensure we can continue with our grant making and by funding core activities linked to participant and engagement in the medium to longer term. Alongside our annual peer-to-peer donation initiative, this means that IIC can continue its grant giving through the Opportunities Fund to the benefit of its members and the wider conservation community around the world.

As a self-funded organisation, we have already started to diversify our income streams by securing grants and increasing sponsorship and advertising revenue to make sure we are not reliant on one source of income especially given the likely continued decline in membership 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, including realising our fundraising ambitions with a major campaign appeal for IIC's 75th Anniversary in 2025.

10

FINANCES & GOVERNANCE

The overall financial situation for 2021-22 reflects our continued commitment to investing in IIC's long-term future. IIC has retained membership subscription rates and discounts at the same level for five years in order to support our objective to consolidate and ultimately reverse the long-term decline in membership numbers. This year has seen significant changes to the membership mix with a growing number of students joining IIC for the first time with increased the level of participation and engagement in key activities and programmes. 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. Further work and investment in IIC's website and membership management systems is needed and is planned for next year. IIC has also introduced several successful incentive campaigns and discounts for joining IIC at different points of the year including the S&ECC 2021.

We have again 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 positive net income of £2,734. After Net losses on investments of (£32,356) the Net (expenditure) / income for the year was (£29,401). Despite the significant level of unrealised losses on our investments the 2021-22 outturn represents and reflects our continued progress this year in securing efficiencies in our operations to off-set the decline in institutional income and managing our costs prudently across the year.

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 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 and significant volatility in the market value of our investments managed through Brewin Dolphin, this year we saw a decrease from £474,425 (2020-21) to £347,947 (2021-22). Although it should be noted that IIC withdrew £100,000 in early 2022 to be held

in cash deposit accounts from the General Fund Investment portfolio managed by Brewin Dolphin as seed funding for the new Strategic Plan and to cover one-off costs of a new website.

RESERVES POLICY

On 30 May 2020 Council adopted a policy to maintain unrestricted reserves at a minimum of six-months core expenditure. Due to efficiencies implemented this year, IIC's six-month operating spend has reduced to around £110,150.

The year under review is not a Congress year and so expenditure and income are expected to be lower as a result. However, reserves of the charity (i.e., reserves not tied up in restricted funds, designated funds or fixed assets) are again significantly above the target threshold amounting to over £363,270 of general (unrestricted and non-designated) reserves at the year end.

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 has 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 as well as other external economic challenges including changes to publishing, 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:	Austin Nevin Sandra Smith
Secretary-General:	Jane Henderson**
Treasurer:	James Brooke-Turner §
Director of Communications:	Amber Kerr
Director of Publications:	Joyce Townsend §
Director of Emerging Professionals:	Aditya Prakash Kanth*
Director of Awards and Grants:	Juergen Vervoorst*
Ordinary Members:	Helen Griffiths§ Eleonora Nagy Rachel Sabino## Alice Tsang# Isobel Griffin## Satish Pandey## Lorinda Wong Meaghan Monaghan*
President Emeritus:	Sarah Staniforth (<i>Reappointed 2021</i>)
Honorary Member of the Council:	Dr Song Jirong (<i>Re-appointed 2021</i>) David Saunders (<i>in attendance as Chair of Fellowship 2022</i>)

- # Retired at the Annual General Meeting of 26 May 2022
- ## Resigned at the Annual General Meeting of 26 May 2022
- * Elected at the Annual General Meeting of 26 May 2022
- ** Re-elected for a second term at the Annual General Meeting of 26 May 2022
- § Co-opted at May 27 2022 Council Meeting

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 30 JUNE 2022

	Unrestricted Funds	Restricted Funds	Total 2022	Total 2021
	£	£	£	£
Income from:				
Donations	1,237	2,321	3,558	59,725
Investments	10,110	707	10,817	11,748
Charitable Activities	212,685	-	212,685	256,338
Total	224,032	3,028	227,060	327,881
Expenditure on:				
Charitable Activities	215,043	5,252	220,295	321,526
Raising Funds	3,832	334	4,166	4,038
Total	218,043	5,586	224,461	325,526
Net Income/(expenditure) on income before investments	5,157	(2,558)	2,599	2,285
Net Gains/(Losses) on investments	(28,124)	(4,232)	(32,356)	60,664
Net (Expenditure) /Income	(22,967)	(6,790)	(29,757)	62,949
Transfer between funds	-	-	-	-
Net movement in funds	(22,967)	(6,790)	(29,757)	62,949
Total Funds brought forward	521,583	43,462	476,550	525,063
Total Fund Balances carried forward	521,583	36,672	588,255	588,012

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 2022

	2022	2022	2021	2021
	£	£	£	£
Fixed Assets:				
Tangible Assets		8		428
Investments		413,981		540,338
		413,989		540,766
Current Assets:				
Debtors	66,186		39,580	
Cash at Bank and In-hand	258,596		151,171	
	324,782		190,751	
Creditors:				
Amounts falling due within one year		(180,516)		(143,505)
Net Current Assets		114,266		47,246
Total Net Assets		588,255		588,012
Funds:				
Restricted Funds		36,672		43,464
Unrestricted Funds		521,583		544,550
		588,225		588,012

Approved by the trustees on 19 December 2022 and signed on their behalf by Julian Bickersteth, President IIC and James Brooke-Turner, Treasurer IIC.

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.



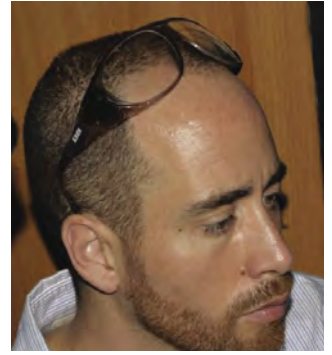
● Julian Bickersteth



● Jane Henderson



● Juergen Vervoort



● Austin Nevin



● Amber Kerr



● Sandra Smith



● David Saunders



● Joyce Townsend



● Lorinda Wong



● Satish Pandey



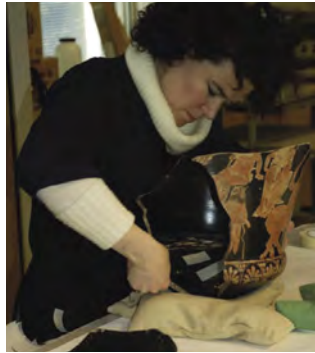
● Helen Griffiths



● Eleonora Nagy



● Isobel Griffin



● Rachel Sabino



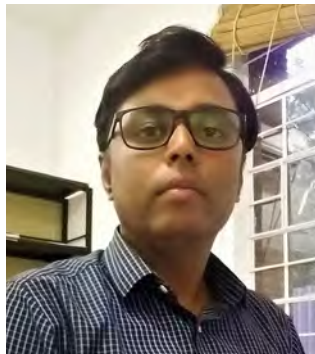
● Alice Tsang



● Sarah Staniforth



● Meaghan Monaghan



● Aditya Prakash Kanth

© Copyright for all photos of members and former members of Council is held by the persons shown.

IIC COMMITTEES

FINANCE COMMITTEE

James Brook-Turner	IIC Treasurer, Chair
Julian Bickersteth	IIC President
Jane Henderson	IIC Secretary General
Joyce Townsend	IIC Director of Publications
Juergen Vervoorst	IIC Director Awards and Grants
Rachel Sabino	IIC Ordinary Member of Council (resigned May 2022)
Sarah Stannage	IIC Executive Director

Invited external representative:

Steven Oliver	Brewin Dolphin (Investment managers)
---------------	---

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

MEMBERSHIP COMMITTEE

David Saunders	IIC Chair
Sarah Staniforth	IIC President Emeritus
Rachel Sabino	IIC Council Member
Helen Griffiths	IIC Council Member
Stavroula Golfomitsou	
Sarah Stannage	IIC Executive Director

The Membership Committee met twice during the year before transitioning to the Fellowship Committee for May 2022.

OPPORTUNITIES FUND COMMITTEE

Sandra Smith	IIC Vice President, Chair
Jane Henderson	IIC Secretary General
David Saunders	
Satish Pandey	

KECK AWARD COMMITTEE

Sarah Staniforth	IIC President Emeritus, Chair
Juergen Vervoorst	IIC Fellow
Sarah Stannage	IIC Executive Director

COMMUNICATIONS TEAM

DIRECTOR OF COMMUNICATIONS

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

News in Conservation

EDITOR

Sharra Grow (US)

DIGITAL ENGAGEMENT EDITOR

Kate Smith (UK)

CO-ORDINATORS

Mariana Escamilla Martínez (Studio Redivivus, NL)

Angela Caira (Statens Historiska Museer, SE)

CO-ORDINATOR

Sagita Mirjam Sunara
(Arts Academy of the University of Split, HR)

CO-ORDINATORS

Isa von Lenthe (Roeck Restaurierung, Berlin)

Ana Vega Ramiro (Nordiska Museet, SE)

IIC COMMUNITY COORDINATOR

Jessica Lewinsky (Israel Museum, Jerusalem, IL)

IIC EXECUTIVE TEAM

Sarah Stannage	Executive Director
Louise Rowe	Head of Finance
Ellie Sweetnam	Fellowship and Membership Engagement Manager
Marina Herriges	Regional Programme Manager

Studies in Conservation

EDITOR-IN-CHIEF

Chandra L. Reedy (University of Delaware, USA)

DIRECTOR OF PUBLICATIONS

Joyce Townsend IIC Director of Publications

EDITORIAL BOARD

Jocelyn Alcántara-Garcia
University of Delaware, USA

Greg Bailey
The Walters Art Museum, Baltimore, USA

Łukasz Bratasz
Jerzy Haber
Institute of Catalysis and Surface Chemistry,
Polish Academy of Sciences, Poland

Irene Brückle
State Academy of Fine Arts, Stuttgart, Germany

Aviva Burnstock
Courtauld Institute of Art, UK

Francesca Casadio
Art Institute of Chicago, USA

Rui Chen
Institute for Preservation of Cultural Heritage,
Yale University, USA

Andrea Fischer
Objects Conservation Programme, Stuttgart State
Academy of Art and Design, Stuttgart, Germany

Claire Gerhard
CHG Art Conservation Services, USA

Stavroula Golfomitsou
University of Gothenburg, Sweden

Mona Hess
Otto-Friedrich-Universität Bamberg, Germany

Paul Himmelstein
Appelbaum & Himmelstein, New York, USA

Julio M. del Hoyo-Meléndez
The National Museum in Krakow, Poland

Kate Hudson-McAulay
North Somerset Council, UK

Martin Jürgens
Rijksmuseum, The Netherlands

Narayan Khandekar
Harvard Art Museums, Cambridge, MA, USA

Stephen P. Koob
Corning Museum of Glass (Retired), USA

Barbara Lubelli
Delft University of Technology, The Netherlands

Naomi Luxford
English Heritage, London, UK

Domenico Miriello
Università della Calabria, Italy

Austin Nevin
The Courtauld Institute of Art, UK

Satish Pandey
National Museums Institute, India

Alice Paterakis
Japanese Institute of Anatolian Archaeology, Turkey

Aaron N. Shugar
Buffalo State College, New York, USA

Catherine Smith
University of Otago, Dunedin, New Zealand

Jirong Song
Palace Museum, Beijing, China

Sarah Staniforth
IIC London, UK

Noelle L.W. Streeton
University of Oslo, Norway

Matija Strlič
University College London, UK

Ken Sutherland
The Art Institute of Chicago, USA

Zhanyun Zhu
Conservation Science Laboratory, Xiamen University, China

IIC ADVISORS

AUDITORS

Sayer Vincent LLP
108-114 Golden Lane
LONDON
EC1Y 0TL

BANKERS

National Westminster Bank PLC
38 Strand
London
WC2N 5JQ

SOLICITORS

Slaughter and May
One Bunhill Row
London
EC1Y 8YY

INVESTMENT BROKERS

Brewin Dolphin Limited
12 Smithfield Street
London
EC1A 9BD



Image © iStockphoto
Jovannig Venice Books

Registered Office:

3, Birdcage Walk
Westminster
London
SW1H 9JJ
UK

www.iiconservation.org

The International Institute
for Conservation of Historic
and Artistic Works (IIC) is a
learned society, a registered
charity and a company
limited by guarantee with
no share capital.

Charity No.: 209677

Company No.: 481522