



# 2030 STRATEGY

INTERNATIONAL INSTITUTE FOR CONSERVATION OF HISTORIC AND ARTISTIC WORKS



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# FOREWORD

2030 Strategy

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IIC, born out of the ashes of war, has at every stage since its founding in 1950 responded to the challenges facing the field as well as the opportunities of the time. This is a strategy for the future - a lodestar to inspire action.

Our success as an organisation will be whether we can make a difference to outcomes for conservators and conservation professionals across areas like accessing professional development and creating the capacity to lead positive change.

If we are to succeed, we will need to excel in three areas: we'll need the focus, and flexibility in governance to navigate a changing world, the people and culture with the talent and expertise to move us forward, and the good use of our assets and convening power to foster close collaboration with partners if we are to deliver at a global scale.

In this next chapter of IIC's story to 2030, we have set out our vision with bold commitments. Our vision may seem unrealistic and unachievable to some but IIC's strength is its members. Together we will meet the challenges ahead and make the most of the opportunities before us.



**Julian Bickersteth**  
FIC FRSA  
IIC President



**Sarah Stannage**  
FRSA  
IIC Executive Director

“ THIS IS A STRATEGY FOR THE FUTURE - A LODESTAR TO INSPIRE ACTION. ”

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## WHAT WE WANT TO ACHIEVE

This strategy covers IIC's work to 2030. It is shaped by our Council, members and Fellows, staff and volunteers, as well as partnerships and strategic relationships.

Through a 'story of change' approach, we have considered the impacts of the pandemic, societal shifts and volatile environments as well as major challenges, including conflicts, disasters and climate change, facing the field.

THE FOLLOWING SECTIONS SET OUT OUR PURPOSE AND BELIEF, ALONGSIDE OUR MISSION AND VISION FOR CHANGE WITHIN THE SECTOR.



To bring together conservators and cultural heritage professionals from around the world - educating, enabling, and recognising excellence.



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.



Is to advance knowledge, and to support the continual improvement of professional practice and standards, enhancing the preservation and conservation of historic and artistic works for the common good.

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## OUR VISION FOR CHANGE

### THE VISION

“OUR VISION IS FOR A SUSTAINABLE AND RESILIENT CONSERVATION COMMUNITY WHERE THE ACHIEVEMENTS OF THE PROFESSION ARE VALUED AND RECOGNISED FOR PROVIDING A WIDER BENEFIT TO SOCIETY AND ITS FUTURE.”

### ANTICIPATED CHANGES:

### IIC GOALS:

### WHO WE ARE:

### THE CHALLENGE:

Too often conservation professionals find themselves working in volatile, uncertain, complex and ambiguous environments - unable to access the support or the knowledge and training they need to help them respond to the issues that face the field.

#### Our Purpose

To bring together conservation professionals from around the world - educating, enabling and recognising excellence.

#### 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.

#### Our Mission

Is to advance knowledge, and to continually improve professional practice and standards, enhancing the preservation and conservation of historic and artistic works for the common good.

#### IIC is “of the field and is for the field”.

We lead by example, serving as a nexus for international collaboration and dialogue, and by being a representative, trusted, optimistic and inspirational organisation that’s ready for the future.

#### IIC empowers change and is a catalyst for discovery, innovation and pioneering practice.

By nurturing skills, talent and leadership capacity we ground our words in action by investing in our members through our high quality professional programmes, publications, congresses, grants, international prizes and awards.

#### IIC is at the forefront of sustainability, climate action and inclusion.

We’re focused on growing a diverse and inclusive network of Fellows and members globally, committed to sustainability and climate action, and promoting fair access to knowledge and learning.

Conservation professionals benefit from high quality and affordable learning and enrichment programmes, resulting in increased confidence, resilience and well-being outcomes.

There is a strong, open and inclusive network of Fellows and members, where barriers are removed, so people and ideas can unite to deal with the big challenges of our times.

We’ve built bridges to professional development and continued improvement to standards that recognise and value the diversity in approaches across cultural boundaries globally.

Greater recognition that cultural heritage can be an enabler of climate action, regeneration, social cohesion, peace and resilience within society, and that conservators have an important role to play in delivering these outcomes.





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## HOW WE'LL ACHIEVE OUR STRATEGY

Three goals will guide our work over this strategic plan period, supported by priorities and commitment to deliver our vision for change. It is important to know that each core strand of IIC's work is aligned to IIC's committees and special interest communities, which are driven by members and underpinned by IIC's values.

### OUR GOALS

#### IIC is of the field and for the field

- We will lead by example, serve as a nexus for international dialogue, and by being a representative, nimble, trusted, and inspirational organisation that's ready for the future.

#### IIC empowers change and is a catalyst for discovery, innovation and pioneering practice

- By nurturing skills, talent and leadership capacity we will ground our words in action by recognising and investing in our Fellowship and membership through our high-quality professional programmes, Congresses, publications and events, grants, international prizes and awards.

#### IIC is at the forefront of sustainability, climate action and inclusion within the sector

- We're focused on growing a diverse and inclusive network of Fellows and members globally, committed to sustainability and climate action, as well as promoting fair and affordable access to knowledge and learning.

“PROMOTING FAIR ACCESS TO KNOWLEDGE IS CRITICAL TO TACKLING THE ISSUES THAT WE FACE AS A SECTOR”.

SARAH STANNAGE, EXECUTIVE DIRECTOR



# CORE WORK STRANDS, PRIORITIES AND COMMITMENTS TO 2030

## Leadership, Professional Development and Standards

- We will lead by example through our Joint Commitment for Climate Action - challenging ourselves as well as the wider sector to become more sustainable and environmentally responsible, achieving Net Zero by 2030, and to promoting a greater acceleration, cooperation and understanding of solutions and standards that are tailored to local contexts and circumstances.
- We will produce an ambitious global leadership and professional development programme, and we will prioritise the FIIC within initiatives that increase the skills and capacity of both professionals working in institutions as well as private practice to lead and inspire change within the sector in areas such as sustainability and climate action.
- We will develop industry-need focused short courses that benefit from the extraordinary depth of knowledge our Fellows hold and that also reflect the specific needs of the sector noting the high percentage of IIC members who are now working outside institutions.
- Our online leadership mentoring programme will have peer learning and reflective practice at its heart with added content to promote greater resilience and well-being outcomes for those already in or looking to step into leadership roles, as well emerging entrepreneurs and individuals setting up their own studio or organisation.

## Fellowship, Emerging Professionals and Regional Groups

- This is the time to be bold for the future, through a new website, communications strategy and engagement plan integrating IIC's special interest communities, we will create an interchange of different ways for members to participate and contribute to IIC's purpose - connecting the curiosity and imagination of students with the expertise and experience of Fellows.
- We see the positive potential of our Regional Groups and affiliated professional associations, so we will ensure our membership offer and programmes are tailored to respond to different career stages as well as sector needs in different parts of the world.
- We will promote a new 'Pathway to Fellowship' so individuals can demonstrate their commitment to continued learning and professional development within the field.

## International Prizes, Grants and Awards

- Our prestigious prizes and honorary Fellowships will continue to recognise the greatest achievements within the profession, but we will also work creatively in this digital age to encourage participation of our members and the public, to help raise the profile and understanding of conservation through our global awards.
- We will look to incentivise and catalyse ideas through our membership grant programmes to help advance our thinking and practice globally as well as creating a more resilient and sustainable profession for the common good.
- As we enter a new era of sustainability and innovation, we will look to engage the best minds and bring disciplines and communities together through open initiatives, such as an international challenge prize, to help solve the biggest issues that we face as a sector.

## Publications, Congresses and Events

- We understand the power of collective intelligence. By collaborating with others with initiatives such as the global Edit-a-Thon, we will not duplicate effort but encourage and empower the sharing of ideas, the connection of open knowledge, research and resources to help our field respond to the big challenges that we face.
- We will continue to evolve our biennial congresses and student and emerging conference (S&ECC) events programme, so they are not just self-financing as a minimum but deliver more extended, creative formats as well as sector leading, relevant, engaging content for our membership and the wider conservation community.
- By working closely with publishing partners, we will develop our publications in a way that promotes more open and more equitable, timely access to knowledge and shared learning globally - finding new ways to overcome digital, language and affordability barriers.

## ANTICIPATED CHANGES:

Conservation professionals benefit from high quality and affordable learning and enrichment programmes, resulting in increased confidence, resilience and well-being outcomes.

There is a strong, open and inclusive network of Fellows and members, where barriers are removed, so people and ideas can unite to deal with the big challenges of our times.

Greater recognition that cultural heritage can be an enabler of climate action, regeneration, social cohesion, peace and resilience within society, and that conservators have an important role to play in delivering these outcomes.

We've built bridges to professional development and continued improvement to standards that recognise and value the diversity in approaches across cultural boundaries globally.



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

## GUIDED BY VALUES

### We promote fair access to knowledge and cooperation on standards

- IIC is committed to promoting fair access to knowledge and to leading international co-operation for the maintenance and advancement of standards in the practice of conservation for the common good; this includes within recognised national and affiliated regional professional bodies and other similar organisations around the world, and to removing barriers or combatting influences which would tend to lower such standards.

### We believe conservation of cultural heritage is of great value to society

- IIC believes that the conservation of artistic and historic works is crucial to the identities of societies which so often tell their stories and convey their values through tangible and intangible cultural heritage. IIC is committed to supporting conservation professionals not only in the development and application of ethics, technical and scientific skill but also in helping to knit together the wider social fabric.

### We lead by example in sustainability and environmental responsibility

- IIC understands that environmental factors including climate change can constitute significant threats to the preservation of cultural heritage globally and likewise cultural heritage is a key component in supporting sustainable development. IIC is committed, therefore, to leading and collaborating with others in promoting sustainability agendas, both in conservation of cultural heritage and in the management of its affairs.

### We champion diversity and inclusion

- IIC recognises the value of diversity of opinion, experience and perspective. It is dedicated to supporting an inclusive and welcoming culture in which all are valued and respected and is committed to fair treatment and to the avoidance of unfair discrimination and to the avoidance of unfair discrimination.

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## JOIN US

IIC cannot achieve success on its own. We seek engagement from our members, partners, funders and wider supporters. In return we commit to working openly, sharing our successes and our learning for others to benefit, and to challenge ourselves to achieve our goals, always iterating on how best to achieve them.

We need a people and culture that isn't afraid of hard work, enriched through diverse perspectives and the varied expertise of professionals, academics as well as those with lived experience, including communities and societies that are holders and givers of knowledge, where collectively we care for our future.

The challenges and opportunities ahead are great, that's why we need people who want to make a difference, the change makers, the practitioners, the researchers, the system and policy influencers, and the innovators that share our passion for the conservation of cultural heritage, to join us in this next chapter.

## HELP US SHARE OUR PASSION

Visit our website [www.iiconservation.org](http://www.iiconservation.org)

Subscribe to *News in Conservation* at [www.iiconservation.org/publications/nic](http://www.iiconservation.org/publications/nic)



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Front cover: Modifica (conservator)  
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