ICOM international council of museums Italia

Regione Lombardia

Works on the move

Strategies, practices, and responsibilities in museum collection mobility

Two sessions

19 and 26 November 2026

10:00 > 13:00

Webinar via Zoom



In collaboration with

The British Museum

ICOM EXHIBITIONS international committee for exhibitions

ICOM international council of museums Italia

Regione Lombardia

Works on the move
Strategies, practices, and responsibilities in museum collection mobility

The two webinars proposed for autumn 2026 address the theme of the mobility of works of art and museum collections, structuring the discussion around two key aspects: the institutional decision to grant a loan and the operational management of its transport.

Today, the circulation of collections is a fundamental aspect of museum life, as it supports research activities, enhances opportunities for promotion and fosters cooperation between institutions. At the same time, every transfer requires a balance to be struck between the need for public access and the priority of safeguarding the artefact. Lending a work of art involves a complex series of assessments, ranging from conservation checks and regulatory compliance to logistical sustainability and risk management.

This series of meetings aims to analyse the various professional roles and responsibilities involved throughout all stages of the process, through two dedicated sessions.

Through discussions between university lecturers, representatives from the Ministry of Culture, conservators, registrars and logistics experts, the initiative aims to provide a clear and up-to-date overview, equipping professionals with tools and best practices for the day-to-day management of cultural heritage.

REGISTER NOW

In collaboration with The British Museum

M EXHIBITIONS ICOM international committee for exhibitions

Works on the move
Strategies, practices, and responsibilities in museum collection mobility

First webinar: Thursday, 19 november 2026
10:00 – 13:10, Online via Zoom with Italian/English interpreting

The first session will address the regulatory, ethical and decision-making framework of loans. It will examine the impact of recent legislative updates and the procedures adopted by leading museums – both Italian and international – to define eligibility criteria, workflows and any restrictions on the removal of artefacts.

Programme

10:00 > 10:20
Official Welcome
Lombardy Region

10:20 > 10:40
Introduction to the proceedings
Valeria **Arrabito**, ICOM Italy

10:40 > 11:10
Temporary export of cultural heritage: regulatory framework, procedures, and responsibilities in light of recent reforms
Valeria **Guerrisi**, Italian Ministry of Culture
This presentation will provide an up-to-date overview of the procedures and responsibilities relating to the loan and temporary movement of cultural property, with particular attention to the recent amendments introduced by Law No. 40 of 17 March 2026 and the prospects for simplifying the system.

11:10 > 11:40
Criteria and processes for assessing loans: between practice and immutability
Roberta **Accordino**, Director, ArtQuality San Paolo Brazil
Analysis of internal museum workflows for processing loan requests. Definition of the professional roles involved, minimum security requirements and accessibility of exhibition venues, and a discussion on the concept of immovable or high-risk works.

11:40 > 12:10
Lending artworks from the perspective of Accademia Carrara
Chiara **Valagussa**, Registrar at Accademia Carrara Foundation
Accademia Carrara Foundation's loan management model between the public and private spheres: internal policies, decision-making procedures, operational sustainability, and institutional synergies at both national and international levels.

12:10 > 12:20
Introduction to ICOM Exhibitions: Initiatives and International Cooperation
Jole **Martinenghi**, Board Member of ICOM Exhibitions
A brief institutional overview of ICOM Exhibitions, highlighting its key initiatives, global network, and role in supporting international exhibition exchange and collaboration among museum professionals worldwide.

12:20 > 13:00
Lending at scale: balancing demand, resources and partnerships at the British Museum
David **Packer**, Head of Collection Management, British Museum, ICOM UK e Clementine **Loustric**, International Engagement Manager, British Museum
This joint session explores how a major international museum balances demand for loans with capacity and partnership. David Packer will outline how loans are managed and reviewed fairly and sustainably. Clementine Loustric will discuss the Museum's touring exhibitions programme, negotiation with partner museums and the role of commercial loans, showing how access, collection care and resources are kept in balance.

13:00 > 13:10
Discussion and conclusion

Works on the move
Strategies, practices, and responsibilities in museum collection mobility

Second webinar: Thursday, 26 november 2026
10:00 – 13:00, Online via Zoom

The second session will focus on the operational and scientific aspects of the transfer. Starting with the strategic value of mobility in exhibition policies, the webinar will examine the registrar's coordination role, specialised packaging and shipping solutions, and the monitoring of physical and microclimatic stresses required for preventive conservation during transit.

Programme

10:00 > 10:10
Official Welcome
Lombardy Region

10:10 > 11:10
Memory on the move: collection mobility as a driver of enhancement, cooperation, research, and museographical innovation
Aldo R.D. **Accardi**, Associate Professor at San Raffaele University, Rome
A reflection on the mobility of collections and its impact on the social and scientific role of the modern museum. The presentation explores how spatial design and conscious museographical display can broaden heritage accessibility, transforming the museum from a simple custodian into an active node within a global network of knowledge.

11:10 > 11:40
Co-ordinating loan operations: the role of the Registrar.
Daniela **Sogliani**, Vice President of Registrarte
How is a move organised in practice? The role of the Registrar in coordinating the various organisational and operational stages of the move, liaising between the museum, lenders, transporters and other professionals involved.

11:40 > 12:10
Integrated logistics and security: specialised packaging, handling and risk management
Antonio **Addari**, Arterìa srl – Fine Art Logistics
The technical aspects that make the journey of a work of art possible: packaging design, handling, transport conditions, management of critical issues and risk assessment along the route. Arterìa's experience.

12:10 > 12:40
From transport risks to conservation protocols: case studies from the Opificio delle Pietre Dure
Shirin **Afra**, Conservator of the Opificio delle Pietre Dure
Scientific monitoring and preventive conservation applied to transport: the effects of vibrations, mechanical shocks and microclimatic variations on works of art in transit; advanced strategies for risk mitigation.

12:40 > 13:00
Discussion and conclusion