



THE INSTITUTE OF CONSERVATION

**Annual Report and Accounts
For The Year Ended 31 March 2016**

INSTITUTE OF CONSERVATION
REPORT OF THE BOARD OF TRUSTEES
FOR THE YEAR ENDED 31st March 2016

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INSTITUTE OF CONSERVATION

CHARITY INFORMATION

for the year ended 31st March 2016

REGISTERED COMPANY NUMBER: 05201058
REGISTERED CHARITY NUMBER (England and Wales): 1108380
REGISTERED CHARITY NUMBER (Scotland): SC039336

BOARD OF DIRECTORS: Penny Bendall
Iain Boyd
Sarah Cove
Angela Currie (resigned 15.06.2015)
Nigel Dacre (Co-Chair until 30.11.2015)
Ylva Dahnsjo
Megan de Silva
Rebecca Louise Hellen (elected 30.11.2015)
David Howell
Penny Jenkins (term ended 30.11.2015)
Charlotte Lester
Peter Martindale (elected 30.11.2015)
Caroline Peach (Co-Chair until 30.11.2015)
Pierrette Squires
Siobhan Stevenson (Chair, co-opted 30.11.2015)
Adam Webster
Jennifer Williamson

EXECUTIVE OFFICERS: Chief Executive: Alison Richmond
Company Secretary: Simon Green

REGISTERED OFFICE: Unit 3.G.2
The Leathermarket
Weston Street
London SE1 3ER
WEBSITE: www.icon.org.uk

BANKERS: Unity Trust Bank plc
Nine Brindleyplace
Birmingham
B1 2HB

SOLICITORS: Mills & Reeve LLP
Fountain House
130 Fenchurch Street
London EC3M 5DJ
AUDITORS: haysmacintyre
26 Red Lion Square
London WC1R 4AG

ACCOUNTANTS: JS2 Limited,
One Crown Square
Church Street East
Woking
GU21 6HR

INSTITUTE OF CONSERVATION

REPORT OF THE BOARD OF TRUSTEES

for the year ended 31st March 2016

The Board of Trustees presents its report and audited financial statements for the year ended 31 March 2016.

EXECUTIVE SUMMARY

This year has seen major projects come to fruition that have been in development for a number of years. Three of these have been delivered in partnership and demonstrate that Icon is working very effectively with other organisations in the heritage sector.

Icon worked with funders and partners to deliver the 2015 Icon Conservation Awards. The culmination of two years' work, the Icon Conservation Awards celebrated the highest standards of conservation skills, innovation, research and collections care within the UK arts and heritage sector. For the first time, the Awards also highlighted projects driven by the combined efforts of volunteers working with professional conservators. Icon is grateful to the following partners for their generous support: Beko plc, The Pilgrim Trust, the Institution of Mechanical Engineers (IMechE) and The Anna Plowden Trust.

Icon worked in partnership with the Victoria and Albert Museum to finalise the jointly branded Level 4 qualification 'Conservation and Collections Care Technicians Diploma'. This offers a wider range of skills that better reflects job opportunities in the cultural heritage sector. The qualification is the outcome of development work part-funded by the Esmée Fairbairn Foundation.

Icon partnered with Creative and Cultural Skills and others to offer a new award for employers who train the next generation of conservators. The first Cultural Heritage Skills Award recognises employers who have given outstanding opportunities to young people to get into work in the heritage sector.

This year also saw the culmination of initiatives that have been long term aspirations for the organisation and its members.

In August 2015, Icon launched a completely new website. The website is the foundation of Icon's digital strategy so that all information needed is easily accessible and all social media activity links directly to the web pages. Most importantly, the new website is outward looking.

Icon developed a new Complaints Procedure to complement the recently launched Code of Conduct taking into account the latest best practice and legal guidance. The procedure now fulfils its purpose as a keystone of the Professional Accreditation of Conservator-Restorers.

Icon's Chantry Library and its associated restricted fund were transferred to the Oxford Conservation Consortium on the same terms as set out in the Bobbie Chantry bequest, where it will be made accessible to the public and to Icon members by appointment. This was an excellent outcome as it means the Library does not have to be moved from its current location.

Icon made progress in developing its next strategic plan 2017-2020. Trustees and members worked on three strategic themes that will form a strategy ready for consultation with members and external stakeholders and for launch in early 2017.

- Strengthening support for professional conservators;
- Raising the public and policy profile of Icon;
- Widening membership through a supporter category.

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REPORT OF THE BOARD OF TRUSTEES (CONTINUED)

for the year ended 31st March 2016

Icon has been successful in generating funding and sponsorship for key areas of activity.

Icon's Triennial Conference In addition to the generous grant of £20,000 from The Clothworkers' Foundation for bursaries to attend the Icon conference, Icon secured three sponsors for the conference: Collectrium Inc, Tru Vue Inc, and Meaco (UK) Limited. Icon is grateful to these funders and sponsors for their support.

Mid-career training In addition, Tru Vue generously provided bursaries for mid-career conservators' continuing professional development.

Fundraising Skills Development This year Icon secured £4,000 of matched funding over two years towards developing the fundraising skills of the Chief Executive and the Board of Trustees through the Giving to Heritage Programme of the Heritage Alliance/Heritage Lottery Fund. Icon is very grateful for this support. <http://www.theheritagealliance.org.uk/gth/>

Icon continued to build unrestricted reserves modestly in accordance with the Trustees' Reserves Policy.

2015-2016 was a year of transition when the nine-year Heritage Lottery Funded grant of £2.45m for training bursaries for internships came to an end. This had been part of Icon's "DNA" from our origins in 2006. This change required a number of adjustments including a restructure of Icon staff. We are fit for purpose going forward and satisfied with the financial outcomes for the year.

INSTITUTE OF CONSERVATION

REPORT OF THE BOARD OF TRUSTEES (CONTINUED)

for the year ended 31st March 2016

STRUCTURE GOVERNANCE AND MANAGEMENT

Governing document

The Institute of Conservation (“Icon”) is registered as a Charity in England and Wales, (Number 1108380) and in Scotland (Number SC039336). The Institute of Conservation is a Company Limited by Guarantee, Number 05201058, and is governed by its Articles & Memorandum of Association which were approved and adopted by the members at the Annual General Meeting on 1st December 2014.

Recruitment, appointment, induction and training of Trustees

All Trustees are also Directors of the Limited Company. The Trustees are volunteers and receive no remuneration apart from travel and subsistence expenses associated with their work for Icon. Most Trustees are elected from and by Icon’s membership, serving a term of three years. The Trustees may co-opt up to four other Trustees, based on the skills need identified by the Board. This year, following an open recruitment process, the Chair of Icon was co-opted onto the Board.

Icon provides information on the role and conduct of charity Trustees to all members of the Board when they take office and all new Trustees are given a copy of the governing documents. Trustees are briefed on the Aims and Objectives and advised of the financial position of the Charity. New Trustees joining the Board are given an induction by the Business Manager on accounting and financial matters. One Trustee attended a Fundraising for Trustees Workshop.

In 2014-15, Icon had a Board of 16 Trustees, including 4 co-opted Trustees. The Trustees met five times in the year including a day to review and plan strategy. Committees and advisory panels chaired by Trustees and with Trustee representatives are: Finance; Professional Standards & Development and Nominations. In addition, Disciplinary Panels and task groups are set up from time to time.

Three Trustees sit on the Professional Standards and Development Committee which has oversight of all of Icon’s professional development activities. PSD continued to guide the implementation of Icon’s National Conservation Education and Skills Strategy 2012-16, the PACR Quinquennial Review 2013, and the Professional Development Business Process Review 2014. Key achievements were the development with the Victoria and Albert Museum of a jointly branded level 4 qualification for technicians and Icon agreed to offer PACR Accreditation only through membership of Icon. The Governance structure for PSD was adapted accordingly. PSD set the strategy for Icon’s Internship Programme following the end of the Heritage Lottery funding 2006-2015.

Three Trustees sit on the Finance Committee which receives quarterly Management Accounts and oversees the preparation of the Trustees’ Annual Report, budget setting, the appointment of the auditors and major project expenditure.

A Trustee represented the Icon Board on the Conservation Register Advisory Board. There was one meeting of the CRAB in the reporting period.

There was one formal complaint received by Icon during the year. This resulted in a hearing. Two Trustees chaired the Disciplinary Committee in the period.

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REPORT OF THE BOARD OF TRUSTEES (CONTINUED)

for the year ended 31st March 2016

Trustees participated in drafting Icon responses to a number of consultations this year.

A Trustee represented Icon on the Museums Galleries Scotland Stakeholders' Group.

A Trustee worked with the Chief Executive on the draft of a new Complaints Procedure.

Icon Trustees took part in the recruitment of senior staff and in the period recruited a new Training & Development Manager.

With the help of a Trustee with expertise in digital communications, Icon developed and launched a new website -

With the help a Trustee, Icon assessed tenders and selected a new publisher for the Journal of the Institute of Conservation and appointed a new Editor.

The three Strategic Task and Finish Groups, each chaired by a Trustee, met during the reporting period: Strengthening support for professional conservators; Raising the public and policy profile of Icon; Widening membership through a supporter category. The groups will report in June 2016 and will feed into the developing strategic plan 2017-2020.

INSTITUTE OF CONSERVATION

REPORT OF THE BOARD OF TRUSTEES (CONTINUED)

for the year ended 31st March 2016

OBJECTS AND ACTIVITIES FOR PUBLIC BENEFIT

The Charitable Objects of Icon are:

- To advance the education of the public by research into and the promotion of the conservation of items and collections of items of cultural, aesthetic, historic and scientific value; and
- To preserve and conserve items and collections of items of cultural, aesthetic, historic and scientific value.

The Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing their aims and objectives and in planning Icon's future activities.

In 2011-12, a Strategic Plan for the five years 2012-16 was drafted with Staff and Trustees. Members were consulted and Icon's Strategic Plan was approved by the Board of Trustees. The key aims of the plan are:

1. To champion and support professional standards of heritage conservation in the UK
2. To seek out key partners to achieve our mission
3. To build the long-term financial and operational stability of Icon

The year ending 31 March 2016 was Icon's 11th operating year and built on our progress to date addressing key challenges.

The Board of Trustees agreed that the **key priorities for 2015 – 16** were:

- Continue to collaborate to deliver the National Conservation Education & Skills Strategy in partnership with employers, education and training providers, and funders to implement Year 5 of the Action Plan for the National Conservation Education & Skills Strategy 2012-16
- Deliver the Icon Conservation Awards 2015
- Launch a new and outward-facing website in 2015
- Plan the next triennial conference to be held in Birmingham 15th – 17th June 2016.
- Continue to build Icon's unrestricted reserves in accordance with the Trustees' Reserves Policy.

Public Access and Understanding

Icon is committed to promoting public value and understanding of conservation of the cultural heritage to enable the general public, collectors, decision makers and those involved in the arts and cultural sectors from both private and public communities to understand, appreciate and be actively involved in promoting sustainable heritage conservation.

INSTITUTE OF CONSERVATION

REPORT OF THE BOARD OF TRUSTEES (CONTINUED)

for the year ended 31st March 2016

New Icon Website: A completely new website was launched in August 2015. The aim is for the website to be the central part of Icon's digital strategy so that all information needed is easily accessible there, all social media activity links direct to web pages and in particular the new website is outward looking. This means that anyone interested in conservation issues and Icon's role in advancing it can find these easily. The site is image rich and 'responsive' so that it is easy to use on all devices. The new site makes it very easy for members to join and renew. The website and all social media are run by Icon's Digital Content Officer.

Icon Conservation Awards: Icon Conservation Awards celebrate the highest standards of conservation skills, innovation, research and collections care within the UK arts and heritage sector. On 22 October 2015, the Conservation Awards ceremony was held at the Institution of Mechanical Engineers (IMechE) in central London. Six major awards were given out with prize funds ranging from £2,500 to £10,000. For the first time, Icon highlighted projects driven by the combined efforts of volunteers working with professional conservators. Icon is grateful to the following partners in the awards: Beko plc, The Pilgrim Trust, the Institution of Mechanical Engineers (IMechE) and The Anna Plowden Trust for providing financial and in-kind support. For the first time, the ceremony and winners were showcased in videos and made available on our website: <http://icon.org.uk/about-us/awards>. An evaluation survey of judges, screening panels, applicants, shortlisted projects, and project board produced very positive feedback.

Conservation Register: The key focus of public access and education is Icon's Conservation Register, a website designed to be the primary source for finding and commissioning professional conservators. The public is referred to it by most museums and heritage organisations. Icon engages stakeholders in the strategic development of the Register through the Conservation Register Advisory Board. The Board met once in the reporting period.

The Register was promoted by staff at four events tied to the 'Home Ground' project, in which Icon staged 'Ask the Expert' panels alongside the Home Ground exhibitions. The Conservation Register leaflet was also sent to all new Icon members in welcoming packs.

Journal of the Institute of Conservation is a highly regarded academic publication. The Editor prepared for publication two issues of Icon's peer-reviewed Journal. A new Publishing Agreement with Taylor & Francis with improved financial terms will mean that all future issues will be in full colour and the Journal will move to three all-disciplines issues a year in 2017 with 50% more content. Taylor & Francis continues to invest in marketing and promotion of the Journal to audiences beyond conservation.

Icon News, Icon's bi-monthly magazine for members, presents the latest news from around the conservation sector and describes interesting and innovative projects underway. The Editor works closely with members to provide engaging editorial and up-to-date technical articles. The Chief Executive used her column this year to specifically highlight Icon's advocacy activity.

Social media. With a new Digital Content Officer in post, Icon's social media presence continued to increase.

- Twitter followers increased from 4,700 to 5,894
- Facebook 'Likes' increased from 2,665 to 4,538

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REPORT OF THE BOARD OF TRUSTEES (CONTINUED)

for the year ended 31st March 2016

A number of Icon's Specialist Groups also launched their own Twitter presences over the last year. This is a positive development, diversifying Icon's outreach channels to target specialist audiences.

The appearance of articles in the broadsheets criticising the restoration project underway at the Louvre of Leonardo da Vinci's St. John the Baptist was exploited as an opportunity to put positive messages out about professional conservation. Icon followed up with a social media campaign and a subsequent article published on our website. <http://icon.org.uk/news/da-vinci-restoration-sparks-conservation-debate> <http://icon.org.uk/news/blog-all-restoration-is-not-same>.

Partnership Working

'Home Ground' events: Icon set up 'Ask the Expert' events to promote conservation and care of materials including textiles, ceramics and metals, to local community audiences of Sheffield, Macclesfield, Stoke on Trent, Walsall and Luton as part of the ACE funded project 'Home Ground' managed by the Devon Guild of Craftsmen. These events were linked to football clubs with nicknames associated with their local industries such as 'The Potters' for Stoke City. Visitors brought family heirlooms and football memorabilia for accredited members of Icon to advise. It has opened up further opportunities to work with craft guilds to promote conservation and engage local communities.

Cultural Heritage Skills Award: Icon partnered with Creative and Cultural Skills on the first Cultural Heritage Skills Award, an award to recognise employers who have given outstanding opportunities to young people to get into work in the heritage sector. Icon Chief Executive was a judge on the suite of Awards and presented the Award to Icon Accredited member Steve Clare ACR at a CCS dinner held on 2nd March. <https://ccskills.org.uk/supporters/awards>

Press Coverage

The Icon Conservation Awards were covered in local and industry online press with particular focus on shortlists and winners. (It was not possible to track printed press as Icon does not have a cuttings agency.) Coverage appeared in:

- The Buteman
- AboutMyArea
- West Midlands History
- City of London
- Daily Record and Sunday Mail
- The Brummie
- The Staffie
- Cardiff University News
- Institute of Historic Buildings Conservation NewsBlog
- University of Glasgow
- Conservation Ireland
- The National Museum of Computing
- Birmingham Museums
- Citiblog Milton Keynes
- Tamworth Explore, Play, Enjoy
- The National Museum of the Royal Navy
- Heritage Update (Heritage Alliance)
- Gosport Heritage Open Days

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REPORT OF THE BOARD OF TRUSTEES (CONTINUED)

for the year ended 31st March 2016

- Staffordshire Hoard
- Museums Heritage Advisor
- British Library Collection Care Blog
- The Judge's Lodging
- International Institute for Conservation of Historic and Artistic Works
- Urban Realm
- Renfrewshire.gov.uk
- Renfrewshire24
- Salon (Society of Antiquaries)
- NADFAS Review (National Association of Decorative and Fine Art Societies)

Advocacy

Icon is committed to championing the conservation of cultural heritage wherever it is raised, at every level, both within the conservation community and outside it, in both public and private sectors, nationally and internationally. Icon advocates the role of conservation in promoting public access to and understanding of cultural heritage.

External Consultations, position statements and research projects: In the reporting period, Icon responded to or engaged with:

- Comprehensive Spending Review;
- DCMS 'Countries of Culture' Consultation;
- DCMS 'Cultural Protection Fund' Consultation;
- Historic Environment Bill Wales;
- National Trust Governance Review;
- Historic England's 'Understanding Historic Buildings' review;
- Historic England's National Infrastructure Plan and historic environment capacity draft report;
- Trailblazer Apprenticeships for Historic Environment Practitioner consultation;
- Collections Trust's 'Spectrum 5.0' review;
- COTAC Historic England's 'Accreditation Matrix Project' consultation
- British Standards Institution consultation on standards
- Scottish Qualifications Agency consultation on its strategy
- Lancashire Museum Services consultation
- 'Strategies for Learned Societies' research project
- Deloitte's Workforce capacity for infrastructure projects: Palace of Westminster

Icon made a position statement regarding the announcement that Parliament would no longer be printing laws on vellum. <http://icon.org.uk/news/uk-stop-printing-laws-vellum-save-ps80000-year-0>

Icon's Chair attended a meeting in York to discuss the outcomes of the survey of conservators in the Yorkshire region, 'Strategies for Sustainability Survey Report: Conservation and Collections Care in Yorkshire', 2015.

Icon responded to severe flooding across the UK with 'Flooding: Guidance on the salvage of objects in the home'. The guidance was sent to the Environment Agency suggesting that it could be added to the information on their website.

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REPORT OF THE BOARD OF TRUSTEES (CONTINUED)

for the year ended 31st March 2016

Representation on external panels: Icon is a member of the following cross-sector task groups and advisory panels:

- An Icon representative continued to attend UK conservation at British Standards Institute (BSI) and The European Committee for Standardisation (CEN) meetings on developing conservation standards in the UK and Europe.
- Icon Chief Executive is a Trustee of the National Heritage Science Forum.
- The National Trust: Icon is an Appointing Body to the Council of the National Trust and a former Icon Trustee serves in that role.
- Built Environment Forum Scotland: BEFS is the strategic intermediary body for Scotland's built environment sector, bringing together voluntary and professional non-governmental organisations that operate at the national level. Icon is a member of the Forum.
- Historic Environment Forum Client Demand Task Group and Skills Task Group: These task groups grew out of an HEF Skills Forum and work in parallel to (1) influence the market for qualified professionals in the heritage sector and (2) to ensure the workforce has the necessary skills.
- Museums Galleries Scotland Stakeholders: Icon's representative on this group is shared by the Chair of Icon Scotland Group and an Icon Trustee.
- COTAQ/Edinburgh Group encourages a continuing common approach towards the development, monitoring, and promotion of historic environment conservation accreditation schemes for individual practitioners on a pan-professional basis. The Group is enabled and facilitated by the Council on Training in Architectural Conservation (COTAC).

Chief Executive's external speaking engagements and articles:

- Heritage Craft Funders' Network
- ClfA conference 'Future of our Professions'
- Gerry Headley Student Conference
- South Square Trust Trustees' meeting
- British Horological Institute Conference
- St Paul's Girls' School Alumnæ Magazine

Professional Standards and the Workforce: Icon continued to promote the importance of its professional standards that underpin Professional Accreditation for Conservator-Restorers (PACR) and Icon's Internship Programme (IIP).

The evaluation of the HLF Training Bursary Scheme 2006 – 2015 illustrates the success of this nine-year project and culminated in the production of a video to promote vocational training to our sector via the Icon website - <http://icon.org.uk/what-is-conservation/internships>.

Salary Guidelines: Icon continues to promote and staunchly uphold to employers our salary guidelines for qualified conservators. Icon implements its minimum salary policy through recruitment advertising and general promotion to employers.

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REPORT OF THE BOARD OF TRUSTEES (CONTINUED)

for the year ended 31st March 2016

National Association of Decorative and Fine Art Societies: Icon's Chief Executive continued to build the relationship with NADFAS as their Vice President, attending a number of national events, and also sat on the David Bell Memorial Fund panel.

Professional Standards, Ethics, Training and Education

Professional Standards are fundamental to ensuring that there is an appropriately skilled and diverse workforce to conserve and provide access to the UK's rich cultural heritage.

National Conservation Education and Skills Strategy: Icon is leading the implementation of this sectoral strategy thanks to previous years' funding from The Clothworkers' Foundation and the Esmée Fairbairn Foundation.

This year's key achievements were:

- Icon worked in partnership with the Victoria and Albert Museum, to finalise the jointly branded level 4 qualification 'Conservation and Collections Care Technicians Diploma'. It was launched in Spring 2016 and an open day for new assessors and candidates was held at the V&A to promote the new qualification and engage people in the assessment process. Icon and the V&A promote this qualification to those entering the conservation profession.
- Icon now has a regular programme of events with MA course providers to promote PACR accreditation and offer career guidance to students at Lincoln University, West Dean College and City and Guilds, London.
- Icon has been part of the heritage sector working group to the develop of a sector-wide Historic Environment Professional Trailblazer Apprenticeship for Historic Environment Practitioners. This development will open up new opportunities to those looking to the heritage sector as a career option.

Icon is the accrediting body for PACR: Following the Trustees' direction of travel towards Icon being the only accrediting body for PACR, PACR licences with the Archives and Records Association and British Horological Institute were dissolved and a special arrangement activated to allow accredited conservators of ARA and BHI to transfer their ACR status to Icon.

A new professional development team for Icon: In August 2015 a new full time post, Training & Development Manager, was successfully recruited. This allows the Head of Professional Development to oversee the PD team work and spend more time on strategic matters. This restructure follows the recommendations made in the external Professional Development Business Review 2014.

Tru Vue Scholarships: For a second year Icon has distributed mid-career CPD grants to conservators world-wide with a initial funding pot from Tru Vue Inc. This funding is always welcome in a climate of reduced training budgets but in particular for mid-career practitioners. In two rounds 22 grants were awarded of sums up to £900 for attendance at short courses and international conferences. One condition of the grant is to "report out" via social media and other means. This has led to sharing of learning with a wider audience.

INSTITUTE OF CONSERVATION

REPORT OF THE BOARD OF TRUSTEES (CONTINUED)

for the year ended 31st March 2016

Conservation Technician Qualification: Icon's work-based qualification for conservation personnel in a support role is still active for those signed up until 2017. 23 have been awarded the qualification with 17 working towards completing by 31st March 2017. It is a fully respected qualification by employers, and has effectively supported candidates by providing a framework through which they can develop their knowledge and support their career development.

Professional Accreditation of Conservator-Restorers: PACR is the professional practice assessment for conservation professionals wishing to gain accredited status. Accreditation, or working towards accreditation, is now stipulated as a prerequisite for employment by most major institutions and employers in the UK.

The 2015-16 financial year saw 22 conservators become accredited from 35 applicants.

The PACR Pathway continues to grow with 491 Associate members signed up in the reporting period. Although PACR application numbers have not grown to date – it is likely to indicate a better quality application to limit those who do not succeed in the first instance. Mentor support is considered to be a vital part of the PACR Pathway. A Pathway Continuing Professional Development (CPD) event was held in December 2015 to encourage networking and provide a training opportunity.

Mentor training continues and there are now 74 PACR mentors available to members for their CPD and support towards accreditation.

For the CPD review recall in this reporting period 180 were recalled and 140 reviews were received. The quality of the reviews indicated that members are fully engaged with CPD activities; with mid-career CPD grants opening up new and better opportunities for some.

In our continuous search for value for money for our members, Icon commissioned a research project to look at accreditation fees for other similar organisations.

Icon Internships: Icon completed the Training Bursary Scheme project funded by the Heritage Lottery Fund (HLF) and other funders.

The Icon Internships Programme (IIP) continues this successful project via funding from a wide range of grant funders that are kindly awarded direct to the host. Hosts have used Icon to manage and oversee these internships to offer an external monitoring facility that aligns the placements to Icon's professional standards and also frees up the host supervisor to concentrate on the relevant training to be provided.

For the first time since the programme began in 2006, the programme is reliant on hosts with support from Icon staff securing grants from a variety of funding bodies. This year, six new internships were made available with the aim of increasing the number each year. 14 were supported by other external funders hosted at the following organisations: The National Trust, National Trust for Scotland, Bowes Museum, National Museum of Wales, Leather Conservation Centre and National Museums Scotland.

Icon Triennial Conference Turn and Face the Change: Conservation in the 21st Century: The combined team of Icon staff and the volunteer committee continued to prepare for the conference that was held outside the reporting period in June 2016.

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REPORT OF THE BOARD OF TRUSTEES (CONTINUED)

for the year ended 31st March 2016

New Complaints Procedure: Icon made progress in the review of the Disciplinary Process and work continued, including a legal review, on a new Complaints Procedure. The procedure will be launched in the next reporting period.

Icon Chantry Library: Icon's Chantry Library and its associated restricted fund were transferred to the Oxford Conservation Consortium on the same terms as set out in the Bobbie Chantry bequest where it will be made accessible to the public and to Icon members by appointment from August 2016. This was an excellent outcome as it means the Library does not have to be moved from its current location.

Membership Services

Membership: There were 2487 paid members on 31 March 2016 – an increase of nearly 3% over the previous year. The majority of these were individual 'Associate' members (1131) followed closely by the ranks of those Accredited (772), and Students (323).

Membership Survey: During the reporting period, the Membership Manager administered Icon's first full membership survey since 2008, and completed a 75-page analysis of the results. The survey illuminated aspects of Icon's demography that could previously only have been guessed at, and provided both quantitative and qualitative data from the membership that fed directly into Board Task and Finish Groups examining three key strategic areas. The survey revealed that 70% of respondents were happy with Icon, and 78% of listed respondents were 'Satisfied' or 'Very Satisfied' with the Conservation Register. Notions of *Regionalism* and *Advocacy* were prominent concerns in responses submitted by members, feeding into the work of the Task and Finish Groups. The full report was released to members in May 2016.

Group activities: The broad diversity of Group events and outreach activities encourage new members to join and reinforce vital professional networks. Strong anecdotal evidence underscores the vital exchange of expertise and information that take place at Icon's events; members not only learn new practices, they frequently make new business contacts and network to consolidate their careers. Groups are also instrumental in the continuing advocacy of Icon's core aims.

The essential contribution made by Icon's groups in the professional development of members and non-members is demonstrated by a selection of events held in the reporting period advertised on our website. <http://icon.org.uk/events>

Group activities during the reporting period have been diverse, amounting to more than 35 events: eleven lectures, twelve workshops and eleven full conferences across the specialisms, along with one site visit to a historic property. This underscores the extent to which conservators of all specialisms can come together under the Icon umbrella. Evidence from the Membership Survey indicates the value members derive from serving on a group Committee, which puts them into direct contact with their colleagues at major national institutions and prominent private practices up and down the country; opening real opportunities for freelancers, private practitioners and public sector conservators alike to develop strong referral networks alongside their ongoing professional development activities.

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REPORT OF THE BOARD OF TRUSTEES (CONTINUED)

for the year ended 31st March 2016

The Board took steps to formalize capacity for Icon to recognize groups that bring conservators together across the specialisms in a new and flexible way. A group that had convened to examine conservation documentation became the first *Icon Network*. The Network model was approved by the Board for a one-year trial period, after which its effectiveness would be assessed. If successful, the Network model would help to ensure Icon is ready to harness and support discussions across the sector, bringing conservators together and facilitating the development of new cross-specialist approaches to common problems in conservation.

Volunteers: Unpaid volunteers, from group committee members to intern supervisors, estimated at 460, are essential to deliver the many areas of activity, such as Professional Accreditation of Conservator-Restorers (PACR) and work-based training. Icon has 16 volunteer-run specialist groups that provide professional development for conservators and contribute to Icon's governance and public outreach activities. Icon is very grateful to all of our members who volunteer their time and expertise so generously.

Strategic Objectives for 2016-17

1. Plan and deliver Icon's third triennial conference
2. Continue to collaborate to deliver the National Conservation Education & Skills Strategy in partnership with employers, education and training providers, and funders to implement Year 5 of the Action Plan for the National Conservation Education & Skills Strategy 2012-16
3. Continue to build Icon's unrestricted reserves in accordance with the Trustees' Reserves Policy

In addition, Trustees will continue to develop the next strategic plan 2016-2020 along the following themes:

- a) To strengthen the support that Icon gives to professional conservators.
- b) To raise public and policy profile of Icon.
- c) To increase a wider membership and supporter base.

INSTITUTE OF CONSERVATION

REPORT OF THE BOARD OF TRUSTEES (CONTINUED)

for the year ended 31st March 2016

FINANCIAL REVIEW AND RESULTS FOR THE YEAR

The statement of financial activities on page 23 shows a surplus in unrestricted activities after transfers of £496 (2014-15: deficit of £41,186) and a deficit on restricted activities of £48,956 (2014-15: deficit of £30,783).

Reserves Statement

At the 31st March 2016 Icon had total reserves of £401,292. These included restricted funds which are not available for the general purposes of the charity of £39,836 and an Expendable Endowment of £135,477. The restricted funds would mostly be expended before 31st March 2017 although they are likely to be replaced to at least some extent. The Endowment is likely to last about 10 years but this could vary up or down. There are no designated funds. The unrestricted reserves were £225,979 and these can be used at the Trustees' entire discretion. As the reserves are all held in bank accounts, there would be no need to realise on tangible assets to release funds.

Icon retains reserves for four main reasons:

- 1 to cover financial risks to which the charity is exposed in the course of its business including income shortfall, cash flow volatility, unplanned expenditure and managed contraction;
- 2 to enable annual planning and budgeting with a degree of flexibility and contingency;
- 3 to finance future plans and provide capacity for planned growth in line with Icon's strategy and
- 4 to provide the ability to take advantage of change and opportunities, identified and agreed by senior management and trustees.

The trustees consider that in order to meet these needs, Icon should hold free reserves equivalent to no less than six months' unrestricted expenditure (approximately £388,000 at 31st March 2016 based on the 2016-17 budget).

The current level (£225,979 at 31st March 2016) is below the overall level set by trustees. Accordingly, Icon management and trustees will continue to monitor finances with the aim of achieving an unrestricted fund surplus of between £10,000 and £20,000 being generated in each financial year until the six-months' target has been met.

The Board of Trustees will review this policy annually. Any substantial call on, or contribution to, reserves will be reported to Trustees.

Investment Policy

The Trustees consider that it is appropriate that the majority of the funds are invested in interest earning reserve accounts and that no funds are invested in either equities or bonds.

INSTITUTE OF CONSERVATION

REPORT OF THE BOARD OF TRUSTEES (CONTINUED)

for the year ended 31st March 2016

Principal risks and uncertainties

Icon has a formal risk management process through which the major risks to which the organisation may be exposed and has ranked these by likelihood and impact, culminating in a risk control document which is updated on a regular basis (risk register). All significant risks, together with current mitigation actions, are reviewed regularly throughout the year by the Trustees. The Trustees are satisfied that systems have been developed and are in place to mitigate identified risks to an acceptable level.

The principal risks and uncertainties identified by the charity are as follows:

Risk identified	Action taken to mitigate the risk
Loss of key personnel, members of the Senior Management Team	SMT work flexibly as a team and substitute for Chief Executive. Trustees are well briefed on major projects, documentation is made available, and Trustees understand that they may be called upon to help.
Icon IT infrastructure fails or is not fit for purpose.	Ensure delivery models are fit for purpose and contracts are managed. Off-site electronic data back-up systems reviewed and updated regularly.
Icon loses touch or communicates poorly with its stakeholders.	Trustees' and CEO's decision making process includes regularly reviewing the external environment and perceptions of members, funders, stakeholders and general public, and evaluation of the potential impact on the organisation. Draft and implement a communications strategy for every major project/activity.
Governance structure and skills are not in place for effective decision making and accountability.	Governance review is underway. Ongoing recruitment and training for Trustees in place.

Key Management Personnel Remuneration

The pay of all staff is reviewed annually according to Icon's Pay Policy to determine cost of living adjustments and whether any individual increases are warranted. In view of the nature of the charity, the Trustees benchmark from time to time against pay levels in other similar organisations. The remuneration bench-mark is the median of the range paid for similar roles in similar organisations.

Key management personnel is the Senior Management Team (Chief Executive, Membership Manager, Business Manager and Head of Professional Development). Key management personnel remuneration for 2015-16 totalled £145,625 (2015: £140,735).

INSTITUTE OF CONSERVATION

REPORT OF THE BOARD OF TRUSTEES (CONTINUED)

for the year ended 31st March 2016

Statement of Trustees' Responsibilities

Company Law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the Institute at the end of the financial year and its surplus and deficit for the financial year.

In doing so, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the principles and methods of the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the basis of a going concern unless it is inappropriate to presume that the company will continue in business

The Trustees are responsible for maintaining adequate accounting records which disclose with reasonable accuracy at any time the financial position of the company and 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.

Financial statements are published on the charity's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the charity's website is the responsibility of the Trustees. The Trustees' responsibility also extends to the ongoing integrity of the financial statements contained therein.

Each of the Trustees at the date of approval of this report confirms that:

- 1) so far as the Trustee is aware, there is no relevant audit information of which the company's auditors are unaware; and
- 2) the Trustee has taken all the steps that s/he ought to have taken as a Trustee to make herself/himself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

This confirmation is given and should be interpreted in accordance with the Companies Act 2006.

Auditors

A competitive tender was run as a result of which haysmacintyre have been appointed to audit the 2015-2016 accounts in succession to Mazars LLP. A resolution to appoint auditors to the Company and to authorise the Directors to fix their remuneration will be proposed at the Annual General Meeting.

This report was approved by the Board of Trustees on 22nd September 2016 and signed on their behalf.

.....
Siobhan Stevenson, Chair

INSTITUTE OF CONSERVATION

INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES AND MEMBERS OF INSTITUTE OF CONSERVATION

We have audited the financial statements of The Institute of Conservation for the year ended 31 March 2016 which comprise the Statement of Financial Activities, the Statement of Financial Activities, the Balance Sheets, the Cash Flow Statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Trustees' Responsibilities Statement set out on page 20, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed auditor under the Companies Act 2006 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's website at www.frc.org.uk/auditscopeukprivate.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2016 and of the net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

INSTITUTE OF CONSERVATION

INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES AND MEMBERS OF INSTITUTE OF CONSERVATION (CONTINUED)

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charity Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- the charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.
- the trustees were not entitled to [prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report incorporating the Strategic Report.

**Kathryn Burton (Senior statutory auditor)
for and on behalf of haysmacintyre, Statutory Auditor**

26 Red Lion Square
London
WC1R 4AG

Date

haysmacintyre is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

INSTITUTE OF CONSERVATION
STATEMENT OF FINANCIAL ACTIVITIES
(incorporating the income and expenditure account)
for the year ended 31st March 2016

	Note	Unrestricted Funds 2016 £	Restricted Funds 2016 £	Expendable Endowment 2016 £	Total Funds 2016 £	Total Funds 2015 £
Income from						
<i>Donations, Legacies & Grants</i>	2					
Donations & Grants		200	85,159	-	85,359	326,407
<i>Charitable Activities</i>						
Membership Subscriptions		302,840	-	-	302,840	264,410
Conference		65,717	-	-	65,717	33,334
Group Income		55,874	-	-	55,874	46,041
Fee Income		239,541	-	-	239,541	227,253
Publications Income		34,220	-	-	34,220	28,815
<i>Other Trading Activities</i>						
Advertising Income		44,033	-	-	44,033	40,950
Sponsorship		70,375	-	-	70,375	-
<i>Investments</i>						
Bank Interest		405	256	1,131	1,792	3,543
Other income		-	-	-	-	1,206
Total Income		813,205	85,415	1,131	899,751	971,959
<i>Expenditure on</i>						
<i>Charitable Activities</i>						
Public Access & Understanding		97,376	39,853	-	137,229	72,895
Advocacy		92,144	-	-	92,144	68,225
Professional Standards, Ethics, Training & Education		448,010	94,796	645	543,451	758,053
Membership Services		174,901	-	-	174,901	145,765
Total Expenditure	6	812,431	134,649	645	947,725	1,044,938
Net Income (expenditure)		774	(49,234)	486	(47,974)	(72,979)
Transfer of Funds		(278)	278	-	-	-
Net Movement in Funds	3	496	(48,956)	486	(47,974)	(72,979)
Brought Forward Funds at 1 April 2015		225,483	88,792	134,991	449,266	522,245
Carried Forward Funds at 31 March 2016		225,979	39,836	135,477	401,292	449,266

The notes on pages 24 – 36 form an integral part of these financial statements. All transactions are derived from continuing activities.

All recognised gains and losses are included in the Statement of Financial Activities.

Full comparative figures for the year ended 31 March 2015 are shown in note 14.

INSTITUTE OF CONSERVATION

Company Number: 05201058

BALANCE SHEET
as at 31st March 2016

	Note	2016 £	2015 £
FIXED ASSETS			
Tangible Assets	7		1,462
CURRENT ASSETS			
Debtors	8	182,498	233,041
Cash at Bank and in Hand		422,703	415,878
		605,201	648,919
CREDITORS - Amounts Falling Due Within One Year	9	(204,501)	(201,115)
NET CURRENT ASSETS		400,700	447,804
NET ASSETS	9	401,292	449,266
FUNDS			
Restricted Funds		39,836	88,792
Unrestricted Funds			
General Unrestricted Funds		225,979	225,483
Expendable Endowment		135,477	134,991
		361,456	360,474
	9	401,292	449,266

These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small entities.

These Financial Statements were approved by the Board of Trustees on 22nd September 2016 and signed on its behalf by:-

.....

Siobhan Stevenson, Chair

The notes on pages 24 – 36 form an integral part of these financial statements.

INSTITUTE OF CONSERVATION
STATEMENT OF CASH FLOWS
for the year ended 31st March 2016

	Note	2016		2015	
		£	£	£	£
Cash flows from operating activities:					
Net (expenditure) for the year		(47,974)		(72,979)	
Adjustments for:					
Depreciation charges	6	1,758		4,186	
Dividends & interest		(1,792)		(3,543)	
Loss on disposal of fixed assets		-		-	
(Increase)/Decrease in debtors	7	50,543		23,824	
Increase/(decrease) in creditors	8	3,386		48,562	
Net cash provided by operating activities:			5,921		50
Cash flows from investing activities:					
Purchase of tangible fixed assets		(888)		-	
Dividends & interest	9	1,792		3,543	
Net cash provided by (used in) investing activities:			904		3,543
Increase in cash and cash equivalents in the year			6,825		3,593
Net cash and cash equivalents at the start of the year			415,878		412,285
Net cash and cash equivalents at the end of the year			422,703		415,878

INSTITUTE OF CONSERVATION

NOTES TO THE FINANCIAL STATEMENTS

for the year ended 31st March 2016

1. ACCOUNTING POLICIES

a) Accounting Convention

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: 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 (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The Institute of Conservation meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

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 charity to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular the trustees have considered the charity's forecasts and projections and have taken account of pressures on donation and investment income. After making enquiries the trustees have concluded that there is a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The charity therefore continues to adopt the going concern basis in preparing its financial statements.

FRS 102 has been adopted for the first time when preparing these financial statements. The transition date to FRS 102 was 1 April 2014 and the last financial statements prepared under the previous financial reporting framework were prepared for the year ended 31 March 2015.

Adjustments have also been made in order to comply with the new SORP/ FRS 102 which have had no effect on total funds or the income and account but which have affected the presentation of certain items in the statement of on the balance sheet. The main items were:

- Governance costs are no longer presented as a separate category of expenditure in the Statement of Financial Activities as they are not regarded as part of support costs which are allocated to the cost of activities undertaken by the Charity.
- At the date of transition in applying the requirement to recognise liabilities arising from employee benefits, a liability was recognised for short-term compensated absence arising from employee entitlement of the parent charity to paid annual leave. The initial liability recognised at the date of transition was for the holiday entitlement carried forward and for the entitlement arising in the year which was due but not taken. The initial liability was for £3,926 (see note 13).

b) Fund Accounting

General unrestricted funds comprise surpluses and deficits and are available for use at the discretion of the Board of Trustees in furtherance of the Charity's general charitable objectives.

INSTITUTE OF CONSERVATION

NOTES TO THE FINANCIAL STATEMENTS (continued)

for the year ended 31st March 2016

1. ACCOUNTING POLICIES (CONTINUED)

b) Fund Accounting (continued)

Other unrestricted funds are amounts that have been put aside out of the general unrestricted funds at the discretion of the Trustees to fund specific projects for the future development of the Institute (note 9).

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes.

Expendable Endowment – following the receipt of the final balance of the Clare Hampson bequest the balance on the fund has been transferred into an Expendable Endowment fund where the income is restricted for use in the support of paper studies and where the capital is maintained to generate the income.

c) Income

Income represents amounts receivable (and known at the year end) by the charity during the year from all sources including subscriptions, grants, donations and investments. All incoming resources are included in the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Grant income and membership contributions are included as they are received except where they relate to future periods in which case they are deferred.

d) Expenditure

Expenditure is included in the Statement of Financial Activities on an accruals basis, inclusive of any VAT which cannot be recovered. Bursary payments are treated as fully expended when paid.

The costs of policy and advocacy, membership, conservation register, conservation awards, conference, HLF bursary scheme, professional development, publications, group activities and support costs comprise expenditure, including staff costs, which is directly attributable to these activities. Where costs, such as support and governance, cannot be directly attributed they have been allocated on the percentage of time spent on each charitable activity.

Support costs comprise all services supplied centrally, identifiable as wholly or mainly in support of direct charitable purposes and include an appropriate proportion of general overheads which cannot be allocated to specific activities.

Governance costs include these costs associated with meeting the constitutional and statutory requirement of the charity and include the audit fees.

e) Operating Leases

Rentals payable under operating leases are charged on a straight line basis over the terms of the leases.

INSTITUTE OF CONSERVATION

NOTES TO THE FINANCIAL STATEMENTS (continued)

for the year ended 31st March 2016

1. ACCOUNTING POLICIES (CONTINUED)

f) Depreciation

Depreciation is provided on all tangible fixed assets in order to write off their cost over their expected useful lives. The rates adopted are as follows:-

Leasehold improvements	minimum lease term
Computer Equipment & database	33.33% per annum straight line
Office Equipment	25% per annum straight line

Only fixed assets with a value in excess of £500 are capitalised. Assets purchased with a value below this are expensed in the year in which they occur.

g) Defined Contribution pension scheme

The amounts charged to the statement of financial activities are pension contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments in the balance sheet.

h) Defined Financial Instruments

Financial assets such as cash and debtors are measured at their present value of the amounts receivable, less an allowance for the expected level of doubtful receivables. Financial liabilities such as trade creditors, loans and finance leases are measured at the present value of the obligation.

i) Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

j) Judgements and key sources of estimation uncertainty

In the application of the company's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The most significant estimates and assumptions which affect the carrying amount of assets and liabilities in the accounts relate to:

- Useful Economic Lives - The annual depreciation charge for property, plant and equipment is sensitive to change in the estimated useful economic lives and residual value of assets. These are reassessed annually and amended where necessary to reflect current circumstances.

INSTITUTE OF CONSERVATION

NOTES TO THE FINANCIAL STATEMENTS (continued)

for the year ended 31st March 2016

1. ACCOUNTING POLICIES (CONTINUED)

k) Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

l) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

m) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2. DONATIONS, LEGACIES AND GRANTS

Voluntary income received in the year was as follows:

2016	Unrestricted £	Restricted £	2016 £
Grants			
Historic Scotland	-	3,000	3,000
Heritage Lottery Fund	-	45,419	45,419
Pilgrim Trust	-	15,000	15,000
The Clothworkers' Foundation	-	20,000	20,000
	-	83,419	83,419
Donations and legacies			
Sundry Donations	200	1,740	1,940
	200	85,159	85,359

INSTITUTE OF CONSERVATION

NOTES TO THE FINANCIAL STATEMENTS (continued)
for the year ended 31st March 2016

2015	Unrestricted £	Restricted £	2015 £
Grants			
Historic Scotland	-	2,500	2,500
Heritage Lottery Fund	-	301,937	301,937
Esmée Fairbairn Foundation	-	12,500	12,500
Japan Society		500	500
Daiwa Anglo JP		3,000	3,000
NADFAS	-	1,800	1,800
	-	322,237	322,237
Donations and legacies			
Sundry Donations	430	3,740	4,170
	430	325,977	326,407

3. NET MOVEMENT IN FUNDS

The Net Movement in Funds is stated after charging:-

	2016 £	2015 £
Auditors' Remuneration - current year (excluding VAT)	5,898	5,650
Depreciation	1,758	4,186
Operating Leases – rent	27,062	24,712

4. STAFF COSTS

	2016 £	2015 £
Staff Costs:		
Wages and Salaries	256,042	261,851
Social Security Costs	22,049	21,829
Pensions	10,543	9,986
	288,634	293,666

No employee received emoluments of more than £60,000 (2015: £60,000)

Administrative salaries have been directly allocated to projects on which time was spent.

A group stakeholder defined contribution pension plan for staff was set up with Cooperative Insurance Services in 2009. During the year payments totalling £6,062 (2015: £1,486) were accrued and are included within current liabilities at the year end.

Numbers of Employees at 31st March 2016: 9 (2015: 11).

The average number of employees during the year was: 6.9 (2015: 8).

INSTITUTE OF CONSERVATION

NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31st March 2016

The analysis of employees (full time equivalents) in the year was as follows:

	2016 Number	2015 Number
Public Access & Understanding	0.5	1.0
Advocacy	0.7	0.7
Professional Standards, Ethics, Training & Education	2.8	4.5
Membership Services	1.5	1.5
Support & Governance	1.4	0.3
	<u>6.9</u>	<u>8.0</u>

Key management personnel are the Senior Management Team (Membership Manager, Business Manager, Head of Professional Development and Chief Executive). The total employee benefits of the key management personnel for the year totalled £145,625 (2015: £140,735).

5. STAFF COSTS (continued)

None of the Board of Trustees received remuneration for their services as Trustees during the year (prior year £nil).

10 members (2015: 11) of the Board of Trustees received reimbursed expenses during the year. These were for travelling and amounted to £3,816 (2015: £5,970).

Icon pays the premium on an insurance policy covering trustees' liabilities.

INSTITUTE OF CONSERVATION

NOTES TO THE FINANCIAL STATEMENTS (continued)

for the year ended 31st March 2016

6. ANALYSIS OF RESOURCES EXPENDED

	Membership Services £	Professional Standards £	Advocacy £	Public Access & Under- standing £	2016 Total £	2015 Total £
Direct Costs						
Grants to beneficiaries	270	145,753	-	-	146,023	330,181
Staff costs (note 3)	51,511	108,059	33,443	27,751	220,764	227,723
Other staff / staff costs	15,767	87,602	5,121	12,959	121,449	139,745
Room hire	958	4,034	653	-	5,645	3,831
Subscriptions & publications	3,864	26,731	4,043	3,356	37,994	37,947
Website & IT direct	7,663	5,148	19,368	5,039	37,218	27,263
Assessors costs	-	11,757	-	-	11,757	16,393
Professional fees	-	7,421	1,153	-	8,574	6,896
AGM	732	-	-	-	732	1,203
Event costs	48,237	38,021	119	3,395	89,772	44,174
Publication costs	733	-	-	-	733	1,576
Prizes and awards	-	-	-	22,500	22,500	1,645
Trustees expenses	-	12	-	-	12	161
Other	5,052	20,489	2,127	41,304	68,972	18,283
	134,787	456,027	66,027	116,304	772,145	857,021
Support Costs						
Staff costs (note 3)	9,550	20,881	6,249	4,688	41,368	49,483
Staff related costs	1,110	2,452	721	590	4,873	5,517
Premises costs	7,114	15,722	4,625	3,779	31,240	28,105
Office running costs	4,273	9,443	2,778	2,270	18,764	20,664
Professional services	9,586	21,183	6,231	5,092	42,092	42,611
Governance Costs						
Staff costs (note 3)	4,669	10,318	3,035	2,480	20,502	15,220
Audit	1,343	2,968	873	714	5,898	4,865
Other	2,469	5,457	1,605	1,312	10,843	21,452
	40,114	88,424	26,117	20,925	175,580	187,917
Total Resources Expended	174,901	543,451	92,144	137,229	947,725	1,044,938

Costs which have been directly attributable to a particular activity have been fully allocated to that specific charitable activity.

Support costs have been allocated based on the percentage of staff time spent and calculating its direct staff cost. Support costs are then allocated in proportion to this direct cost.

INSTITUTE OF CONSERVATION

NOTES TO THE FINANCIAL STATEMENTS (continued)
for the year ended 31st March 2016

7. TANGIBLE FIXED ASSETS

	Leasehold Improvements	Computers and Database	Office Equipment	Total
	£	£	£	£
At 1 April 2015	3,938	26,471	9,157	39,566
Additions	-	888	-	888
Disposals	-	-	-	-
At 31 March 2016	3,938	27,359	9,157	40,454
Depreciation				
At 1 April 2015	3,938	25,009	9,157	38,104
Charge for Year	-	1,758	-	1,758
Disposals	-	-	-	-
At 31 March 2016	3,938	26,767	9,157	39,862
Net Book Value at 31 March 2016	-	592	-	592
Net Book Value at 31 March 2015	-	1,462	-	1,462

All assets are used for charitable purposes.

8. DEBTORS

	2016 £	2015 £
Amounts Falling Due Within One Year		
Trade & Other Debtors	123,862	59,616
Prepayments & accrued income	58,636	173,425
	182,498	233,041

INSTITUTE OF CONSERVATION

NOTES TO THE FINANCIAL STATEMENTS (continued)
for the year ended 31st March 2016

9. CREDITORS

	2016	2015
	£	£
Amounts Falling Due Within One Year		
Trade & Other Creditors	34,263	38,266
Accruals	29,386	22,816
Taxation & Social Security	5,873	4,983
VAT	9,105	6,296
Deferred Income	125,874	128,754
	204,501	201,115
	204,501	201,115

Deferred income relates to membership contributions received for future periods and other fees received in advance.

10. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted	Restricted	Expendable	Total
	£	£	Endowment	£
			£	
Fixed Assets	592	-	-	592
Debtors	182,498	-	-	182,498
Cash at Bank and in Hand	247,390	39,836	135,477	422,703
Current Liabilities	(204,501)	-	-	(204,501)
	225,979	39,836	135,477	401,292
	225,979	39,836	135,477	401,292

INSTITUTE OF CONSERVATION

NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31st March 2016

11. FUNDS

Current Period		At 1 April 2015 £	Incoming Resources £	Resources Expended £	Additional Allocated Costs £	Transfers £	At 31 March 2016 £
Restricted Funds:							
HLF Bursary Scheme	1	26,009	45,419	(60,704)	(10,724)	-	-
Chantry Library	2	39,319	256	(39,853)	-	278	-
Nigel Williams	3	18,164	1,740	(68)	-	-	19,836
Pilgrim Trust	4	-	15,000	(15,000)	-	-	-
Clothworkers	5	-	20,000	-	-	-	20,000
Other		5,300	3,000	(8,300)	-	-	-
Total Restricted Funds		88,792	85,415	(123,925)	(10,724)	278	39,836
Unrestricted Funds:							
General unrestricted funds		225,483	813,205	(823,155)	10,724	(278)	225,979
Expendable Endowment	6	134,991	1,131	(645)			135,477
		449,266	899,751	(947,725)	-	-	401,292

- (1) HLF Bursary Scheme: The Heritage Lottery Fund Bursary Scheme is an internship programme to address the shortage of conservation skills across the UK and increase the number of trained conservators and conservation scientists. The opening balance was negative in anticipation of income retained until the completion of the project and received in the current year. Transfers represent the support from core unrestricted funds because the scheme is not fully funded.
- (2) Chantry Library Fund: bequest for the purpose of funding a library for paper conservation and related activities. An allocation of funds from unrestricted funds has been made to represent those costs agreed to be covered from core funds. During the year the fund balance was transferred to the Oxford Conservation Consortium (Registered Charity Number 1158728) together with the collection of books in the library after taking legal advice to ensure this met the requirements of the Charities Acts. The Consortium intended to make the library accessible to the public during 2016.
- (3) Nigel Williams Fund: provides a prize awarded to an individual conservator by the Ceramics and Glass Group of Icon.
- (4) The Pilgrim Trust provided £15,000 of funding to the Icon Conservation Awards 2015. The funding was for prizes of £10,000 for The Pilgrim Trust Award for Conservation and £5,000 for The Pilgrim Trust Student of the Year Award. The latter is split between the student winner and their university.
- (5) The Clothworkers' Foundation gave £20,000 of funding for bursaries for Accredited Conservators and Associate Members on the Pathway to Accreditation to attend Icon's 2016 triennial conference 'Turn and Face the Change: Conservation in the 21st Century'. 63 bursaries were issued.

INSTITUTE OF CONSERVATION

NOTES TO THE FINANCIAL STATEMENTS (continued)

for the year ended 31st March 2016

- (6) Clare Hampson Fund: bequest set up with the intention of supporting studies in paper conservation.

Other transfers have been carried out to clear any overdrawn balances in restricted funds that are not just subject to timing differences.

10. SUBSIDIARY COMPANY

The subsidiary company Icon Business Services Limited transferred its trading activities to the Institute of Conservation (Icon) in 2009. The company has remained dormant and as such the results have not been consolidated into the accounts for Icon due to the insignificant impact. The debtors in Note 7 includes £- (2015: £400) owed by this company. 3 of the 4 shares in Icon Business Services Limited are held by the Institute of Conservation and the 4th by an individual.

11. OPERATING LEASE COMMITMENTS

The total amounts payable in respect of operating leases are shown below:

	2016	2015
	£	£
Property leases payments due		
Within one year	23,406	27,066
Within two years	23,406	4,509
	<hr/>	<hr/>
	46,812	31,575
	<hr/> <hr/>	<hr/> <hr/>

12. RELATED PARTY TRANSACTIONS

Megan de Silva serves on the Committee for Wales of the Heritage Lottery Fund. Icon is contracted under its Icon Interns' Scheme with a number of organisations on an arm's length basis to provide internships, including their recruitment and support. These organisations include the following where Trustees of Icon during 2015--2016 held management positions: Ylva Dahnsjo, Head of Collections Conservation Services, National Trust for Scotland and Adam Webster, Chief Conservator, Art and Natural Sciences, National Museum Wales

INSTITUTE OF CONSERVATION

NOTES TO THE FINANCIAL STATEMENTS (continued) for the year ended 31st March 2016

13. Impact of transition to FRS 102 and SORP 2015

Reserves position	2015	2014
	£	£
Funds previously reported	455,266	526,171
Adjustments on transition		
Holiday pay provision	(6,000)	(3,926)
Funds restated on transition	<u>449,266</u>	<u>522,245</u>
Impact on income and expenditure	£	
Net income / (expenditure) as previously reported	(70,905)	
Adjustments on transition		
Holiday pay provision	(7,638)	
Net income / (expenditure) as restated	<u>68,831</u>	

INSTITUTE OF CONSERVATION

NOTES TO THE FINANCIAL STATEMENTS (continued)
for the year ended 31st March 2016

14. Prior Year Statement of Financial Activities

	Note	Unrestricted Funds 2015 £	Restricted Funds 2015 £	Expendable Endowment 2015 £	Total Funds 2015 £
Income from					
<i>Donations & Legacies</i>					
Donations		430	325,977	-	326,407
<i>Charitable Activities</i>					
Membership Subscriptions		264,410	-	-	264,410
Conference		33,334	-	-	33,334
Group Income		46,041	-	-	46,041
Fee Income		227,253	-	-	227,253
Publications Income		28,815	-	-	28,815
<i>Other Trading Activities</i>					
Advertising Income		40,950	-	-	40,950
Sponsorship		-	-	-	-
<i>Investments</i>					
Bank Interest		2,238	315	990	3,543
Other income		<u>1,206</u>	<u>-</u>	<u>-</u>	<u>1,206</u>
Total Income		<u>644,677</u>	<u>326,292</u>	<u>990</u>	<u>971,959</u>
<i>Expenditure on</i>					
<i>Charitable Activities</i>					
Public Access & Understanding		67,306	5,589	-	72,895
Advocacy		61,975	6,250	-	68,225
Professional Standards, Ethics, Training & Education		412,817	345,236	-	758,053
Membership Services		<u>145,765</u>	<u>-</u>	<u>-</u>	<u>145,765</u>
Total Expenditure	5	<u>687,863</u>	<u>357,075</u>	<u>-</u>	<u>1,044,938</u>
Net Income (expenditure)		(43,186)	(30,783)	990	(72,979)
Transfer of Funds		<u>2,000</u>	<u>-</u>	<u>(2,000)</u>	<u>-</u>
Net Movement in Funds		(41,186)	(30,783)	(1,010)	(72,979)
Brought Forward Funds at 1 April 2014		266,669	119,575	136,001	522,245
Carried Forward Funds at 31 March 2015		<u>225,483</u>	<u>88,792</u>	<u>134,991</u>	<u>449,266</u>