

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

England & Wales · Charity number 1175994

Details

Other names INTO

Status Registered

Legal form CIO

Registered 2017-11-29

Register [View on the Charity Commission register](#)

Contact

Address Savoy Hill House
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Activities

Objects: TO PROMOTE THE CONSERVATION AND ENHANCEMENT OF THE NATURAL AND CULTURAL HERITAGE OF ALL NATIONS FOR THE BENEFIT OF THE PEOPLE OF THE WORLD.

Activities: The object of the Charity is to promote the conservation and enhancement of the natural and cultural heritage of all nations for the benefit of the people of the world, and in particular fostering international co-operation and co-ordination between National Trusts for conservation and heritage and similar organisations.

Classification

- **How:** Makes Grants To Organisations, Provides Services, Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body
- **What:** Education/training, Arts/culture/heritage/science, Environment/conservation/heritage, Economic/community Development/employment, Human Rights/religious Or Racial Harmony/equality Or Diversity, Other Charitable Purposes
- **Who:** Other Charities Or Voluntary Bodies, The General Public/mankind

Geography

- Anguilla
- Australia
- Austria
- Barbados
- Belgium
- Bermuda
- Bolivia
- British Virgin Islands
- Burma
- Canada
- Cayman Islands
- China
- Czech Republic
- Ethiopia
- Falkland Islands
- Fiji
- France
- Georgia
- Germany
- Gibraltar
- Grenada
- Guernsey
- Haiti
- India
- Indonesia
- Ireland
- Isle Of Man
- Italy
- Jamaica
- Japan
- Jersey
- Jordan
- Malaysia
- Malta

- Montserrat
- Netherlands
- New Zealand
- Northern Ireland
- Puerto Rico
- Romania
- Russia
- Saint Helena
- Scotland
- Sierra Leone
- Sint Eustatius
- Slovakia
- South Africa
- South Korea
- Spain
- Sri Lanka
- St Kitts And Nevis
- St Lucia
- Taiwan
- Tanzania
- Thailand
- Trinidad And Tobago
- Uganda
- United States
- Zimbabwe
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£1,121,599	£1,259,165	£280,746	0
2023-12-31	£1,182,849	£1,094,308	£418,312	0
2022-12-31	£420,958	£327,784	-	-
2021-12-31	£379,557	£343,401	-	-
2020-12-31	£292,068	£238,255	-	-

Trustees

Name	Role	Appointed
Barbra Babweteera Mutambi		2021-04-22
Catherine Childs		2021-04-22
HRH Princess Dana Firas		2024-12-03
John Orna-Ornstein		2021-04-22
Julian Alexander Abrams Menko		2024-12-03
Kanitha Kasina-Ubol		2022-10-06
MARTIN GALEA		2017-09-11
Muyinat Kofoworola Adeleke		2021-04-22
Omar Eaton-Martinez		2024-12-03
Patricia Ellen Kell		2024-12-03

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

England & Wales - Charity number 1175994

Accounts

Charity registration number 1175994 (England and Wales)

INTERNATIONAL NATIONAL TRUSTS ORGANISATION
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees

Ms Muyinat Kofoworola Adeleke
Ms Barbra Babweteera Mutambi
Ms Catherine Childs
Mr Julian Donaldson (Appointed 3 December 2024)
Mr Omar Eaton-Martinez (Appointed 3 December 2024)
HRH Princess Dana Firas (Chair) (Appointed 3 December 2024)
Mr Martin Galea (Vice-Chair)
Mr Muhammad Fauzy Bin Mohamed Ismail (Appointed 3 December 2024)
Ms Kanitha Kasina-Ubol
Dr Patricia Kell (Appointed 3 December 2024)
Mr Julian Menko (Appointed 3 December 2024)
Mr John Orna-Ornstein

Charity number (England and Wales) 1175994

Auditor

Haines Watts Swindon Limited
Old Station House
Station Approach
Swindon
Wiltshire, UK
SN1 3DU

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

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INTERNATIONAL NATIONAL TRUSTS ORGANISATION

CHAIR AND SECRETARY-GENERAL'S REPORT

FOR THE YEAR ENDED 31 DECEMBER 2024

REPORT FROM THE CHAIR

2024 was my last year as Chair of INTO and I have loved every minute of it. It's been a joy to see the organisation grow in capability and confidence over the past ten years. I've also relished experiencing the positive impact of INTO on the dedicated and passionate efforts of our members worldwide.

I am enormously proud of the strides forward we have made on the themes I set out back in 2015. We set out to provide more expert support and encouragement by sharing best practice and capacity building so that INTO members grow in size and effectiveness. Our amazing programmes and projects deliver this in spades. We wanted to expand our own reach, and I was thrilled we recruited our 100th member in 2024. Lastly, we sought to speak out more loudly on matters of common concern, which we have also achieved through our effective and visible campaigns.

Whilst I am sad to leave, I am honoured to hand over to HRH Princess Dana Firas of Jordan. Princess Dana has a deep commitment to global heritage and the INTO movement. She will be a brilliant Chair and INTO will continue to flourish under her leadership.

Dame Fiona Reynolds DBE, INTO Chair

MESSAGE FROM THE SECRETARY-GENERAL

We live in uncertain times. The world faces significant challenges and many of us feel apprehensive about the future. As we look back at 2024, it feels more important than ever to come together as a global community.

Here at INTO, we have found strength, hope and resilience in our unity. And despite the unpredictability, 2024 has been another rewarding year for the national trust movement. We have continued to work together to deliver meaningful membership services and projects, creating an ecosystem of international connections.

Our strategy is built around four main pillars: Family, Growth, Voice and Strength. Family is about fostering international connections and collaboration. Growth focuses on expanding international heritage conservation efforts and nurturing young leaders. Voice means advocating for global issues and highlighting how heritage can help address problems like climate change. Strength is about ensuring financial sustainability and demonstrating best practice.

At the heart of all this activity is our vision of a global movement of people who care about nature and culture and are inspired to celebrate and protect it.

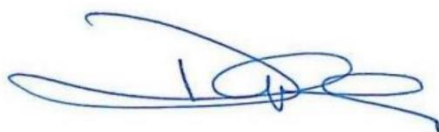
2024 has seen us make remarkable progress against our strategy. There is an energy and confidence about INTO and our members which is exciting and is propelling us to great success – in project delivery, amplifying member benefits, in funder relationships and more. We are both very proud of our Secretariat team, who bring this energy every day and who believe passionately in the cause INTO represents.

We are delighted to present this report on our activities in 2024. Not only have we made great headway in our programmes and projects, but we have also scrutinised what we do, how we do it and how we can consolidate and grow. We are hugely grateful to everyone who has played their part in our collective achievements: our members, volunteers, funders, donors and partners.

Catherine Leonard, INTO Secretary General



Fiona Reynolds
Chair of INTO – Outgoing



HRH Princess Dana Firas
Chair of INTO - Incoming



Catherine Leonard
INTO Secretary-General

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 DECEMBER 2024

The trustees present their annual report and financial statements for the year ended 31 December 2024.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Charities Act 2011, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Charities SORP "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)".

In 2024, we have harnessed our energy, knowledge and extensive network to amplify the positive effects of our work. Through careful planning, efficient use of resources and thoughtful curation of groups, we have exceeded our expectations and garnered impactful learnings from all our programmes and projects.

This annual report highlights our key accomplishments and the impact of our work across our four main themes: Family, Growth, Voice and Strength.

Objectives and activities

INTO brings the global National Trust family together, creating a movement of people who care about nature and heritage and are inspired to celebrate and protect it.

At the heart of everything we do is exchanging expertise, promoting best practice and supporting collaboration, to increase global capacity for heritage protection.

We use our shared knowledge to support new trusts to grow and lend our voice to key discussions in the heritage sector.

"The object of the Charity is to promote the conservation and enhancement of the natural and cultural heritage of all nations for the benefit of the people of the world and in particular but without limitation:

- (1) to foster international co-operation and co-ordination between National Trusts for conservation and heritage and similar organisations;
- (2) to increase and enhance the capacity of such conservation and heritage organisations;
- (3) to encourage the establishment, where they do not presently exist, and development of such conservation and heritage organisations; and
- (4) to formulate and promote conservation best practices;
- (5) to pursue advocacy in the interest of conservation of natural and cultural heritage."

– *INTO Constitution, Clause 3*

Public benefit

The object of the Charity is to promote the conservation and enhancement of the natural and cultural heritage of all nations for the benefit of the people of the world. In shaping our objectives and planning our activities for the year, the Trustees have considered the Charity Commission's guidance on public benefit.

Our definition of heritage is very broad and it can cover everything from land and biodiversity to buildings and landscapes, collections and intangible things like language and traditional practices. In fact, what makes something part of our heritage is not whether it is a building or a landscape, but the value we place on it.

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

Family: Delivering services and making connections

INTO is an ecosystem of international connections. We deliver programmes, projects and activities that help build sustainable, confident and empowered organisations around the world. This year, we have seen significant progress in our efforts to foster collaboration and share knowledge among our members.

One of our major initiatives, TAP INTO, awarded grants involving 15 different INTO members. These exchanges included projects from St Kitts and Nevis to Malta; Mexico to the Netherlands, highlighting the global reach of our network.

We continued our highly successful working group offer, which includes RISE (Reimagining International Sites of Enslavement) and the Membership Directors, adding a new group of Conservation Officers to the schedule in 2024.

Partnerships have been instrumental in driving our mission forward. Working with the British Council's Cultural Protection Fund on the Facing Change conference and planning staff exchange projects with the National Trusts of Georgia and Fiji, are prime examples of how we are creating opportunities for collaboration and growth.

We also celebrated significant milestones, such as the successful mid-term conference of the Withstanding Change project in Cairo and the re-release of the INTO Places promotional video on World Heritage Day. These events not only showcased our achievements but also provided platforms for our members to engage and share their experiences.

Outcome: INTO members are connected, learning and sharing with one another.

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

Growth: Increasing global capacity for heritage conservation

We are committed to growing global capacity for heritage conservation through skills development, helping establish new heritage trusts in countries where they do not currently exist and nurturing emerging leaders for nature and heritage. This year, we have made advances in all these areas.

Our Heritage Leaders programme has been a cornerstone of this growth strategy. We recruited the first cohort in 2024 and saw significant interest, with 55 Heritage Leaders participating. This programme is designed to develop the next generation of conservation leaders and provide them with the skills and knowledge needed to make a lasting impact. In November we launched a recruitment campaign for the 2025 cohort. We welcomed four new members to the INTO family in 2024, Fortidsminneforeningen – the oldest organisation in the INTO movement, established in 1844 in Norway – the Heritage Conservation Society from the Philippines, the Maldives Heritage Society and the African Conservation Trust. These new members bring diverse perspectives and expertise, enriching our network and expanding our reach.

The enrolment of our 100th member was a landmark achievement for INTO in 2024. This milestone underscores the growing recognition of our work worldwide and strengthens our collective ability to share knowledge, resources and best practices across borders.

Our efforts to support emerging heritage organisations have also been fruitful. This year the idea of a National Trust for Portugal really started coming to life thanks to a group of visionary and determined leaders. Over the past two and a half years, we have worked with them to examine different approaches from across the INTO network. This included trips to the UK and Italy, as well as meetings in Portugal, all with the generous support of the Helen Hamlyn Trust.

In November 2024, Portuguese colleagues gathered in Mateus to discuss the future of the country's rich cultural heritage. We were delighted to contribute to the discussions with insights from INTO members – the National Trust, Kulturerbe Bayern and FAI – Fondo Ambiente Italiano. The event underscored the importance of good governance, community engagement and diverse funding models. Hosted by the Fundação da Casa de Mateus and Santar Vila Jardim, these two days together successfully built consensus around the idea of a National Trust for Portugal, setting the stage for future developments. We look forward to continuing this collaborative work in 2025.

INTO also hosted a residential programme for a team from the Czech National Trust (CNT) in London. The aim was to learn more about membership, volunteering and community engagement, whilst exploring innovative methods of income generation and different business models. It was also an occasion to celebrate the accomplishments of the CNT which has over the past decade achieved remarkable success in preserving Czech cultural heritage. We were delighted to chair a panel discussion at the Czech Embassy focusing on Heritage! Stories of Revival and Resilience as a public engagement element of the study visit.

We continue to work with parliamentarians and high-level stakeholders to create a more favourable operating environment for heritage protection. INTO's advice has also been sought by government bodies in France, Guyana, Kuwait, Saudi Arabia and Sweden on the National Trust model and approach. These activities are part of our broader strategy to nurture and support new and developing heritage and around the world.

Another highlight of our growth initiatives has been the INTO Incubator programme. This immersive learning experience supports heritage organisations seeking to make strategic change by adapting successful trust models to their own contexts. In May 2024, we hosted the Islands Incubator in southwest England, focusing on islands and coastal environments and balancing the needs of visitation, member experience and conservation for biodiversity. Participants engaged in intensive workshops, discussions and strategic planning, gaining valuable insights into growing successful trusts. Thanks to the Helen Hamlyn Trust, we awarded £34,000 grants for TAP INTO projects and the Islands Incubator in 2024.

Outcome: Our Trusts – big and small, old and young – grow stronger and flourish.

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

Voice: INTO as a global thought leader and building the brand

INTO speaks out with authority and purpose on global conservation issues critical to our membership. This year, we have continued to position ourselves as a global thought-leader, drawing on the wisdom of the INTO family to crowdsource solutions to shared challenges. The Withstanding Change project has provided numerous stories and guidance to share, raising INTO's profile among prospective members, partner organisations, supporters, funders and opinion formers.

A new National Trust podcast featuring the twinning relationship between Cairo and Blickling Estate for the Withstanding Change project, received the second-highest listener numbers of the year, reaching an audience of approximately 11,000 in the first month of release. A second podcast recorded in 2024 will be aired in February 2025, focusing on the twinning between Tsegereda Garden in Addis Ababa and the national rose collection at Mottisfont Abbey in England. We were delighted that the National Trust featured the project in their member magazine, circulated to 2.6 million member households, which is a real success story for the team.

A highlight of the year was commissioning a new short film to tell the story of INTO – who we are and what we do. We grasped the opportunity to film 10 of our member organisations while they were taking part in the Islands Incubator. The film was launched on our channels and shown in the Blue Zone at COP29 in November, as well as showcased at the Facing Change conference. We are very grateful to the Helen Hamlyn Trust for supporting this film commission.

Participation in COP28 at the end of 2023 and COP29 this year in Baku was a high point of our advocacy efforts. We successfully hosted side events and exhibits in collaboration with the British Council and other partners, showcasing the work of our members and advocating for the importance of heritage conservation in addressing global challenges.

This year, HRH Princess Dana Firas of the Petra National Trust and youth climate advocate Noelle Young of the Bermuda National Trust represented INTO at various events and opportunities, building on the excellent progress made in Dubai.

INTO's membership includes many islands, both big and small, and they have a key role to play protecting natural and cultural heritage worldwide. We were therefore very happy to collaborate with SMILO (Small Islands Organisation) this year through their conference in Marseille. Attended by representatives of the National Trust, National Trust for Scotland and Conservatoire du Littoral, we also enabled INTO members to feed thoughts into a common position on Marine Protected Areas (MPAs), building on the outcomes of the Islands Incubator.

Outcome: There are more favourable external conditions for heritage trusts to thrive in.

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

Strength: Creating a strong organisation

We are growing financial sustainability for INTO and creating projects that build capacity within our member organisations. We have made significant strides in strengthening our organisation and ensuring long-term sustainability. This year has focussed heavily on project delivery, but we have also had fundraising success including a UKRI grant to fund a research project we will deliver in partnership with the University of Bristol. The project 'Plants, Enslavement and Public History: Re-imagining green spaces as places of heritage and healing' will enable us to host a senior researcher who will lead on management of the RISE programme over the next three years.

We will also disburse a series of grants to members in the Caribbean and Africa, enabling them to test hypotheses on how to interpret histories of slavery in outdoor spaces. We also secured an additional £114,000 for the Withstanding Change project, demonstrating our ability to attract funding for critical initiatives. We are grateful for a grant from the Great Britain Sasakawa Foundation who supported a visit to Japan in 2024 (funds received in 2023). Delivered in partnership with the National Trust and INTO's Japanese members, the Amenity 2000 Association and the Cultural Heritage Trust Research Association, the aim of the project was threefold. Firstly, to connect with the heritage and nature conservation sector in Japan. Secondly, to deepen understanding of the cultural phenomenon of Hanami, which has inspired Blossom, the National Trust's largest annual public engagement campaign. And thirdly, to scope out opportunities for future collaboration and projects together, which we hope will blossom in coming years.

At INTO we are passionate believers in the power of international collaboration. We've seen the impact we can have, using our global network to share knowledge and deliver projects which will protect built and natural heritage for generations to come. Even the smallest injection of funds, expertise and advocacy can have a huge impact.

We are thankful therefore to Joannah Bodden Small whose company Caraleya is making regular quarterly donations to INTO in support of our staff exchange and capacity building. Helping to connect the National Trust for the Fiji Islands with the National Trust via a small grant for knowledge sharing, resulted in the creation of a new film. This will enable the Trust in Fiji to communicate and celebrate the importance of caring for veteran trees, as well as indigenous ways of relating to trees that are slowly fading from view there and around the world. Caraleya supported the St Helena National Trust in their exchange programme to learn more about management of coastal sites for nature and tourism. They have also adopted Leya, a Blue Iguana, and support the work of the Blue Iguana Conservation Programme and the National Trust for the Cayman Islands. Our thanks also go to Trevor and Sandie Johnson who have made generous gifts to INTO since 2019. We are deeply grateful for your continued support and engagement.

Governance and strategy have been key focus areas in 2024. We inducted four co-opted Trustees and evolved our governance arrangements leading up to the INTO Congress in Amman. Our 2023 Accounts and Audit were completed, and we have recruited our RISE researcher who begins work in March 2025. Together with the INTO Board, we have refreshed our strategy and vision with three overarching themes. The first part of our 2030 Strategy is amplifying youth voices. By rejuvenating our network, governance and programming, we will increase intergenerational exchange, creating more opportunities and engagement. In addition, INTO seeks to increase equality, diversity and inclusion (EDI) across all our work. And the third component is a pledge to do all we can to inspire people to take action against climate change, invigorate nature recovery and build community. At an operational level, our new approach to project planning, new risk register and new bookkeeping service are increasing efficiency and confidence.

We said farewell to our wonderful Chair, Dame Fiona Reynolds, at the end of 2024. Fiona has been part of the National Trust movement for forty years, notably as Director General from 2001. She supported INTO from the start, speaking at our launch in 2007 and at events in Canada, Dublin and Gelderland. In 2015, she became our Chair and has led us with great skill, warmth and dedication ever since. Fiona inspired us to speak out more boldly, launching the World Heritage Day Lecture and encouraging us to produce impactful reports and resources. INTO has thrived under her leadership, and we're deeply grateful. She will continue as an INTO Ambassador.

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

While in Jordan, we also thanked Irena Edwards and Natalie Bull for their outstanding service on the INTO Board. Natalie joined the National Trust for Canada 18 years ago and attended her first INTO Conference in her first week. She's been instrumental in initiatives like INTO Places and Heritage Leaders, and a consistently strong Trustee. Irena Edwards, founder of the Czech National Trust, brought her legal expertise to help shape our constitution in 2017. Based in London, she's been a regular presence at INTO events, and we've enjoyed a close and ongoing partnership with the Czech National Trust.

At the same time, we were excited to welcome new Trustees: Julian Donaldson, Omar Eaton-Martinez, Fauzy Ismail, Julian Menko and Patricia Kell. And a new Chair, HRH Princess Dana Firas of Jordan. HRH Princess Dana Firas is a global advocate for heritage protection and preservation. We first got to know her when she spoke at INTO Bermuda in 2019 and she had been a staunch supporter of INTO ever since, regularly speaking on our behalf and becoming an INTO Ambassador in 2021.

We have also been proactive in building relationships with donors and partners. Our engagement with the Helen Hamlyn Trust, Cultural Protection Fund and 1772 Foundation has been instrumental in securing funding and support for our projects. INTO was also shortlisted for the International Association of the Year Award at the Associations World Congress in Graz this year.

Outcome: INTO itself is relevant, ambitious, resilient, united and financially sustainable.

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

Structure, governance and management

INTO is registered and regulated under UK law as a Charitable Incorporated Organisation Number 1175994. It is governed by its CIO Constitution and By-laws. It was registered with the Charity Commission (England and Wales) on 29 November 2017. These documents are available on the INTO website. INTO is governed by an international board which met virtually throughout 2024 and in person at the Facing Change conference.

The trustees who served during the year and up to the date of signature of the financial statements were:

Ms Muyinat Kofoworola Adeleke	
Ms Barbra Babweteera Mutambi	
Ms Natalie Bull	(Resigned 3 December 2024)
Ms Catherine Childs	
Mr Julian Donaldson	(Appointed 3 December 2024)
Mr Omar Eaton-Martinez	(Appointed 3 December 2024)
Dr Irena Edwards	(Resigned 3 December 2024)
HRH Princess Dana Firas (Chair)	(Appointed 3 December 2024)
Mr Martin Galea (Vice-Chair)	
Mr Muhammad Fauzy Bin Mohamed Ismail	(Appointed 3 December 2024)
Ms Kanitha Kasina-Ubol	
Dr Patricia Kell	(Appointed 3 December 2024)
Mr Julian Menko	(Appointed 3 December 2024)
Mr John Orna-Ornstein	
Dame Fiona Reynolds (Chair)	(Resigned 3 December 2024)

Recruitment and appointment of new Trustees

As set out in its Constitution, the charity Trustees are appointed at the biennial INTO Congress. In advance of each Congress, each Full Member may nominate one or more individuals to be considered. The charity Trustees recommend individuals from amongst these nominations for appointment at the next Congress. They may also appoint Trustees between Congresses but a charity Trustee so appointed must retire at the next Congress, but may be nominated for re-appointment.

A charity Trustee may not hold office for more than three consecutive terms except where length of service includes time served as Chair or Vice Chair.

None of our Trustees receive remuneration or other benefit from their work with INTO.

Organisational structure

The INTO Trustees meet annually face-to-face and regularly by teleconference, thus making optimal use of virtual technologies and enabling our worldwide interests and membership to participate in a regular and cost-effective manner. In 2024, these meetings are chaired by Dame Fiona Reynolds.

The National Trust of England, Wales and Northern Ireland hosts the INTO Secretariat and employs a Secretary-General who manages the day-to-day operations of the charity. This delegated framework is set out in a by law. In 2024, INTO continued to benefit from the generous support of the National Trust (up to £100,000 per year in cash and in kind).

The reporting period coincided with Alex Lamont Bishop's secondment to INTBAU. We have been very fortunate to have the expert skills and energy of Vanessa Targett acting as our Deputy Secretary General throughout 2024. Vanessa will be leaving INTO when Alex returns in March 2025.

Risk Management

The Trustees confirm that the major risks to which INTO is exposed have been reviewed and systems established to manage these.

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

Ambassadors

Hashim Djojohadikusumo
HRH Princess Dana Firas of Jordan
Lady Helen Hamlyn OBE
Dr Thant Myint-U
Dame Fiona Reynolds DBE
HH The Maharaja Gaj Singh II of Marwar-Jodhpur

The INTO Ambassadors are a small group of very distinguished individuals, from various backgrounds and parts of the world, whose achievements in our field are internationally recognised, and who kindly lend their support to INTO. This is a titular role with no formal governance responsibilities.

INTO Secretariat team

Alexander Lamont Bishop, Deputy Secretary-General
Catherine Leonard, Secretary-General
Ellie Oliver, Communications Manager
Jacqui Sealy, Programme Officer
Katherine Shingler, Project Manager (National Trust)
Dave Simpson, Programme Manager, Climate Change and International Heritage Resilience
Vanessa Targett, Interim Deputy Secretary-General

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

OUR MEMBERS

In 2024, we had 103 member organisations:

ASIA

Ruan Yisan Heritage Foundation (China)
Centre for Historic Houses of India
Indian Trust for Rural Heritage and Development
Mehrangarh Museum Trust (India)
Indonesian Heritage Trust
Amenity 2000 Association (Japan)
Research Association of National Trust on Natural and Cultural Heritage (Japan)
Badan Warisan Malaysia (Heritage of Malaysia Trust)
Yangon Heritage Trust
National Trust of Korea
Korean National Trust for Cultural Heritage
Maldives Heritage Society
Heritage Conservation Society (Philippines)
Singapore Heritage Society
Geoffrey Bawa Trust (Sri Lanka)
National Trust Sri Lanka
Taiwan Environmental Information Association (TEIA)
The Siam Society Under Royal Patronage (Thailand)

EUROPE

Cultural Heritage Without Borders (Albania)
Bodenfreiheit - Verein zur Erhaltung von Freiräumen (Austria)
Erfgoedstichting Vlaams-Brabant (Belgium)
Herita (Belgium)
Stichting Kempens Landschap (Belgium)
Cultural Heritage Without Borders (Bosnia)
Czech National Trust o.p.s.
Friends of Czech Heritage
National Trust (England, Wales and Northern Ireland)
Europa Nostra
Falkland Islands Museum and National Trust
Union REMPART (France)
Conservatoire du Littoral (France)
Centre des Monuments Nationaux (France)
National Trust of Georgia
Kulturerbe Bayern (Germany)
Gibraltar Heritage Trust
Boulouki (Greece)
National Trust of Guernsey
Hungarian Garden Heritage Foundation
An Taisce - National Trust for Ireland
Manx National Heritage (Isle of Man)
FAI - Fondo Ambiente Italiano (the National Trust for Italy)
National Trust for Jersey
Din l-Art Helwa (Malta)
Gelderland Trust for Historic Houses and Natural Landscape
Nationale Monumenten Organisatie (Netherlands)
Natuurmonumenten (Netherlands)
Fortidsminneforeninger (Norway)
The Chudów Castle Foundation (Poland)
Pro Patrimonio Foundation (Romania)

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

EUROPE (continued)

Associação Portuguesa das Casas Antigas
Saint Helena National Trust
National Trust for Scotland
National Trust of Slovakia
La Fundació Catalunya-La Pedrera (Spain)
Fundación Enrique Montoliu de la Comunitat Valenciana - FUNDEM (Spain)

OCEANIA AND AUSTRALASIA

National Trust of Australia (Australian Capital Territory)
National Trust of Australia (New South Wales)
National Trust of Australia (Northern Territory)
National Trust of Australia (Queensland)
National Trust of Australia (Tasmania)
National Trust of Australia (Victoria)
National Trust of South Australia
National Trust of Western Australia
Australian Council of National Trusts
Fiji National Trust
Heritage New Zealand Pouhere Taonga

AFRICA AND THE MIDDLE EAST

African Conservation Trust
Le Collectif du Patrimoine des Comores
Egyptian Heritage Rescue Foundation
Heritage Watch Ethiopia
Petra National Trust (Jordan)
Legacy 1995 Historical and Environmental Interest Group of Nigeria
West African Shared Cultural Heritage Trust (Nigeria)
Monuments and Relics Commission (Sierra Leone)
Hout Bay Heritage Trust (South Africa)
Turathuna (Syria)
Zanzibar Stone Town Heritage Society (Tanzania)
Cross Cultural Foundation of Uganda
Zimbabwe National Trust
Seychelles National Heritage Resource Council

THE AMERICAS, INCLUDING THE CARIBBEAN

Anguilla National Trust
Stichting Rancho (Aruba)
Barbados National Trust
Bahamas National Trust
Bermuda National Trust
Committee of the Defence of the Bickenbach Country House (Bolivia)
British Virgin Islands National Parks Trust
National Trust for Land and Culture (B.C.) Society (Canada)
National Trust for Canada/La Fiducie Nationale
National Trust for the Cayman Islands
Grenada National Trust
Haiti National Trust
Jamaica National Heritage Trust
FUNDARQMX (Fomento Universal para la Difusión Arquitectónica de México)
Montserrat National Trust

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

THE AMERICAS, INCLUDING THE CARIBBEAN (continued)

Nevis Historical and Conservation Society
Saint Christopher National Trust
Saint Lucia National Trust
National Trust of Trinidad and Tobago
Filoli (USA)
National Parks Service (USA)
National Trust for Historic Preservation (USA)
The Trustees of Reservations (USA)

The benefits of INTO membership include:

- Access to a worldwide network of expertise
- Support from the global family of Trusts in advocacy and awareness raising
- Taking an active part in our biennial Conference, with reduced registration fees
- Opportunity to serve on working groups on specific projects or themes
- Eligibility to apply for INTO grants
- Using the INTO logo to celebrate your membership

There is more information about joining INTO on our website.

As part of our INTO Places scheme, some INTO members offer free or reduced-price entry to their properties upon production of a valid membership card from another National Trust. If they do not have properties open to the public, they can sometimes provide other services such as reduced-price heritage walks or assistance with travel plans.

Statement of trustees' responsibilities

The trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales 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 charity and of the incoming resources and application of resources of the charity for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements 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 going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping sufficient accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

TRUSTEES' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

The trustees' report was approved by the Board of Trustees.

A handwritten signature in black ink, appearing to read 'M. Galea', with a stylized flourish at the end.

Martin Galea ACA
Trustee and Vice Chair

Date: 16 September 2025

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF INTERNATIONAL NATIONAL TRUSTS ORGANISATION

Opinion

We have audited the financial statements of International National Trusts Organisation (the 'charity') for the year ended 31 December 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 December 2024 and of its incoming resources and application of resources, 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 Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF INTERNATIONAL NATIONAL TRUSTS ORGANISATION

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

We obtained an understanding of the legal and regulatory framework applicable to both the charity itself and the environment in which it operates. We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience and through discussion with the directors and other management. The most significant were identified as the UK GAAP (FRS102), Charities Act 2011 and relevant tax legislation.

We considered the extent of compliance with those laws and regulations as part of our procedures on the related financial statements. Our audit procedures included:

- making enquires of trustees and management as to where they consider there to be a susceptibility to fraud and whether they have any knowledge or suspicion of fraud;
- obtaining an understanding of the internal controls established to mitigate risks related to fraud or noncompliance with laws and regulations;
- assessing the risk of management override including identifying and testing journal entries;
- challenging the assumptions and judgements made by management in its significant accounting estimates.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Other matters

Your attention is drawn to the fact that the charity has prepared financial statements 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)" (as amended) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has now been withdrawn.

This has been done in order for the financial statements to provide a true and fair view in accordance with current Generally Accepted Accounting Practice.

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF INTERNATIONAL NATIONAL TRUSTS ORGANISATION

Haines Watts Swindon Limited

Chartered Accountants & Statutory Auditors

Old Station House

Station Approach

Swindon

Wiltshire

SN1 3DU

Date: 14 October 2025

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2024

	Notes	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Income from:							
Donations	2	160,306	937,784	1,098,090	126,649	1,053,412	1,180,061
Investments		4,562	1,056	5,618	2,788	-	2,788
Other income		9,046	8,845	17,891	-	-	-
Total income		173,914	947,685	1,121,599	129,437	1,053,412	1,182,849
Expenditure on:							
<u>Charitable activities</u>							
Family		-	270,484	270,484	-	348,531	348,531
Growth		-	323,229	323,229	-	98,378	98,378
Voice		-	221,321	221,321	-	91,181	91,181
Strength		-	298,173	298,173	-	332,573	332,573
Other		145,958	-	145,958	223,645	-	223,645
Total expenditure		145,958	1,113,207	1,259,165	223,645	870,663	1,094,308
Net income/(expenditure)		27,956	(165,522)	(137,566)	(94,208)	182,749	88,541
Transfers between funds		43,082	(43,082)	-	6,282	(6,282)	-
Net movement in funds	4	71,038	(208,604)	(137,566)	(87,926)	176,467	88,541
Reconciliation of funds:							
Fund balances at 1 January 2024		105,845	312,467	418,312	193,771	136,000	329,771
Fund balances at 31 December 2024		176,883	103,863	280,746	105,845	312,467	418,312

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

BALANCE SHEET

AS AT 31 DECEMBER 2024

	Notes	2024 £	£	2023 £	£
Current assets					
Debtors	7	65,663		24,867	
Cash at bank and in hand		320,651		507,536	
		<u>386,314</u>		<u>532,403</u>	
Creditors: amounts falling due within one year	8	(105,568)		(114,091)	
Net current assets			<u>280,746</u>		<u>418,312</u>
The funds of the charity					
Restricted income funds	9		103,863		312,467
Unrestricted funds	10		176,883		105,845
			<u>280,746</u>		<u>418,312</u>

The financial statements were approved by the trustees on 16 September 2025.



Martin Galea ACA
Trustee and Vice Chair

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2024

	Notes	2024 £	£	2023 £	£
Cash flows from operating activities					
Cash (absorbed by)/generated from operations			(192,503)		142,640
Investing activities					
Investment income received		5,618		2,788	
Net cash generated from investing activities			5,618		2,788
Net cash generated from financing activities			-		-
Net (decrease)/increase in cash and cash equivalents			(186,885)		145,428
Cash and cash equivalents at beginning of year			507,536		362,108
Cash and cash equivalents at end of year			<u>320,651</u>		<u>507,536</u>

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

1 Accounting policies

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Charities Act 2011, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" and the Charities SORP "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)". The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

INTO remains a viable entity with minimal material liabilities. It benefits from the generous support of the National Trust (England, Wales, and Northern Ireland), which hosts the INTO Secretariat, thereby eliminating the need for staff employment and covering office, HR, or IT costs. Additionally, INTO does not operate its own pension scheme.

The Trustees acknowledge the potential risk posed by the conclusion of two significant projects in 2025: Withstanding Change and Capacity Building for the National Trust Ideal. However, this risk is mitigated by a robust pipeline of new proposals, healthy reserves and an increase in membership fees and earned income in 2025.

Further mitigation measures include staff reductions, as INTO only seconds staff from the National Trust when grants are secured.

Negotiations are also underway with the National Trust to establish a renewed financial arrangement that will cover core staffing costs and bridge any external funding gaps.

In light of these considerations, the Trustees affirm INTO's ability to continue as a going concern.

1.3 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

1.4 Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

1.5 Taxation

The charity is exempt from tax on its charitable activities.

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

1 Accounting policies (Continued)

1.6 Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

1.7 Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

1.8 Creditors

Creditors 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 are recognised at their settlement amount.

2 Income from donations and legacies

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Donations and gifts	-	500	500	-	-	-
Grants	77,126	937,284	1,014,410	78,878	1,053,412	1,132,290
Membership fees	83,180	-	83,180	47,771	-	47,771
	<u>160,306</u>	<u>937,784</u>	<u>1,098,090</u>	<u>126,649</u>	<u>1,053,412</u>	<u>1,180,061</u>
Grants						
Heritage Leaders	-	45,255	45,255	-	226	226
INTO Jordan Conference	-	96,309	96,309	-	5,360	5,360
GlobalGiving	-	352	352	-	55,545	55,545
Erasmus +	-	3,839	3,839	-	41,226	41,226
Helen Hamlyn Trust 2	-	86,764	86,764	-	2,536	2,536
TAP INTO and Incubator	-	14,931	14,931	-	134,500	134,500
Cultural Protection Fund (CPF) - Withstanding Change project	-	689,834	689,834	-	814,019	814,019
Donated services - salary	75,754	-	75,754	70,811	-	70,811
Amicus	1,372	-	1,372	8,067	-	8,067
	<u>77,126</u>	<u>937,284</u>	<u>1,014,410</u>	<u>78,878</u>	<u>1,053,412</u>	<u>1,132,290</u>

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2024

3 Unrestricted expenditure

	2024	2023
	£	£
Travel and subsistence	1,337	7,404
Donated services - salary	75,754	70,811
Recharged salaries	39,657	111,001
Accountancy and professional fees	16,396	22,253
Charges and interest	912	4,376
Other	6,453	7,800
	<u>140,508</u>	<u>223,645</u>

4 Net movement in funds

	2024	2023
	£	£
The net movement in funds is stated after charging/(crediting):		
Fees payable for the audit of the charity's financial statements	<u>16,360</u>	<u>10,320</u>

5 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

Two of the trustees (or any persons connected with them) had expenses paid for them from the charity during the year. This amounted to £1,844 related to travel costs for the conference in Jordan.

6 Employees

	2024	2023
	Number	Number
Total	<u>-</u>	<u>-</u>

The charity does not employ any staff. During the year salary costs of £75,754 (2023: £70,811) were met by The National Trust and included as donated services in these financial statements.

In addition, £227,945 staff costs were recharged by The National Trust to the charity (2023: £201,951).

Remuneration of key management personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. The total compensation paid to key management personnel (or donated by the National Trust) for services provided to the charity during the year was £114,987.

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

7 Debtors	2024	2023
Amounts falling due within one year:	£	£
Trade debtors	65,663	-
Prepayments and accrued income	-	24,867
	<u>65,663</u>	<u>24,867</u>

8 Creditors: amounts falling due within one year	2024	2023
	£	£
Trade creditors	530	-
Other creditors	2,017	770
Accruals and deferred income	103,021	113,321
	<u>105,568</u>	<u>114,091</u>

9 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 January 2024	Incoming resources	Resources expended	Transfers	At 31 December 2024
	£	£	£	£	£
GlobalGiving	365	352	(121)	-	596
Davidson Fund	11,444	-	-	-	11,444
ALIPH Georgia	1,547	224	(1,584)	(187)	-
Erasmus+	5,540	3,839	-	-	9,379
Helen Hamlyn Trust	48,466	86,764	(80,643)	-	54,587
CPF - Withstanding Change	245,287	690,666	(859,362)	(43,117)	33,474
Great British Sasakawa Foundation	(1,900)	-	(524)	2,424	-
Europa Nostra	(484)	-	(560)	-	(1,044)
1772 Foundation	2,202	-	-	(2,202)	-
Heritage Leaders	-	45,255	(45,255)	-	-
TAP INTO + Incubator	-	15,431	(14,931)	-	500
INTO Jordan	-	105,154	(110,227)	-	(5,073)
	<u>312,467</u>	<u>947,685</u>	<u>(1,113,207)</u>	<u>(43,082)</u>	<u>103,863</u>

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2024

(Continued)					
9 Restricted funds	At 1 January 2023	Incoming resources	Resources expended	Transfers	At 31 December 2023
Previous year:	£	£	£	£	£
Global Giving	522	226	(383)	-	365
Davidson Fund	12,226	-	(782)	-	11,444
Amex Sustainable Tourism project	11,568	-	(12,883)	1,315	-
ALIPH Georgia	7,243	55,545	(53,644)	(7,597)	1,547
Erasmus+	5,502	2,536	(2,498)	-	5,540
Helen Hamlyn Trust	34,605	134,500	(120,639)	-	48,466
CPF - Withstanding Change	62,132	814,019	(630,864)	-	245,287
Great British Sasakawa Foundation	-	5,360	(7,260)	-	(1,900)
Europa Nostra	-	-	(484)	-	(484)
Barbados National Trust	-	41,226	(41,226)	-	-
1772 Foundation	2,202	-	-	-	2,202
	<u>136,000</u>	<u>1,053,412</u>	<u>(870,663)</u>	<u>(6,282)</u>	<u>312,467</u>

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

9 Restricted funds

(Continued)

Global Giving: Global - Giving is the crowdfunding platform used for our 'Saint Lucia National Trust C-19 Relief Fund'.

Davidson Fund: This was established with a gift from the late Rodney Davidson AO. Under the new governance structure, the INTO Foundation was wound up and its assets transferred to the CIO. At its meeting on 8 September 2021, the INTO Board agreed that the funds previously associated with the restricted fund known as the INTO Foundation would be used as general funds in line with the original intentions of the donor. This fund will be known as the Davidson Fund.

Helen Hamlyn Trust: The Helen Hamlyn Trust's current three-year grant of £399,500 is enabling us to grow the global National Trust movement through expert support, technical assistance and leadership development. It funds the Deputy Secretary-General role, expands our TAP-INTO programme, and supports the creation of the INTO Heritage Leaders initiative – an ambitious new programme designed to equip emerging heritage leaders with the skills, confidence and international perspective needed to protect and promote heritage in challenging contexts.

1772 Foundation: 1772 is a US-based grant-giving body keen to help promote and learn from the National Trust approach, particularly as it pertains to stewarding both cultural and natural heritage. INTO has received a number of gifts from the 1772.

Cultural Protection Fund: The CPF is managed by the British Council - the UK's international organisation for educational opportunities and cultural relations - in partnership with the Department for Digital, Culture, Media and Sport (DCMS). It aims to foster, safeguard and promote cultural heritage overseas. In 2020, it ran a special call for global heritage projects, which will use technology, skills development and community engagement to respond to the risk of climate change to heritage in East Africa.

Amex Sustainable Tourism project: Through a two-year grant, American Express is supporting INTO's research into the ways in which owners and stewards of National Trust properties have rethought their relationships with the communities around them, and how their conservation and engagement ambitions have been enriched by that process. The research will serve as the foundation for an in-depth series of sessions at the INTO conferences in 2021 and 2022.

ALIPH Georgia: INTO is partnering with members National Trust for Georgia and Union REMPART on a two-year project to restore the Tsiskarauli Tower. The generous support of the ALIPH Foundation will allow for the restoration of this site, damaged by a jet in the 2001 Chechen War. In order to stabilise and restore this missile-damaged heritage site, we will work with our partners to engage an international group of volunteers as part of a working holidays programme.

Erasmus+: This is an EU programme to support education, training, youth and sport in Europe. We have partnered with the Czech National Trust (project lead) on the SEECHT project (Staff Exchange in European Cultural Heritage Trusts). This offers staff and volunteers at INTO member organisations the opportunity to undertake mini-secondments (up to two weeks) with other Trusts in the network. Participants will then deliver practical pilot projects at their sites that broaden access to their heritage sites. At the end of the project, we will create a toolkit capturing the learning and case studies. This will be presented at an event in Czech Republic in Spring 2023.

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2024

9 Restricted funds

(Continued)

Great British Sasakawa Foundation: INTO applied for a GBSF grant for the Blossoming Connections project. The grant of £5,360 supported a visit to Japan to make connections with Japanese heritage trusts for learning and future project collaboration. The National Trust (England, Wales and Northern Ireland) and INTO both provided match funding for the project.

Europa Nostra: Our Secretary-General represents both the National Trust and INTO on the Europa Nostra Council. Expenses associated with our engagement with Europa Nostra, the pan-European voice for cultural heritage, are therefore supported by the National Trust through this separate project line.

Transfer between funds: Transfers are made from unrestricted funds to restricted funds to cover any restricted funds in deficit or from restricted funds to unrestricted funds where a project is complete and there is no requirements to return any unspent funds.

10 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 January 2024	Incoming resources	Resources expended	Transfers	At 31 December 2024
	£	£	£	£	£
General fund	105,845	173,914	(145,958)	43,082	176,883
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Previous year:	At 1 January 2023	Incoming resources	Resources expended	Transfers	At 31 December 2023
	£	£	£	£	£
General fund	193,771	129,437	(223,645)	6,282	105,845
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>

11 Related party transactions

There were no disclosable related party transactions during the year (2023 - none).

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

England & Wales - Charity number 1175994

Accounts

**REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023
FOR
INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

Haines Watts
Chartered Accountants & Statutory Auditors
Old Station House
Station Approach
Swindon
Wiltshire
SN1 3DU

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

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FOR THE YEAR ENDED 31 DECEMBER 2023**

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**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2023**

The trustees present their report with the financial statements of the charity for the year ended 31 December 2023. The trustees have adopted the provisions of 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 2019).

**INTERNATIONAL NATIONAL TRUSTS
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CHAIR'S REPORT AND SECRETARY – GENERAL

'INTO is a family of National Trusts. Families share values and look after one another. Everyone matters small and large, and our job is to help them all do their very best work' Fiona Reynolds, INTO Chair

2023 has been a year like no other for INTO. With the largest staff team we have ever known and a growing, thriving membership, we have been in full delivery mode and have exciting results to share.

We are in our second year of our generous 3-year grant from the Helen Hamlyn Trust, supporting our Deputy Secretary-General role, Incubator programmes, TAP INTO funds, development of the new Heritage Leaders programme and contributions to communications, our conference and Ambassadors programme.

After securing £1.6 million from the British Council's Cultural Protection Fund at the end of 2022 for the Withstanding Change project, our partners and project team have made huge progress during the year. The details follow below; here we want to congratulate and celebrate a brilliant, collaborative working dynamic, knowledge sharing and the commitment to excellence we've seen throughout the project.

A particularly significant moment in 2023 was the completion of the restoration of the Tsiskarauli Tower, in partnership with the National Trust of Georgia, REMPART and ALIPH. A heroic effort, interrupted first by the coronavirus pandemic, secondly by unseasonal storms washing away the remote mountain road and finally the conflict in Ukraine, this project is a testament to the drive of the volunteers who came together in the name of heritage. Against all odds, the tower now carries a new layer of history, underpinned by international collaboration.

Another major project which came to fruition in 2023 epitomised INTO's commitment to knowledge sharing, professional development and increasing access to heritage. The SEECHT (Staff Exchanges in European Cultural Heritage Trusts) project launched the Broadening Access Toolkit in September, the outcome of a matrix of learning exchanges across Europe. Funded by Erasmus+, this project initiated Braille poems, refreshed storytelling, increased volunteer engagement and much more.

We were thrilled to welcome five new members in 2023 taking our total to 99. It is tantalising to know that our 2024 report will welcome our 100th member! This is a fantastic milestone for our INTO family. And we continue to create opportunities for our members to share knowledge and bridge geographical or financial barriers to facilitate this. TAP INTO small grants helped 22 member organisations make those all-important connections that deepen understanding between countries, collections and histories. We've been learning together in a series of webinars ranging from climate communications to nature and heritage protection, and developing a new Heritage Leaders programme, ready to launch in 2024.

2023 has shown the climate crisis growing in every part of the world. Connecting our members and supporting their work to mitigate and adapt to changes in climate are ever more vital. We took our message to COP28, showcasing our members' work and inspiring people to act against climate change, invigorate recovery and build community.

In the coming year we have exciting plans to continue this exceptional level of project delivery, as well as launching Heritage Leaders, continuing to amplify the messages of our members, leading on climate adaptation and welcoming our 100th member. And we hope many more!

Huge thanks to our Secretariat team, our brilliant Trustees who give so generously of their time and expertise, our INTO Ambassadors and all the members of the INTO family for their belief in our shared values and mission. The generous way knowledge and experience is shared across our network is inspiring to us all, and we are excited to see what we can achieve together in 2024.

Fiona Reynolds, Chair of INTO

Catherine Leonard, INTO Secretary-General

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OBJECTIVES AND ACTIVITIES

INTO brings the global National Trust family together, creating a movement of people who care about nature and heritage and are inspired to celebrate and protect it.

At the heart of everything we do is exchanging expertise, promoting best practice and supporting collaboration, to increase global capacity for heritage protection.

We use our shared knowledge to support new trusts to grow and lend our voice to key discussions in the heritage sector.

"The object of the Charity is to promote the conservation and enhancement of the natural and cultural heritage of all nations for the benefit of the people of the world and in particular but without limitation:

- (1) to foster international co-operation and co-ordination between National Trusts for conservation and heritage and similar organisations;
- (2) to increase and enhance the capacity of such conservation and heritage organisations;
- (3) to encourage the establishment, where they do not presently exist, and development of such conservation and heritage organisations; and
- (4) to formulate and promote conservation best practices;
- (5) to pursue advocacy in the interest of conservation of natural and cultural heritage."

INTO Constitution, Clause 3

OUR MEMBERS

In 2023, we had 99 member organisations:

ASIA

Ruan Yisan Heritage Foundation (China)
Centre for Historic Houses of India
Indian Trust for Rural Heritage and Development
Mehrangarh Museum Trust (India)
Indonesian Heritage Trust
Amenity 2000 Association (Japan)
Research Association of National Trust on Natural and Cultural Heritage (Japan)
Badan Warisan Malaysia (Heritage of Malaysia Trust)
Yangon Heritage Trust
National Trust of Korea
Korean National Trust for Cultural Heritage
Singapore Heritage Society
Geoffrey Bawa Trust (Sri Lanka)
National Trust Sri Lanka
Taiwan Environmental Information Association (TEIA)
The Siam Society Under Royal Patronage (Thailand)

EUROPE

Cultural Heritage Without Borders (Albania)
Bodenfreiheit - Verein zur Erhaltung von Freiraume (Austria)
Erfgoedstichting Vlaams-Brabant (Belgium)
Herita (Belgium)
Stichting Kempens Landschap (Belgium)
Cultural Heritage Without Borders (Bosnia)
Czech National Trust o.p.s.
Friends of Czech Heritage
National Trust (England, Wales and Northern Ireland)
Europa Nostra

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Falkland Islands Museum and National Trust
Union REMPART (France)
Conservatoire du Littoral (France)
Centre des Monuments Nationaux (France)
National Trust of Georgia
Kulturerbe Bayern (Germany)
Gibraltar Heritage Trust
Boulouki (Greece)
National Trust of Guernsey
Hungarian Garden Heritage Foundation
An Taisce - National Trust for Ireland
Manx National Heritage (Isle of Man)
FAI - Fondo Ambiente Italiano (the National Trust for Italy)
National Trust for Jersey
Din I-Art Helwa (Malta)
Gelderland Trust for Historic Houses and Natural Landscape
Nationale Monumenten Organisatie (Netherlands)
Natuurmonumenten (Netherlands)
The Chudow Castle Foundation (Poland)
Pro Patrimônio Foundation (Romania)
Associação Portuguesa das Casas Antigas
Saint Helena National Trust
National Trust for Scotland
National Trust of Slovakia
La Fundació Catalunya-La Pedrera (Spain)
Fundación Enrique Montoliu de la Comunitat Valenciana - FUNDEM (Spain)

OCEANIA AND AUSTRALASIA

National Trust of Australia (Australian Capital Territory)
National Trust of Australia (New South Wales)
National Trust of Australia (Northern Territory)
National Trust of Australia (Queensland)
National Trust of Australia (Tasmania)
National Trust of Australia (Victoria)
National Trust of South Australia
National Trust of Western Australia
Australian Council of National Trusts
Fiji National Trust
Heritage New Zealand Pouhere Taonga

AFRICA AND THE MIDDLE EAST

Le Collectif du Patrimoine des Comores
Egyptian Heritage Rescue Foundation
Heritage Watch Ethiopia
Petra National Trust (Jordan)
Legacy 1995 Historical and Environmental Interest Group of Nigeria
West African Shared Cultural Heritage Trust (Nigeria)
Monuments and Relics Commission (Sierra Leone)
Hout Bay Heritage Trust (South Africa)
Turathuna (Syria)
Zanzibar Stone Town Heritage Society (Tanzania)
Cross Cultural Foundation of Uganda
Zimbabwe National Trust
Seychelles National Heritage Resource Council

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THE AMERICAS, INCLUDING THE CARIBBEAN

Anguilla National Trust
Stichting Rancho (Aruba)
Barbados National Trust
Bahamas National Trust
Bermuda National Trust
Committee of the Defence of the Bickenbach Country House (Bolivia)
British Virgin Islands National Parks Trust
National Trust for Land and Culture (B.C.) Society (Canada)
National Trust for Canada /La Fiducie Nationale
National Trust for the Cayman Islands
Grenada National Trust
Haiti National Trust
Jamaica National Heritage Trust
FUNDARQMX (Fomento Universal para la Difusión Arquitectónica de México)
Montserrat National Trust
Nevis Historical and Conservation Society
Saint Christopher National Trust
Saint Lucia National Trust
National Trust of Trinidad and Tobago
Filoli (USA)
National Parks Service (USA)
National Trust for Historic Preservation (USA)
The Trustees of Reservations (USA)

The benefits of INTO membership include:

- Access to a worldwide network of expertise
- Support from the global family of Trusts in advocacy and awareness raising
- Taking an active part in our biennial Conference, with reduced registration fees
- Opportunity to serve on working groups on specific projects or themes
- Eligibility to apply for INTO grants
- Using the INTO logo to celebrate your membership

There is more information about joining INTO on our website.

As part of our INTO Places scheme, some INTO members offer free or reduced-price entry to their properties upon production of a valid membership card from another National Trust. If they do not have properties open to the public, they can sometimes provide other services such as reduced-price heritage walks or assistance with travel plans.

HIGHLIGHTS FROM 2023 UNDER OUR FOUR KEY STRATEGIES: FAMILY, GROWTH, VOICE AND STRENGTH

FAMILY

INTO is an ecosystem of international connections. We deliver programmes, projects and activities that help build sustainable, confident and empowered organisations around the world. We provide opportunities to collaborate and share ideas, resources, skills, and knowledge. All of which serve to highlight how essential it is to get the right balance between conservation activity, community engagement and economic return.

TAP INTO

TAP INTO awards small grants to develop and strengthen the capacity of our members through knowledge sharing. It's all about bringing trusts together, commonality and shared expertise. Over the 2023 reporting period we initiated seventeen TAP INTO projects, four of which were brought together in the Islands Incubator and two became two-way exchanges.

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In total 22 member organisations benefited directly from TAP INTO, leveraging the expertise of General Managers and Executive Directors, Curators and Conservators, Education Officers, Rangers and many others. The equivalent of over 5,000 hours of staff time sharing learning and advice.

In 2023, in response to requests from our members in the Caribbean, we held an in-person Islands Incubator. This week-long immersive learning experience included visits to National Trust sites in England and discussions with many colleagues around developing property infrastructure, managing natural heritage sites, storytelling, membership models, sustainable income generation, exploring connections to the British Empire and much more.

Networks: RISE and CAN

Our two knowledge sharing networks, Reimagining International Sites of Enslavement (RISE) and INTO CAN (Climate and Nature) continue to meet and share knowledge around our two main strategic themes: equity, diversity and inclusion and climate and environment. Practitioners from across the INTO network come together to learn and share experiences and resources, so we can develop joint solutions. Sessions and workshops are co-created and provide a useful model for online learning and connecting. In 2023 there were 10 RISE meetings, including a session on working with artists with André Bago, and 5 CAN webinars, including a climate communications workshop with George Marshall.

INTO Projects: Tsiskarauli Tower

INTO partnered with members National Trust for Georgia and Rempart on a two-year project to restore the Tsiskarauli Tower. The generous support of the ALIPH Foundation allowed for the restoration of this site, damaged by a missile in the 2001 Chechen War. The exceptional quality of the restoration was achieved by dissemination of learning between partner Trusts, and the commitment of the volunteers to the highest possible standards.

As well as coming together to learn new skills in stonemasonry and path building, the restoration camps were an opportunity for volunteers to experience one another's intangible cultural heritage, sharing language, traditional food and music in this immersive collaboration. Speaking to Irine Lomadze, a Georgian volunteer, when sharing Georgian Supra toasting culture with their French peers, a recurrent toast materialised from their time on the mountain - 'To the mortar that unites us!'

The project has had a specific impact for young women in Georgia, with over 80% of volunteers between 20-30, the majority of whom were female.

INTO Projects: Withstanding Change

From 2022-2025, supported by the INTO project team and funded by the British Council Cultural Protection Fund, our international partners will restore six historic sites that are threatened by climate change. Each site has made progress this year undertaking building restoration work, designed to mitigate the impact of climate change on cultural heritage. The properties will become places where communities can gather to learn more about the impact of the climate on their own communities.

In time these sites will become part of the local fabric again, hubs where people can meet to share their own experiences and stories specific to their intangible heritage.

The concept of family could not have been more apparent when the project partners arrived for a 2-week study visit to National Trust properties in England in April. Conversations covered everything from business models, through to designing sustainable transport routes to sites, to engaging with local and national government on climate and heritage. Keen to make the most of the time together, the group packed in so many brilliant places.

- Quarry Bank - looking at the impact of increased rainfall on the site
- Lyme Park - to see the effects of a 'swale' (a shallow ditch or trench) to divert heavy rainfall from the gardens after floods in 2019
- Porthdinllaen, North Wales - how the site will be impacted by sea level rise
- Penrhyn Castle - how the team are managing more intense rainfall and extreme storm conditions

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- Gibson Mill - how renewable sources of energy can take properties 'off grid', as well as optimising water use to increase resilience to drought conditions
- Stourhead - how to engage with the local community
- Cliveden - to see how planting has been adapted to suit hotter conditions, using more sustainable, perennial plants
- Coleshill Estate - repurposing buildings to showcase and pass on heritage building and conservation skills
- Heelis, Swindon - for a climate communications workshop with George Marshall and presentations by all the partners

The key takeaways from the two weeks are too many to list, but one thing really struck: Hoshil Dhanji of the Zanzibar Stone Town Heritage Society commented at the Heelis event that the National Trust is 'full of SPARK: Service, Purpose, Attraction, Resilience, Knowledge'.

The same can be said of all the partners working on the Withstanding Change project: all of them working in very different contexts, under sometimes very challenging conditions. They are united by that shared 'spark' that inspires them to safeguard their precious heritage for their communities, and for the future.

The project continued to deepen these connections with the arrangement of twinning partnerships. Each partner has been matched with a National Trust property, bringing together sites in Wales, England and Northern Ireland with those in the Middle East and Africa. The impacts of climate change are not constrained by national borders, so these places are now working closely together, to help each other become more resilient to the effects of climate change.

GROWTH

We are committed to growing global capacity for heritage conservation through skills development, helping establish new National Trusts in countries where they do not currently exist and nurturing young leaders for nature and heritage. We pledge to unlock opportunities for everyone involved with INTO member organisations to have an international experience.

INTO growth

As noted in the message from the Chair and Secretary-General, 2023 saw huge growth in the Secretariat team. The Withstanding Change project funds 3 full time roles, with one embedded in the National Trust but working closely with the project team. In addition, a part time fundraising manager joined us on secondment from the National Trust from January to September, and we were very ably supported by our Business Services Co-ordinators Jess and Izzi.

This represents a team increase of over 200%. For our size of organisation this has been very significant for our delivery, but also for strategic planning and added value to our members. Although we expect a certain amount of flex in response to project demands or programme delivery, this year has been exceptional, and we have been able to capitalise on our increased capacity.

99 members: Welcoming new trusts

We recruited five new members over the reporting period: Erfgoedstichting Vlaams-Brabant and Stichting Kempens Landschap in Belgium; Natuurmonumenten from the Netherlands; the Geoffrey Bawa Trust in Sri Lanka and the Collectif du Patrimoine des Comores.

Staff Exchange in European Cultural Heritage Trusts

We have also been growing leadership through our part in the Staff Exchange in European Cultural Heritage Trusts (SEECHT) project, funded by Erasmus+.

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In a matrix criss-crossing Europe, a series of 12 two-week staff exchanges enabled knowledge sharing, personal development and the advancement of new strategies. Having learnt from their neighbouring trusts, participants delivered pilot projects that broaden access to all segments of the European public, whilst also welcoming members of heritage trusts from other countries as part of the INTO Places reciprocal visiting programme. The final report, the Broadening Access Toolkit, was launched in September 2023 on the INTO website.

Withstanding Change project

Withstanding Change has also enabled capacity to grow in the INTO team and at partner organisations, with 20 new roles in total. As shown in the Family section, project partners came to the UK at the end of April 2023. This was an opportunity to learn about climate adaptation and communication, whilst also contributing to personal and organisational development plans.

The programme's evaluators have supported each partner, to ensure that broader organisational development outcomes are embedded alongside those focused on programme delivery.

Heritage Leaders

Our new Heritage Leaders programme, funded by the Helen Hamlyn Trust, offers a suite of development opportunities targeted to organisational and individual needs at a time when many INTO members face tremendous challenges in protecting, maintaining and using their heritage assets and natural environment.

Working with Cultural Associates Oxford, we have completed a scoping exercise looking at how we can support our member organisations through a managed and funded programme of leadership development. We will begin to recruit participants in early 2024 for a pilot starting in May 2024.

Growing New Trusts

We continue to make progress supporting the development of a National Trust for Portugal. This work is building confidence, capability and capacity on a long-term basis. Much of the learning is being delivered through visits to the UK, Portugal and Italy - these relationships will develop online and in person in 2024.

VOICE

INTO speaks out with authority and purpose on global conservation issues critical to INTO's membership. We draw on the wisdom of the INTO family to crowdsource solutions to shared challenges. We also celebrate how the work of our member organisations positions heritage and nature as a solution to the climate crisis, to building resilient communities and to securing our global future. We will speak out, take positive action and empower others to do the same.

Raising our combined voice

Our Voice work is threefold. Firstly, collecting and sharing stories and best practices from our member organisations to pool expertise and crowdsource solutions, such as the SEECHT Toolkit or current research being undertaken by Professor Peter Gould of the University of Pennsylvania.

Secondly, supporting our members' individual national campaigning and influencing activities. In early 2023, we helped amplify Badan Warisan Malaysia's campaign to save the Rex Cinema in Penang - or more recently in a letter of support for continuing the lease of Old Customs House by the Zanzibar Stone Town Heritage Society.

And lastly, acting as a combined voice for the whole membership on specific global issues such as climate change. To that end, we collaborated with SEACHA colleagues, the Climate Heritage Network, and other partners on our approach to COP28 this year in Dubai.

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One of the ways we can amplify our message is through working with complementary networks. Over the reporting period, we have collaborated actively with the V&A Culture in Crisis team, SMILO the Small Islands Organisation, the Climate Coalition and Europa Nostra, amongst others.

Increasing INTO's profile

The Helen Hamlyn Trust grant helps us increase INTO's profile amongst prospective members, partner organisations, supporters, funders and opinion formers, transmitting our and our members' messages about the importance of heritage to an ever-wider audience.

Our Deputy Secretary-General is at the forefront of INTO's advocacy, outreach and profile-raising work, particularly in responding quickly to groups wanting to establish a National Trust; seeking out opportunities to showcase our work; making alliances with complementary organisations and networks and catalysing conditions that would make it easier to establish a National Trust.

Our Communications Manager's focus is on growing INTO's communications engagement, by creating and managing quality content across all our channels. We delivered two awareness-raising campaigns in 2023: firstly, promoting the SEECHT project and improving access to heritage sites with the brilliant Broadening Access Toolkit. The second focussed on nature and climate, beginning with our INTO CAN mini-webinar series and including the COP28 summit.

The COP28 campaign was especially successful at bringing together partners and funders, reaching new audiences and underlining our work on climate and environment. As well as welcoming visitors to our booth, where there were opportunities to interact with our content, Dave Simpson, Withstanding Change Programme Manager, coordinated and delivered a brilliant side event with project partners and the British Council. We experienced very high levels of engagement online with our social media and blog and saw increased engagement with our website thanks to the use of QR codes.

Monthly analysis of all our channels enables us to direct our resources effectively, and reach relevant audiences with news, opportunities and shared learning.

Engagement with our newsletter has grown by 20% this year, with new audiences gained through awareness-raising at COP28 and ever-growing numbers of website views, downloads and interactions. We have updated our website and continue to improve the user experience. We've also worked with National Trust teams on updating and expanding our pages on their website, improving access to information on INTO Places and the Withstanding Change project.

Our social media reach has been excellent, in particular when working with our members to amplify each other. Our internal communications as a team and within our wider embedded National Trust channels has also been transformed in 2023, with measurement data and feedback showing a marked improvement in awareness.

Working in partnership

In early 2023, we collaborated with our V&A Culture in Crisis colleagues on a brilliant webinar series drawing on the key themes of INTO Dundee 2022.

Each event brought together voices from around the world to examine how cultural organisations have adapted and transformed in the face of global challenges and new opportunities. We received lots of lovely feedback during and after the conversations. We have been able to reach five times as many people through the digital offering than the in-person conference and demonstrate that working with complementary networks is another way to amplify our voice.

In May, we held a webinar as part of the Celebrate Islands mobilisation spearheaded by SMILO and the Conservatoire du Littoral. Speakers from the US, UK and Anguilla shared thoughts on island sustainability and how we talk about our work. Again, our connections helped to give a platform to the work of our members.

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Climate Coalition Green Heart Hero Awards 2023

We nominated the Cross-Cultural Foundation of Uganda (CCFU) for the 'Inspiring International Project Award' for 'Melting Snow and Rivers in Flood' which explores a community-led response to the loss of belief systems, cultural rites and sacred sites due to climate change. And Reon Porter, a talented and articulate ambassador for the National Trust for the Cayman Islands was our nominee for the 'Future Leaders Award'. We were very pleased that our two nominations to these prestigious climate awards were shortlisted, with CCFU crowned winners.

We accepted the award on behalf of our CCFU colleagues, presented by Lord John Sentamu, at the award ceremony at the Houses of Parliament on 27 February 2023. This was a brilliant opportunity to network and raise awareness of international projects with a very engaged audience.

STRENGTH

We are building financial sustainability for INTO, and we are also creating projects that build capacity within our member organisations. We seek to demonstrate best practice in our governance and organisational culture. We will also reduce our environmental impact through our existing operations and future development.

In our 2019 Business Plan we set out our ambition to deliver sustainable resourcing that responds directly to INTO and its members' needs; nurtures existing mutually beneficial relationships with members, supporters, partners and constituencies, and enables expansion. We agreed that membership fees would remain a vital and stable foundation. In addition, we would mobilise new sources of funding - more grants, major donors and corporate sponsorship.

As demonstrated through partnerships with ALIPH and the Cultural Project Fund, we have been successful in raising new project funding from grants. We have also maintained the financial contribution from the National Trust and increased in-kind support.

In diversifying our approach to fundraising, we are working with a philanthropist wishing to donate a percentage of their company sales to INTO projects. We have also partnered on new project bids with the National Trust and University of Bristol amongst others, with several more in the pipeline. Additionally, we received a major gift from a London-based donor, in support of the Barbados National Trust's work at Arlington House.

This blended model for project financing enables us to lead or participate in funding bids that contribute to our strategic aims, whilst also bringing benefits to our member organisations around whom the projects are built.

The Helen Hamlyn Trust

We were delighted to announce in 2022 a new grant from the Helen Hamlyn Trust (HHT) for £399,500 over three years. This generous support builds on previous funding from the HHT. These funds support our Deputy Secretary-General role until 2025, Incubator programmes, TAP INTO funds, development of the new INTO Heritage Leaders programme and contributions to communications, the conference and Ambassadors programme.

Fundraising success

In November 2022 we secured a significant £1.6m grant from the British Council Cultural Protection Fund. The grant provided two new members of staff at the INTO Secretariat to deliver the project, as well as supporting 18 roles at our partner organisations, growing our capacity to support all our members around the important issue of climate change.

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Project success with ALIPH

In September 2023 we celebrated the end of our ALIPH-funded project in Georgia. Three years ago, we embarked on an incredible journey together with REMPART and the National Trust of Georgia, which has shown the real power of collaboration, working together and strength in unity. The success of this peacebuilding through heritage project, ably supported by our Project Manager Emma Taylor, will enable us to continue to build on our relationship with ALIPH.

Capacity building through Withstanding Change

There are many layers of the project which are contributing to capacity building and sharing best practice. As shown in the Family section, twinning partnerships are breaking down borders of climate adaptation learning. Perhaps most significantly, the National Trust Climate Adaptation guide continues to develop alongside the project. Hosted on the INTO website, this guidance is truly 'arms wide open' and available internationally. The Project Manager Katherine Shingler, is embedded in the National Trust but working closely with the project partners, amplifying the possibilities of shared learning, knowledge development and project success.

Strategy

Over the coming 12 months we will be focussing on Heritage Leaders, Withstanding Change, engaging young people, the Islands Incubator, COP29, and looking forward to the INTO Jordan 2024 conference.

We will keep our vision at the heart of this activity - a movement of people who care about nature and heritage and are inspired to celebrate and protect it.

There have been many changes and developments in the heritage environment since INTO's inception in 2007, including reduction in government support, the lasting impacts of the Covid-19 pandemic and ongoing challenges posed by climate change or colonialism and conflict.

From Tanzania to Tasmania, South Korea to Saint Lucia, our local National Trusts see every day and at first hand the effects of limited funding, insufficient political support and the lack of public awareness or engagement. Unless we act and work towards significantly changing public and official attitudes to heritage, we risk allowing our built and natural heritage to disappear.

Our 2023-2025 strategy sets out how we will increase awareness of the social, spiritual and economic value of the places INTO members look after. By committing to a strategy that both highlights the benefits of a thriving heritage sector and provides innovative capacity building assistance to countries and territories, INTO will enable our members to extend their outreach and tackle the very real threats on the ground. We believe that with international support, local empowerment and joined up working we can make a difference.

To ensure that we are doing everything we can to increase equality, diversity and inclusion (EDI) in our work and respond positively to the threat of climate change and biodiversity loss, we have two overarching themes:

- Arms wide open

Increase opportunities for everyone to engage with our work, especially those who are disadvantaged. We pledge to grow our understanding of EDI, celebrate our diversity and use our experience and platforms to champion change.

- Climate and environment

There's a climate and nature emergency. Bold action is needed, and heritage organisations have a unique contribution to make. We pledge to use our spaces, experiences and voices to inspire people with our work at heritage sites and in the natural world to take action against climate change, invigorate nature recovery and build community. We will lead by example.

Our values

- For everyone - a diverse and truly international organisation for all ages
- For the planet - we care for people and places around the world, seek ways to reduce our environmental impact and use our profile and experiences to influence positive change in others
- For communities - people have a right to nature and culture, we help sustain organisations and an enabling environment to make this happen

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- Collaborative - we achieve more working together and in partnership with others, we work collaboratively, bring diverse people, ideas and experiences together and share information and resources for the benefit of all
- Resourceful - we are nimble, modest, humble and make the most of precious resources
- Egalitarian - each member of INTO has an equal voice, all the organisations in INTO whether they are big or small, old or young, wherever they are in the world have got something to share and something to learn from each other

Partnerships and networks

Alliances with complementary international networks are a great way for us to amplify all our four main themes. They are also a key membership benefit as through these affiliations, INTO members are linked to other international bodies, which in 2022 included Culture in Crisis, World Monuments Fund, SAVE Europe's Heritage, UNESCO, ICON, Historic Houses, INTBAU, Nature4Climate Coalition and Europa Nostra. We are also subscribing members of the International Union for Conservation of Nature (IUCN); The Heritage Alliance; Climate Heritage Network and SMILO (Small Islands Organisation).

Governance

Our Trustees have continued to meet virtually throughout 2023 and met in person at the SEECHT Prague Conference. We are deeply grateful to them for their guidance and support. In 2023 we said goodbye to Darren Peacock and Katherine Malone-France. Katherine joined the board in 2017 and immediately took a leading role at INTO conferences. She has also been a passionate advocate for our RISE programme (Reimagining International Sites of Enslavement). Darren provided, among many other things, valuable insights into our strategic planning processes. They were both part of a trustee board that has overseen a significant period of growth and helped steer us into a strong position as we move to the next stage of our development.

Public benefit

The object of the Charity is to promote the conservation and enhancement of the natural and cultural heritage of all nations for the benefit of the people of the world. In shaping our objectives and planning our activities for the year, the trustees have considered the Charity Commission's guidance on public benefit.

At its most basic, heritage is what people value and want to hand on to future generations. The definition of heritage is very broad, and it can cover everything from land and biodiversity, to buildings and landscapes, collections and intangible things like language and traditional practices. In fact, what makes something part of our heritage is not whether it is a building or a landscape, but the value we place on it.

FINANCIAL REVIEW

Financial position

The position of the charity at the end of the year is set out on page 21.

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FINANCIAL REVIEW

Reserves policy

The Trustees have set a high level of reserves to protect against the charity's reliance on grant income for its major activities such as the INTO Conference or our Capacity Building for the National Trust Ideal project. This is currently based on one year's salary for our Deputy Director-General's salary plus the costs of one INTO Conference and is kept under review.

Trustees recognise the need to guard against the risk of grant income not being renewed. They also acknowledge that grants can be received in arrears and allowance must be made to fund short-term deficits in our cash budget.

Some grants are received in advance of a project, which accounts for some planned but as yet unspent expenditure. On the other hand, some of our major commitments are planned several years in advance, and before we can secure the necessary grant income. The success of our flagship Conference has in the past depended greatly on our ability to fundraise. Having a higher level of reserves means that we can ensure a successful event every two years.

INTO's other main source of income is membership subscriptions. Our annual budget is set before we receive all our fees. The impact of one of our larger organisations not re-joining one year could be quite considerable and needs to be guarded against.

Our general reserve balance is also there to provide scope for INTO to do more of its core functions. There is a lot of room to grow these (like the TAP INTO small grants).

In common with every other organisation, INTO also needs to allow for unforeseen emergencies, which can be greater given the international context in which we work. External changes may mean our beneficiaries (the INTO membership) need more support from us than usual in a given year.

The charity held total reserves at the year-end of £418,312 (2022 : £329,771) Of these £312,467 (2022 : £136,000) of restricted funds were held. Free reserves at the year-end stood at £105,845 (2022 : £193,771).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

INTO is registered and regulated under UK law as a Charitable Incorporated Organisation Number 1175994. It is governed by its CIO Constitution and By-laws. It was registered with the Charity Commission (England and Wales) on 29 November 2017. These documents are available on the INTO website.

Recruitment and appointment of new trustees

As set out in its Constitution, the charity trustees are appointed at the biennial INTO Congress. In advance of each Congress, each Full Member may nominate one or more individuals to be considered. The charity trustees recommend individuals from amongst these nominations for appointment at the next Congress. They may also appoint trustees between Congresses but a charity trustee so appointed must retire at the next Congress, but may be nominated for re-appointment.

A charity trustee may not hold office for more than three consecutive terms except where length of service includes time served as Chair or Vice Chair.

None of our trustees receive remuneration or other benefit from their work with INTO.

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2023**

STRUCTURE, GOVERNANCE AND MANAGEMENT

Organisational structure

The INTO trustees meet annually face-to-face and regularly by teleconference, thus making optimal use of virtual technologies and enabling our worldwide interests and membership to participate in a regular and cost-effective manner. These meetings are chaired by Dame Fiona Reynolds.

The National Trust of England, Wales and Northern Ireland was appointed host of the Secretariat and employs a Secretary-General who manages the day-to-day operations of the charity. This delegated framework is set out in a by law.

In 2023, we continued to benefit from the generous support of the National Trust of England, Wales and Northern Ireland (up to £100,000 per year in cash and in kind) covering four days a week of our Secretary-General's time; associated travel expenses; one day a week of business support; help and advice with fundraising and communications; legal costs; and a budget to enable National Trust staff to spend time with INTO member organisations.

Risk management

The trustees confirm that the major risks to which INTO is exposed have been reviewed and systems established to manage these.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity number

1175994

Principal address

20 Grosvenor Gardens
London
SW1W 0DH

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2023**

Trustees

Dame F Reynolds
Ms M K Adeleke
Ms B Babweteera
Ms N Bull
Ms C Childs
Mr O Eaton-Martinez (co-opted from December 2023)
Dr Irena Edwards
Mr M Galea
Ms Kanitha Kasina-Ubol
Ms K Malone-France (until August 2023)
Mr J Orna-Ornstein
Dr D Peacock (until June 2023)
Mr J Donaldson (co-opted from December 2023)

Ambassadors

HRH Princess Dana Firas of Jordan
Hashim Djojohadikusumo
Lady Helen Hamlyn OBE
HH The Maharaja Gaj Singh II of Marwar-Jodhpur
Dr Thant Myint-U
Dame Fiona Reynolds DBE

The INTO Ambassadors are a small group of very distinguished individuals, from various backgrounds and parts of the world, whose achievements in our field are internationally recognised, and who kindly lend their support to INTO. This is a titular role with no formal governance responsibilities.

INTO Secretariat team

Izzi Greenwood, Business Services Coordinator (National Trust)
Alexander Lamont Bishop, Deputy Secretary-General
Jessica Lay, Business Services Coordinator (National Trust)
Catherine Leonard, Secretary-General
Tracy Ogden-Davies, Philanthropy Manager (National Trust)
Ellie Oliver, Communications Manager
Jacqui Sealy, Programme Officer
Katherine Shingler, Project Manager (National Trust)
Dave Simpson, Programme Manager, Climate Change and International Heritage Resilience
Vanessa Targett, Interim Deputy Secretary-General
Emma Taylor, Project Manager (Freelance)

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2023**

REFERENCE AND ADMINISTRATIVE DETAILS

Auditors

Haines Watts
Chartered Accountants & Statutory Auditors
Old Station House
Station Approach
Swindon
Wiltshire
SN1 3DU

STATEMENT OF TRUSTEES' RESPONSIBILITIES

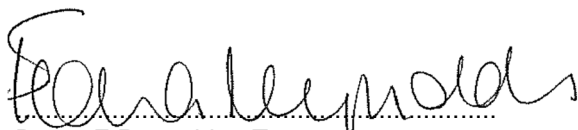
The trustees are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

The law applicable to charities in England and Wales, the Charities Act 2011, Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed 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 charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the board of trustees on 28 October 2024 and signed on its behalf by:



Dame F Reynolds - Trustee

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF INTERNATIONAL NATIONAL TRUSTS ORGANISATION

Opinion

We have audited the financial statements of International National Trusts Organisation (the 'charity') for the year ended 31 December 2023 which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. 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), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 December 2023 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Comparative Figures

The comparative figures for 2022 are unaudited.

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF INTERNATIONAL NATIONAL TRUSTS ORGANISATION

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

We have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We obtained an understanding of the legal and regulatory framework applicable to both the charity itself and the environment in which it operates. We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience and through discussion with the directors and other management. The most significant were identified as the UK GAAP (FRS102), Charities Act 2011 and relevant tax legislation.

We considered the extent of compliance with those laws and regulations as part of our procedures on the related financial statements. Our audit procedures included:

- making enquires of trustees and management as to where they consider there to be a susceptibility to fraud and whether they have any knowledge or suspicion of fraud;
- obtaining an understanding of the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations;
- assessing the risk of management override including identifying and testing journal entries;
- challenging the assumptions and judgements made by management in its significant accounting estimates.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

**REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES OF
INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Haines Watts
Chartered Accountants & Statutory Auditors
Old Station House
Station Approach
Swindon
Wiltshire
SN1 3DU

Date: 29 October 2024

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2023**

	Notes	Unrestricted fund £	Restricted funds £	2023 Total funds £	2022 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	126,649	1,053,412	1,180,061	420,958
Investment income		<u>2,788</u>	<u>-</u>	<u>2,788</u>	<u>-</u>
Total		<u>129,437</u>	<u>1,053,412</u>	<u>1,182,849</u>	<u>420,958</u>
EXPENDITURE ON					
Charitable activities					
	4				
Family		-	348,531	348,531	84,802
Growth		-	98,378	98,378	59,771
Voice		-	91,181	91,181	37,514
Strength		-	332,573	332,573	53,676
Other		<u>223,645</u>	<u>-</u>	<u>223,645</u>	<u>92,021</u>
Total		<u>223,645</u>	<u>870,663</u>	<u>1,094,308</u>	<u>327,784</u>
NET INCOME/(EXPENDITURE)					
Transfers between funds	13	(94,208)	182,749	88,541	93,174
		<u>6,282</u>	<u>(6,282)</u>	<u>-</u>	<u>-</u>
Net movement in funds		(87,926)	176,467	88,541	93,174
RECONCILIATION OF FUNDS					
Total funds brought forward		193,771	136,000	329,771	236,597
TOTAL FUNDS CARRIED FORWARD		<u>105,845</u>	<u>312,467</u>	<u>418,312</u>	<u>329,771</u>

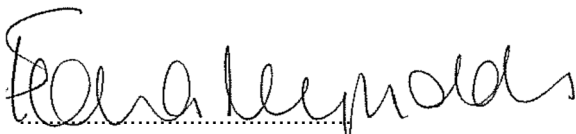
The notes form part of these financial statements

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**STATEMENT OF FINANCIAL POSITION
31 DECEMBER 2023**

	Notes	Unrestricted fund £	Restricted funds £	2023 Total funds £	2022 Total funds £
CURRENT ASSETS					
Debtors	10	24,867	-	24,867	-
Cash at bank		<u>165,754</u>	<u>339,289</u>	<u>505,043</u>	<u>362,108</u>
		190,621	339,289	529,910	362,108
CREDITORS					
Amounts falling due within one year	11	(84,776)	(26,822)	(111,598)	(32,337)
		<u>105,845</u>	<u>312,467</u>	<u>418,312</u>	<u>329,771</u>
NET CURRENT ASSETS					
		<u>105,845</u>	<u>312,467</u>	<u>418,312</u>	<u>329,771</u>
TOTAL ASSETS LESS CURRENT LIABILITIES					
		<u>105,845</u>	<u>312,467</u>	<u>418,312</u>	<u>329,771</u>
NET ASSETS					
		<u>105,845</u>	<u>312,467</u>	<u>418,312</u>	<u>329,771</u>
FUNDS					
	12			105,845	193,771
Unrestricted funds				<u>312,467</u>	<u>136,000</u>
Restricted funds				<u>418,312</u>	<u>329,771</u>
TOTAL FUNDS					
				<u>418,312</u>	<u>329,771</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 28 October 2024 and were signed on its behalf by:


 Dame F Reynolds - Trustee

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2023**

Notes	2023 £	2022 £
Cash flows from operating activities		
Cash generated from operations 1	<u>142,935</u>	<u>100,390</u>
Net cash provided by operating activities	<u>142,935</u>	<u>100,390</u>
	_____	_____
Change in cash and cash equivalents in the reporting period	142,935	100,390
Cash and cash equivalents at the beginning of the reporting period	<u>362,108</u>	<u>261,718</u>
Cash and cash equivalents at the end of the reporting period	<u>505,043</u>	<u>362,108</u>

The notes form part of these financial statements

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2023**

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2023 £	2022 £
Net income for the reporting period (as per the Statement of Financial Activities)	88,541	93,174
Adjustments for:		
Depreciation charges	-	385
(Increase)/decrease in debtors	(24,867)	8,000
Increase/(decrease) in creditors	<u>79,261</u>	<u>(1,169)</u>
Net cash provided by operations	<u>142,935</u>	<u>100,390</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1/1/23 £	Cash flow £	At 31/12/23 £
Net cash			
Cash at bank	<u>362,108</u>	<u>142,935</u>	<u>505,043</u>
	<u>362,108</u>	<u>142,935</u>	<u>505,043</u>
Total	<u>362,108</u>	<u>142,935</u>	<u>505,043</u>

The notes form part of these financial statements

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023**

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

The financial statements are prepared in sterling, which is the functional currency of the entity and is rounded to the nearest £.

Going concern

INTO remains a viable entity with minimal material liabilities. It benefits from the generous support of the National Trust (England, Wales, and Northern Ireland), which hosts the INTO Secretariat, thereby eliminating the need for staff employment and covering office, HR, or IT costs. Additionally, INTO does not operate its own pension scheme.

The Trustees acknowledge the potential risk posed by the conclusion of two significant projects in 2025: Withstanding Change and Capacity Building for the National Trust Ideal. However, this risk is mitigated by a robust pipeline of new proposals, healthy reserves and an increase in membership fees and earned income in 2024.

Further mitigation measures include staff reductions, as INTO only seconds staff from the National Trust when grants are secured.

Negotiations are also underway with the National Trust to establish a renewed financial arrangement that will cover core staffing costs and bridge any external funding gaps.

In light of these considerations, the Trustees affirm INTO's ability to continue as a going concern.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Taxation

The charity is exempt from tax on its charitable activities.

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2023**

1. ACCOUNTING POLICIES - continued

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

Creditors

Creditors 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 are recognised at their settlement amount.

2. DONATIONS AND LEGACIES

	2023 £	2022 £
Donations and grants	1,132,290	363,912
Membership fees	<u>47,771</u>	<u>57,046</u>
	<u><u>1,180,061</u></u>	<u><u>420,958</u></u>

	2023 £	2022 £
Membership income	47,771	57,046
Grant income - Helen Hamlyn	-	66,626
Global Giving	226	1,475
Grant income - British Council - Uganda 2 project	-	71,984
GB Sasakawa Foundation	5,360	-
Grant income - ALIPH Georgia project	55,545	34,534
Barbados National Trust	41,226	-
Erasmus+	2,536	8,535
Helen Hamlyn Trust (2)	134,500	61,000
CPF Global Project	814,019	62,132
Donated services - salary	70,811	55,298
Other	<u>8,067</u>	<u>2,328</u>
	<u><u>1,180,061</u></u>	<u><u>420,958</u></u>

3. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 4) £	Totals £
Other charitable activities	<u>1,083,988</u>	<u>10,320</u>	<u><u>1,094,308</u></u>

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2023**

4. SUPPORT COSTS

	Governance costs £ <u>10,320</u>
Other charitable activities	<u>10,320</u>

5. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 December 2023 nor for the year ended 31 December 2022.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 December 2023 nor for the year ended 31 December 2022.

6. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	<u>114,672</u>	<u>306,286</u>	<u>420,958</u>
EXPENDITURE ON			
Charitable activities			
Conferences and projects	-	235,763	235,763
Other charitable activities	<u>92,021</u>	<u>-</u>	<u>92,021</u>
Total	<u>92,021</u>	<u>235,763</u>	<u>327,784</u>
NET INCOME	22,651	70,523	93,174
Transfers between funds	<u>27,512</u>	<u>(27,512)</u>	<u>-</u>
Net movement in funds	50,163	43,011	93,174
RECONCILIATION OF FUNDS			
Total funds brought forward	<u>143,608</u>	<u>92,989</u>	<u>236,597</u>
TOTAL FUNDS CARRIED FORWARD	<u>193,771</u>	<u>136,000</u>	<u>329,771</u>

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2023**

7. UNRESTRICTED EXPENDITURE

	2023	2022
	£	£
Travel & subsistence	7,404	9,936
Donated services - salary	70,811	55,248
Recharged salaries	111,001	19,189
Accountancy and professional fees	22,253	-
Charges and interest	4,376	-
Other	<u>7,800</u>	<u>7,648</u>
	<u>223,645</u>	<u>92,021</u>

8. STAFF COSTS

The charity does not employ any staff. During the year salary costs of £70,811 (2022 £55,298) were met by The National Trust and included as donated services in these financial statements. In addition, £201,951 staff costs were recharged by The National Trust to the charity (2022 £92,441).

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. The total compensation paid to key management personnel (or donated by the National Trust) for services provided to the charity during the year was £129,754.

9. TANGIBLE FIXED ASSETS

	Computer equipment £
COST	
At 1 January 2023 and 31 December 2023	<u>770</u>
DEPRECIATION	
At 1 January 2023 and 31 December 2023	<u>770</u>
NET BOOK VALUE	
At 31 December 2023	<u><u>-</u></u>
At 31 December 2022	<u><u>-</u></u>

10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023	2022
	£	£
Prepayments and accrued income	<u>24,867</u>	<u><u>-</u></u>

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2023**

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023 £	2022 £
Other creditors	<u>114,091</u>	<u>32,337</u>

12. MOVEMENT IN FUNDS

	At 1/1/23 £	Net movement in funds £	Transfers between funds £	At 31/12/23 £
Unrestricted funds				
General fund	193,771	(94,208)	6,282	105,845
Restricted funds				
Global Giving	522	(157)	-	365
Davidson Fund	12,226	(782)	-	11,444
Amex Sustainable Tourism project	11,568	(12,883)	1,315	-
1772 Foundation	2,202	-	-	2,202
ALIPH Georgia	7,243	1,901	(7,597)	1,547
Erasmus+	5,502	38	-	5,540
Helen Hamlyn Trust (2)	34,605	13,861	-	48,466
CPF Global Project	62,132	183,155	-	245,287
Great British Sasakawa Foundation	-	(1,900)	-	(1,900)
Europa Nostra	-	(484)	-	(484)
	<u>136,000</u>	<u>182,749</u>	<u>(6,282)</u>	<u>312,467</u>
TOTAL FUNDS	<u>329,771</u>	<u>88,541</u>	<u>-</u>	<u>418,312</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	126,649	(220,857)	(94,208)
Restricted funds			
Global Giving	226	(383)	(157)
Davidson Fund	-	(782)	(782)
Amex Sustainable Tourism project	-	(12,883)	(12,883)
ALIPH Georgia	55,545	(53,644)	1,901
Erasmus+	2,536	(2,498)	38
Helen Hamlyn Trust (2)	134,500	(120,639)	13,861
CPF Global Project	814,019	(630,864)	183,155
Great British Sasakawa Foundation	5,360	(7,260)	(1,900)
Europa Nostra	-	(484)	(484)
Barbados National Trust	41,226	(41,226)	-
	<u>1,053,412</u>	<u>(870,663)</u>	<u>182,749</u>
TOTAL FUNDS	<u>1,180,061</u>	<u>(1,091,520)</u>	<u>88,541</u>

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2023**

12. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1/1/22 £	Net movement in funds £	Transfers between funds £	At 31/12/22 £
Unrestricted funds				
General fund	143,608	22,651	27,512	193,771
Restricted funds				
Global Giving	1,231	(709)	-	522
Davidson Fund	12,226	-	-	12,226
Helen Hamlyn Trust	(1,723)	14,016	(12,293)	-
British Council - Petra NT	5,021	-	(5,021)	-
Amex Sustainable Tourism project	40,208	(28,640)	-	11,568
1772 Foundation	8,511	(6,309)	-	2,202
British Council - Uganda Project 2	(12,823)	21,556	(8,733)	-
British Council - Nigeria	1,465	-	(1,465)	-
ALIPH Georgia	38,873	(31,630)	-	7,243
Erasmus+	-	5,502	-	5,502
Helen Hamlyn Trust (2)	-	34,605	-	34,605
CPF Global Project	-	62,132	-	62,132
	<u>92,989</u>	<u>70,523</u>	<u>(27,512)</u>	<u>136,000</u>
TOTAL FUNDS	<u>236,597</u>	<u>93,174</u>	<u>-</u>	<u>329,771</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	114,672	(92,021)	22,651
Restricted funds			
Global Giving	1,475	(2,184)	(709)
Helen Hamlyn Trust	66,626	(52,610)	14,016
Amex Sustainable Tourism project	-	(28,640)	(28,640)
1772 Foundation	-	(6,309)	(6,309)
British Council - Uganda Project 2	71,984	(50,428)	21,556
ALIPH Georgia	34,534	(66,164)	(31,630)
Erasmus+	8,535	(3,033)	5,502
Helen Hamlyn Trust (2)	61,000	(26,395)	34,605
CPF Global Project	62,132	-	62,132
	<u>306,286</u>	<u>(235,763)</u>	<u>70,523</u>
TOTAL FUNDS	<u>420,958</u>	<u>(327,784)</u>	<u>93,174</u>

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2023**

12. MOVEMENT IN FUNDS - continued

Global Giving: Global - Giving is the crowdfunding platform used for our 'Saint Lucia National Trust C-19 Relief Fund'.

INTO Foundation: This was established with a gift from the late Rodney Davidson AO. Under the new governance structure, the INTO Foundation was wound up and its assets transferred to the CIO. At its meeting on 8 September 2021, the INTO Board agreed that the funds previously associated with the restricted fund known as the INTO Foundation would be used as general funds in line with the original intentions of the donor. This fund will be known as the Davidson Fund.

Helen Hamlyn Trust: The HHT grant of £275,780 over three years is for a project entitled 'Capacity Building for the National Trust Ideal'. The grant supports three main aims: the appointment of a Deputy Secretary-General; the establishment of a new Technical Assistance Programme to help our member organisations grow, develop their campaigns and share best practice; and to increase INTO's profile amongst prospective members, partner organisations, supporters and opinion formers.

Helen Hamlyn Trust 2: The HHT grant of £399,500 continues the above support over the next three years from September 2022. An additional element is support for a new INTO Heritage Leaders programme.

1772 Foundation: 1772 is a US-based grant-giving body keen to help promote and learn from the National Trust approach, particularly as it pertains to stewarding both cultural and natural heritage. INTO has received a number of gifts from the 1772.

Cultural Protection Fund: The CPF is managed by the British Council - the UK's international organisation for educational opportunities and cultural relations - in partnership with the Department for Digital, Culture, Media and Sport (DCMS). It aims to foster, safeguard and promote cultural heritage overseas. In 2020, it ran a special call for global heritage projects, which will use technology, skills development and community engagement to respond to the risk of climate change to heritage in East Africa.

British Council - Uganda Project 2: Towards the end of 2021, we announced a new phase of support from the British Council's Cultural Protection Fund of £110,143.

British Council - Nigeria: British Council Wales launched a new digital initiative in 2021 in response to the Covid-19 pandemic, to explore innovative ways to demonstrate artistic interpretation and practice. Under #GoDigital Sub Saharan Africa-Wales Creative Projects, a collaborative partnership, facilitated by INTO, brings together Penrhyn Castle, a National Trust property in Wales and Legacy The Historical and Environmental Interest Group of Nigeria's Jaekel House.

Amex Sustainable Tourism project: Through a two-year grant, American Express is supporting INTO's research into the ways in which owners and stewards of National Trust properties have re-thought their relationships with the communities around them, and how their conservation and engagement ambitions have been enriched by that process. The research will serve as the foundation for an in-depth series of sessions at the INTO conferences in 2021 and 2022.

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2023**

12. MOVEMENT IN FUNDS - continued

ALIPH Georgia: INTO is partnering with members National Trust for Georgia and Union REMPART on a two-year project to restore the Tsiskarauli Tower. The generous support of the ALIPH Foundation will allow for the restoration of this site, damaged by a jet in the 2001 Chechen War. In order to stabilise and restore this missile-damaged heritage site, we will work with our partners to engage an international group of volunteers as part of a working holidays programme.

Erasmus+: This is an EU programme to support education, training, youth and sport in Europe. We have partnered with the Czech National Trust (project lead) on the SEECHT project (Staff Exchange in European Cultural Heritage Trusts). This offers staff and volunteers at INTO member organisations the opportunity to undertake mini-secondments (up to two weeks) with other Trusts in the network. Participants will then deliver practical pilot projects at their sites that broaden access to their heritage sites. At the end of the project, we will create a toolkit capturing the learning and case studies. This will be presented at an event in Czech Republic in Spring 2023.

Great British Sasakawa Foundation: INTO applied for a GBSF grant for the Blossoming Connections project. The grant of £5,360 supported a visit to Japan to make connections with Japanese heritage trusts for learning and future project collaboration. The National Trust (England, Wales and Northern Ireland) and INTO both provided match funding for the project.

Europa Nostra: Our Secretary-General represents both the National Trust and INTO on the Europa Nostra Council. Expenses associated with our engagement with Europa Nostra, the pan-European voice for cultural heritage, are therefore supported by the National Trust through this separate project line.

Transfer between funds. Transfers are made from unrestricted funds to restricted funds to cover any restricted funds in deficit or from restricted funds to unrestricted funds where a project is complete and there is no requirements to return any unspent funds.

13. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 December 2023.

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

England & Wales - Charity number 1175994

Accounts

**REPORT OF THE TRUSTEES AND
UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022
FOR
INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

Haines Watts
Chartered Accountants
Old Station House
Station Approach
Swindon
Wiltshire
SN1 3DU

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

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FOR THE YEAR ENDED 31 DECEMBER 2022**

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**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2022**

The trustees present their report with the financial statements of the charity for the year ended 31 December 2022. The trustees have adopted the provisions of 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 2019).

CHAIR'S REPORT

Over the last three years, we have benefited enormously from a transformational grant from the Helen Hamlyn Trust (HHT). My fellow trustees and I were delighted that in 2022, the HHT renewed their support for INTO. This new grant enables us to accelerate our capacity building of the National Trust model internationally, re-energising momentum as we emerge from the pandemic.

In 2022 we also received a very significant £1.6 million award from the British Council's Cultural Protection Fund, to work on climate adaptation and resilience. This will connect member organisations across the Middle East, East Africa and the UK.

What's really exciting, is that the new grant provides for two new members of staff at the INTO Secretariat to deliver the project, as well as supporting 18 roles at our partner organisations. This will grow our capacity centrally to support all our members around the important issue of climate change.

Climate change is impacting all our work and we have responded to members' requests for more support on climate and nature through our new INTO CAN (Climate and Nature) programme. This knowledge-sharing network provides an important opportunity for us to learn from each other, to share and develop common solutions. INTO CAN builds on the success of our Re-imagining International Sites of Enslavement programme. RISE has continued to provide a much-needed space for INTO members to exchange expertise and develop confidence, as we navigate the complex histories of enslavement at sites in Europe, Africa, the Caribbean and North America.

These two themes: climate change and equity, diversity and inclusion run through much of what we do as individuals, organisations and as a global National Trust movement. They featured prominently at INTO Dundee 2022, where it was wonderful to welcome so many INTO members from a diverse range of countries and organisations.

We have exciting plans for next year, including building on our existing programmes in the field of international leadership development; engaging more individuals and organisations in our outreach work; and sharing the stories of our members' work more widely. We look forward to sharing 2023's successes with you in the future.

In the meantime, my thanks and congratulations to our Secretariat team, whose hard work and dedication has secured an exceptional level of financial support for INTO. This takes us with confidence into an active and ambitious next period. My thanks too to my fellow trustees who give so generously of their time and expertise, our INTO Ambassadors and all the members of the INTO family for their belief in our shared values and mission, their engagement in our programmes and the generous way knowledge and experience is shared across our network.

We look forward to ever closer collaboration with our member organisations, partners, volunteers, funders and supporters as we enter the next phase of INTO's development.

Dame Fiona Reynolds
Chair of INTO

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2022**

OBJECTIVES AND ACTIVITIES

INTO is a worldwide family of National Trusts and heritage organisations that share ideas and resources, and act as a global voice on international conservation.

We provide access to a unique network of expertise, we seek to grow the capacity of existing trusts and help establish new ones in countries where they don't currently exist. Amongst the services and learning opportunities we offer are support with advocacy and funding applications, leadership experience, staff placements, technical assistance and travel grants, involvement in joint projects, reciprocal visiting arrangements, our biennial conference, monthly newsletter and webinar programme.

Bringing together more than 90 like-minded organisations around the world, we also act as a global voice for issues of common concern. The National Trust (England, Wales and Northern Ireland), as the largest, best resourced INTO member, hosts our Secretariat but INTO is a separate charity with its own constitution, strategy and international board of trustees.

"The object of the Charity is to promote the conservation and enhancement of the natural and cultural heritage of all nations for the benefit of the people of the world and in particular but without limitation:

- (1) to foster international co-operation and co-ordination between National Trusts for conservation and heritage and similar organisations;
- (2) to increase and enhance the capacity of such conservation and heritage organisations;
- (3) to encourage the establishment, where they do not presently exist, and development of such conservation and heritage organisations; and
- (4) to formulate and promote conservation best practices;
- (5) to pursue advocacy in the interest of conservation of natural and cultural heritage."

INTO Constitution, Clause 3

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2022**

OUR MEMBERS

In 2022, we had 94 member organisations:

ASIA

Ruan Yisan Heritage Foundation (China)
Centre for Historic Houses of India
Indian Trust for Rural Heritage and Development
Mehrangarh Museum Trust (India)
Indonesian Heritage Trust
Amenity 2000 Association (Japan)
Research Association of National Trust on Natural and Cultural Heritage (Japan)
Badan Warisan Malaysia (Heritage of Malaysia Trust)
Yangon Heritage Trust
National Trust of Korea
Korean National Trust for Cultural Heritage
Singapore Heritage Society
National Trust Sri Lanka
Taiwan Environmental Information Association (TEIA)
The Siam Society Under Royal Patronage (Thailand)

EUROPE

Cultural Heritage Without Borders (Albania)
Bodenfreiheit - Verein zur Erhaltung von Freiraume (Austria)
Herita (Belgium)
Cultural Heritage Without Borders (Bosnia)
Czech National Trust o.p.s.
Friends of Czech Heritage
National Trust (England, Wales and Northern Ireland)
Europa Nostra
Falkland Islands Museum and National Trust
Union REMPART (France)
Conservatoire du Littoral (France)
Centre des Monuments Nationaux (France)
National Trust of Georgia
Kulturerbe Bayern (Germany)
Gibraltar Heritage Trust
Boulouki (Greece)
National Trust of Guernsey
Hungarian Garden Heritage Foundation
An Taisce - National Trust for Ireland
Manx National Heritage (Isle of Man)
FAI - Fondo Ambiente Italiano (the National Trust for Italy)
National Trust for Jersey
Din l-Art Helwa (Malta)
Gelderland Trust for Historic Houses and Natural Landscape
Nationale Monumenten Organisatie (Netherlands)
The Chudow Castle Foundation (Poland)
Pro Patrimonio Foundation (Romania)
Associação Portuguesa das Casas Antigas
Saint Helena National Trust
National Trust for Scotland
National Trust of Slovakia
La Fundació Catalunya-La Pedrera (Spain)
Fundación Enrique Montoliu de la Comunitat Valenciana - FUNDEM (Spain)

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2022**

OCEANIA AND AUSTRALASIA

National Trust of Australia (Australian Capital Territory)
National Trust of Australia (New South Wales)
National Trust of Australia (Northern Territory)
National Trust of Australia (Queensland)
National Trust of Australia (Tasmania)
National Trust of Australia (Victoria)
National Trust of South Australia
National Trust of Western Australia
Australian Council of National Trusts
Fiji National Trust
Heritage New Zealand Pouhere Taonga

AFRICA AND THE MIDDLE EAST

Egyptian Heritage Rescue Foundation
Heritage Watch Ethiopia
Petra National Trust (Jordan)
Legacy 1995 Historical and Environmental Interest Group of Nigeria
West African Shared Cultural Heritage Trust (Nigeria)
Monuments and Relics Commission (Sierra Leone)
Hout Bay Heritage Trust (South Africa)
Turathuna (Syria)
Zanzibar Stone Town Heritage Society (Tanzania)
Cross Cultural Foundation of Uganda
Zimbabwe National Trust
Seychelles National Heritage Resource Council

THE AMERICAS, INCLUDING THE CARIBBEAN

Anguilla National Trust
Stichting Rancho (Aruba)
Barbados National Trust
Bahamas National Trust
Bermuda National Trust
Committee of the Defence of the Bickenbach Country House (Bolivia)
British Virgin Islands National Parks Trust
National Trust for Land and Culture (B.C.) Society (Canada)
National Trust for Canada /La Fiducie Nationale
National Trust for the Cayman Islands
Grenada National Trust
Haiti National Trust
Jamaica National Heritage Trust
FUNDARQMX (Fomento Universal para la Difusión Arquitectónica de México)
Montserrat National Trust
Nevis Historical and Conservation Society
Saint Christopher National Trust
Saint Lucia National Trust
National Trust of Trinidad and Tobago
Filoli (USA)
National Parks Service (USA)
National Trust for Historic Preservation (USA)
The Trustees of Reservations (USA)

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2022

The benefits of INTO membership include:

- Access to a worldwide network of expertise
- Support from the global family of Trusts in advocacy and awareness raising
- Taking an active part in our biennial Conference, with reduced registration fees
- Opportunity to serve on working groups on specific projects or themes
- Eligibility to apply for INTO grants
- Using the INTO logo to celebrate your membership

There is more information about joining INTO on our website.

As part of our INTO Places scheme, some INTO members offer free or reduced-price entry to their properties upon production of a valid membership card from another National Trust. If they do not have properties open to the public, they can sometimes provide other services such as reduced-price heritage walks or assistance with travel plans.

Please contact the INTO member in the country you intend to visit for details.

SECRETARY-GENERAL'S REPORT

Our 2022 Annual Report once again demonstrates the incredible work and commitment of INTO and its member organisations to make progress on our four strategic aims: Family, growth, voice and strength. This success is built on the engagement of all our members, volunteers, funders, Amicus supporters, INTO friends and staff. It was inspiring and energising to see so many of you in person at our 2022 conference.

National Trusts are fundamentally about engaging people with the places, stories and issues that matter to them. So, everyone had a stake in the theme of INTO Dundee 2022 'Heritage Now: Relevance and Community'. It was great to hear committed voices from around the world and to feel a real sense of shared purpose, shared values and a shared vision for our great international National Trust movement. Learning and sharing is at the heart of all that we do at INTO. And we all left Dundee with new ideas, the beginnings of new projects and new friendships forged amongst our inspirational and culturally diverse network.

We are grateful to our partners, Culture in Crisis, the V&A Dundee and National Trust for Scotland, for making INTO Dundee 2022 the best conference ever! And to American Express, the 1772 Foundation, the Helen Hamlyn Trust and Visit Scotland for enabling the widest possible attendance.

The two new grants we secured in 2022, from the Helen Hamlyn Trust and the British Council's Cultural Protection Fund, will enable further collaboration, knowledge sharing and partnership to help all our members deliver benefits for people, heritage and nature. We also continued our work with the ALIPH Foundation involving INTO members, Union REMPART and the National Trust of Georgia; concluded the Innocastle project supported by Interreg Europe; and began a new Erasmus+ collaboration with five INTO Europe member organisations. We are extremely grateful for the engagement and support of all our funders.

In 2022, our membership grew to include organisations from the Bahamas, Bosnia, France, Japan, Mexico, Portugal and the Seychelles. We appreciate their confidence and hope to serve them in a way that reflects our mission.

INTO is a team effort and I am personally deeply grateful to our wonderful volunteers, particularly Gillian Lang for all her hard work planning INTO Dundee 2022; Tamara di Marco, who researched how our members are delivering the Sustainable Development Goals; and Maggie Morgan who again spent time advising the Singapore Heritage Society. To our freelance project managers, Emma Taylor, David Brown and June Taboroff. To my Secretariat colleagues, particularly Alex Lamont Bishop, but also Charlotte Ward, Ellie Oliver, Becky Sejourant and Tracy Ogden-Davies for managing INTO communications and fundraising, and Jacqui Sealy who co-ordinates the INTO office.

Here's to many more great things in 2023!

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2022**

HIGHLIGHTS FROM 2022 UNDER OUR FOUR KEY STRATEGIES: FAMILY, GROWTH, VOICE AND STRENGTH

FAMILY

INTO exists for its members and seeks to deliver programmes, projects and activities that support our members in the achievement of their goals. We support and invest in the global National Trust movement by providing opportunities to collaborate and share ideas, resources, skills, and knowledge. All of which serve to amplify our shared INTO family values.

Today there are INTO members countries and territories ranging from Australia, Bermuda and China all the way through the alphabet to Trinidad and Tobago, Yangon City and Zimbabwe. With more than 90 member organisations, we need to focus on what holds us together and to develop our global brand and visibility.

In 2022, we built on our successful track record of transferring knowledge and expertise from more established Trusts to the smaller, younger ones. Our members are always happy to share their experience but resource constraints at home can limit the assistance they are able to offer. By building INTO's capacity to provide opportunities for them to collaborate, we can better support our members in the achievement of their goals.

INTO Dundee

INTO Dundee was the highlight of 2022 for many of us. National Trusts are fundamentally about engaging people with the places, stories and issues that matter to them. So, everyone had a stake in the theme of INTO Dundee 2022, Heritage Now: Relevance and Community. And it was wonderful to come together in person for the first time since 2019 although in many ways we haven't really been apart. Learning and sharing is at the heart of all that we do at INTO. We all left Dundee with new ideas, the beginnings of new projects and new friendships forged amongst our inspirational and culturally diverse network. The videos of the panel sessions are now available and we launch the associated webinar programme in early 2023.

There was so much to learn from one another at INTO Dundee 2022. We all had the opportunity to share our experiences, to listen to brave and committed voices and to feel that the things that concern us are basically the same wherever we are in the world.

INTO members are all different but we share the same values, goals and challenges. The past few years have been difficult, but we know from experience that things are better when we work together. As a global community.

We gathered in solidarity and friendship at INTO Dundee, feeling that now really was the time to work together. To share ideas and approaches, concerns and worries. And to think of more things we can do to help one other.

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2022**

TAP INTO

Exchanging knowledge as an international network is fundamental to the success of a truly global National Trust movement. Our Technical Assistance Programme, TAP INTO facilitates collaborations between heritage organisations across the world. These connections have grown capacity in trusts large and small and provided vital practical support to heritage organisations weathering some of their most challenging years.

Over the first three years of TAP INTO (2019-2022), thanks to the Helen Hamlyn Trust's support, we've enabled a total of 63 TAP-INTO projects, working with 43 members.

In March, we supported an exchange between the National Trust (EWNI) and the Egyptian Heritage Rescue Foundation. Already building on the EHRF's participation in the Incubator, this dialogue enabled knowledge sharing around the future of the extraordinary Bayt al-Razzaz palace in Cairo. It also allowed us to crowdsource solutions to shared challenges around climate adaptation. Which in turn led to the development of a new partnership and successful application to the British Council's Cultural Protection Fund.

August saw the start of several new TAP INTO projects and we are grateful to the National Trust for Historic Preservation for co-financing this round with us as part of the RISE programme. Representatives of the Saint Lucia National Trust visited National Park Service colleagues at Fort Monroe in Virginia. Stuart Wilson of the Cayman Islands National Trust visited to Belle Grove, a property of the US National Trust for Historic Preservation, and wrote: "This was an informative and enlightening experience, which surpassed all of my expectations. Kristen and her team are breaking new ground in so many ways and I will be implementing a great deal of what I have learnt, directly as a result of this experience."

On 20-21 August 2022, the community of St Helena came together to rebury the 325 Liberated Africans that were exhumed in 2008 during the building of the new airport. INTO was honoured to be involved via discussions and advice given by the RISE programme participants.

In November, we supported an exchange between INTO members in Jamaica and England. Alex Lamont Bishop accompanied the General Manager from Dyrham Park, Tom Boden, on a four-day visit with a view to growing future collaboration between the two Trusts.

This built on direct connections between historic properties managed by the two organisations and cemented relationships that were begun a month before, when Tom hosted Jamaica National Heritage Trust (JNHT) Curator Evelyn Thompson on a visit to Bath and Bristol in the UK, following her attendance at the INTO Dundee 2022 conference.

The group visited a number of JNHT sites, learning how shared colonial history is interpreted for Jamaican audiences. Different models of operating sites as visitor attractions were also discussed, drawing on best practice case studies from the UK and Jamaica.

RISE and CAN

TAP INTO is at the heart of our membership offer. It has become less of a grant programme and more of a strategic tool to enhance and unlock other programmatic activity. In 2022, we used TAP INTO to bring to life partnerships made on the RISE (Reimagining International Sites of Enslavement) knowledge sharing network.

The RISE programme continues to provide a much-needed space for INTO members to learn and share, as they navigate the complex histories of enslavement at sites in Europe, Africa, the Caribbean and North America. RISE has been noticed outside the group too. Alex Lamont Bishop presented case studies from RISE on a Brown University virtual seminar exploring the range of strategies that institutions and communities are using to respond to contentious representations of race, indigenous lifeways and history in public art and architecture.

At the request of our members and building on the success of RISE, we launched a new Climate and Nature thematic working group in 2022 in partnership with the National Trust (England, Wales and Northern Ireland).

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2022**

INTO CAN brings together staff and volunteers from INTO member organisations to share ideas and experiences in communicating about climate change. Over the fifteen months of the programme, participants will engage in a series of ten knowledge-sharing webinars.

INTO Places

INTO exists to 'promote the conservation and enhancement of the heritage of all nations for the benefit of the people of the world and future generations'. To help bring this mission to life, many of our member Trusts offer free entry to each other's properties.

We celebrated INTO Places globally over World Heritage Day weekend in April 2022. And our members have reported an uplift in membership recruitment and visiting as a result of being part of the programme. Really wonderful to hear how the members of participating INTO member organisations are able to use their membership cards as a passport, opening doors and gates, porticos and porches at over a thousand amazing National Trust places around the world!

We have continued to provide new communications advice and support, including presentations to the National Trust for Canada's Passport Places gathering in March. And for the members of Heritage New Zealand Pouhere Taonga and the National Trusts of Australia in June.

GROWTH

We are committed to growing global capacity for heritage conservation through leadership development, helping establish new National Trusts in countries where they don't currently exist and increasing INTO membership.

The establishment of new Trusts in the Czech Republic, Georgia, Uganda and Yangon in recent times shows that the National Trust approach, born in Victorian England and built on community engagement and sustainability, is viewed by many as an important model.

Linked to Family above, our Growth strategy seeks to mobilise our combined expertise and resources towards developing the technical, business, operational and leadership capacities of INTO member organisations and at the same time growing INTO membership. In 2022, we welcomed seven new members.

Growing new Trusts

Over the past three years, we have worked closely with local partners to support the development of new organisations. We have also encouraged and assisted groups all over the world as they set out on their journey to become a National Trust.

Our Chair and Secretary-General visited Lisbon in May at the request of Lady Hamlyn where we made significant connections with the Portuguese heritage sector. We then welcomed the President of the Association of Historic Houses, Antonio de Mello, to London and hosted visits in Swindon and Bath. We also organized a programme of activities and meetings centred around property operations, marketing and communications for a wider group of Portuguese heritage practitioners on a study visit to the UK in September

There is now fertile ground for our proposed Iberian Incubator, which we are now scoping out. Alex Lamont Bishop brought together some of the players to share the National Trust approach more widely (membership, site visiting, engaging the public, saving important heritage, advocacy, cohesive branding and so on) using two models - the network model, like in Canada or Flanders and the ownership/management led version.

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2022

We spent time supporting the Hungarian Garden Heritage Foundation in 2022, including hosting visits to the UK, addressing their conference in Budapest and undertaking a TAP INTO study visit to Canada.

Catherine Leonard joined the Hungarian team, along with Darren Peacock from the National Trust of South Australia, at the National Trust for Canada's Annual Conference in October. It was a great opportunity to learn more about different models and approaches as the Hungarians develop their first organisational strategy.

These two examples show how we actively support our Candidate members to help them form as quickly as possible with fantastic processes, resources and governance. This work is often initially funded by small grants and mobilises the expertise of our larger, more established members, to whom we are very grateful.

Capacity building

Collaborating on joint projects is a great way to support both our member organisations and INTO's own growth. Projects can be led by INTO, or we might leverage funds on behalf of our members or participate in a project that contributes to our strategic aims but is led by another organisation, either inside or outside the INTO family.

We welcomed the team from the National Trust of Georgia to the UK in May. This included time mending paths in the Lake District and a visit to the Knole Conservation Studio, along with the Georgian Ambassador. This knowledge exchange is part of our ALIPH funded project for community-led restoration of medieval tower in remote Caucasus Mountains. Sadly, the working holidays planned for this summer had to be slimmed down as the road to the project site was washed away in a landslide. But volunteers from Poland were able to travel to the project site in July, despite the difficulties presented by the heavy rain. They maximised their time by being interviewed by a TV Arte documentary team and you can read more about their experiences here.

We were pleased to firstly introduce and then support the Nevis Historical and Conservation Society with a successful application to one of our partner organisations, SMILO to fund some of their vital work.

As part of its support scheme to member Trusts, INTO facilitated a visit to the National Trust of Zimbabwe by Emily Drani and John De Coninck, co-founders of the Cross-Cultural Foundation of Uganda. The visit built on earlier interactions, such as through the INTO Africa group and joint heritage education initiatives. The main objectives of the visit, financed through an TAP INTO grant were to help the National Trust of Zimbabwe (NTZ) reflect on its mandate, activities and prospects; and to help the Cross-Cultural Foundation of Uganda (CCFU) learn from the Trust model in operation in Zimbabwe and thus facilitate its transition towards a National Trust in Uganda.

In June, we organised a programme for the Gelderland Trust and other Dutch provincial trusts in the Lake District and launched SEECHT, the Erasmus+ project we are part of alongside six INTO member organisations. Since then, we have worked closely with the Czech National Trust on the project management, communications and organisation of the training elements, several of which have now taken place.

INTO Heritage Leaders

In 2022, INTO has commissioned Cultural Associates Oxford (CAO) to undertake a scoping exercise to look at how, as a global family of National Trusts, we can support our member organisations through a managed and funded programme of leadership development across the network. The CAO team have extensive experience in designing and delivering international leadership programmes with the heritage, cultural, creative and business sectors. We're thrilled to be working with them and will launch the programme, with the support of the Helen Hamlyn Trust and the National Trust (EWNl) in 2023.

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2022**

VOICE

INTO speaks out with authority and purpose on global conservation issues critical to INTO's membership, celebrating what is unique and special about the National Trust approach. We support our membership with their campaigns and join forces with complementary bodies as appropriate.

In seeking to counter threats to our shared global heritage - like climate change, poor planning, conflict, insufficient resources - and to achieve our goal of establishing more and better functioning Trusts, INTO is uniquely positioned as the leading authority on the work and philosophy of National Trusts around the world.

Indeed, INTO is the only organisation that represents the interests of the National Trust movement at the global level. Our Voice work is threefold. Firstly, collecting and sharing stories and best practices from our member organisations to pool expertise and crowdsource solutions. Secondly, supporting our members' individual national campaigning and influencing activities. And lastly, acting as a combined voice for the whole membership on specific global issues such as climate change and sustainable development.

Communications

So much of what we do as an umbrella body and network is about communication. In 2022 we consolidated our Communications Manager role and were delighted to recruit Ellie Oliver in October. Ellie's initial focus is on growing INTO's communications engagement by creating and managing quality content across our channels. This will coalesce around two main awareness raising campaigns in 2023. She is also fine-tuning our monthly newsletter, reviewing the website and growing our social media presence. Another element to this work is supporting INTO members with their communications, particularly on INTO Places.

Research

In 2022, we hosted a micro-intern through the Oxford Partnership. Tamara di Marco looked at how our members are delivering the Sustainable Development Goals. Her research included interviews with INTO members and she created case studies and a database of the initiatives being undertaken across the 17 SDGs.

This work proved invaluable as we looked for case studies to feature in our work around COP27 and we are deeply grateful to Tamara for her time and expertise. Fiona Reynolds was invited to give a presentation on heritage and the SDGs, so we know how valuable this information is. We will also use the common themes identified as we develop plans for new joint projects responding to the SDGs.

Beginning in early 2023, we will be working with another researcher, Dr Peter Gould of the University of Pennsylvania, on participatory governance amongst National Trust organisations. This will also give us the opportunity to answer some of the questions identified in our strategy review workshops around the different governance models and structures of our member organisations.

Excellence Awards

We were delighted to announce the winners of our INTO Excellence Awards 2022, presented at a special Ceremony at INTO Dundee 2022. Overall submissions were of a very high quality and we selected 5 winners. The Awards highlighted just some of the amazing work INTO member organisations are delivering. It's also a really good way to collect best practice and promote this globally. Congratulations are due not only to our winners, but to all the organisations that work to connect people around the world with the places, stories and issues that matter to them.

Speaking in one voice

Over the course of the year, we have all made many and varied presentations about INTO, our work and the work of our member organisations. Some of these are mentioned elsewhere in the report but all combine to ensure that INTO is more visible on the global stage and that our members, but also international institutions, national and local governments have case studies and examples to follow/implement.

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2022

Barbra Babweteera and Catherine Leonard spoke at the Children and Heritage colloquium in collaboration with Oxford University. Barbra presented CCFU's education work virtually on a session called 'Engaging children with heritage today'.

We participated in the Celebrate Islands mobilisation this year and promoted the opportunities to our members. We were pleased to connect to the Conservatoire du Littoral at an event on 'Coastal Adaptation to Climate Change' in Marseilles and the co-creation of a policy document.

This was also an opportunity to showcase the work of the US National Trust at Filoli, FAI and the National Trust (EWNl) through an exhibition of photographs of productive gardens.

Catherine Leonard gave a speech about kitchen gardens at a conference organised by the Hungarian Garden Heritage Foundation. It was also an opportunity to showcase the work of the US National Trust at Filoli, FAI and the National Trust (EWNl) through an exhibition of photographs of productive gardens. And we made some good connections with the European Route of Historic Gardens, including the Portuguese Association of Historic Gardens, with whom we are now collaborating.

Alex Lamont Bishop addressed an online conference on Community-centred Preservation organised by the Ambassadors Fund. This was a great opportunity to showcase our members' work in front of a significant US funder.

In our role as knowledge partner, we also spoke on behalf of the National Trust at the Innocastle wrap-up conference in Romania. Catherine presented the National Trust's people-centred approach and Alex spoke on the panel about regional development. Our colleague, heritage resource expert June Taboroff planned, developed and recorded a presentation which opened the latter discussion.

Our case study on digitising heritage was selected by the Interreg Europe Policy Learning Platform for inclusion in a knowledge sharing webinar alongside other EU-funded projects. And it was wonderful to have our Ambassadors with us in Dundee to speak so passionately and wisely on behalf of INTO.

COP27

Princess Dana was once again by our side at the UN Climate Change talks in Sharm El Sheikh. This was our main Voice activity in 2023 and gave us a platform to showcase the work of INTO member organisations and the opportunity to network with colleagues from across the sector. We were delighted to host an official UNFCCC event on building adaptation and resilience. Speakers from the Egyptian Heritage Rescue Foundation, the National Trust (England, Wales and Northern Ireland), the Petra National Trust and the Cross-Cultural Foundation of Uganda joined colleagues from the Climate Heritage Network to share tools and experiences adapting to climate impacts.

The event also included the launch of the National Trust's new Climate Adaptation Guidance, a tool for caretakers of beautiful and historic places, along with a presentation from the British Council's Cultural Protection Fund, which included the formal announcement of our new £1.6m grant!

STRENGTH

We are building financial sustainability for INTO as an umbrella body but also by creating projects that build capacity within our member organisations. We also seek to demonstrate best practice in our governance and organisational culture.

Growing our organisational capacity

We had two significant funding successes in 2022. Firstly, we were delighted to announce a new grant from the Helen Hamlyn Trust for £399,500 over the next three years. This generous support builds on previous funding from the Helen Hamlyn Trust, which came to an end in June 2022.

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2022

This means we have funding for our Deputy Secretary-General role for another three years; more Incubator programmes; a 'war chest' of TAP-INTO funds; support for the new Heritage Leaders programme; and contributions to communications, the conference and Ambassadors programme. It is wonderful news and testament to the activity Alex Lamont Bishop has helped us deliver over the past three years and a great team effort on the new proposal.

Secondly, we have successfully secured the new £1.6m grant from the British Council's Cultural Protection Fund for our new climate adaptation project. 'Withstanding Change' is a £1.6m project delivering capital restoration works and sharing experience of adapting to and communicating about climate change. It will have a transformative impact on six INTO member organisations across East Africa, the Middle East and North Africa, whilst also building central Secretariat capacity. We began recruiting two new members of staff, a Programme Manager and a Project Co-ordinator, at the end of the 2022.

Putting together this partnership and securing the CPF grant has been a Herculean task, driven by Alex Lamont Bishop in collaboration with INTO member across the region and National Trust (EWNI) colleagues. The next steps are to kick off the activity, and we are greatly looking forward to welcoming the project team to the UK in April 2023.

Fundraising

Becky Sejourant joined us in June 2022 as our new Fundraising Development Manager. Many of you will have met Becky in Dundee and she has been collaborating closely with the team looking at opportunities for INTO; horizon scanning for new funders and developing projects and propositions that will benefit INTO members. Tracy Ogden-Davies will be taking over from Becky in January 2023 and will build on that earlier work to expand our sustainable financial foundation.

Governance

After many years in leadership roles at INTO, we said goodbye to SK Misra at our INTO Dundee 2022 Conference.

Fiona Reynolds spoke movingly about SK's contribution and leadership of our movement - both at our trustees meeting and at the INTO Congress, reflecting his long service to INTO. She reminded our delegates that SK had been instrumental in the formation of INTO from involvement in the Transitional Steering Committee following discussions in Edinburgh and Washington to the amazing Delhi conference where of course INTO was officially launched in 2007. SK's wise counsel, tenacious belief in the value of international collaboration and continual support for the Secretariat and Board was crucial to INTO's success over the following years.

Elizabeth Erasito also stood down as an INTO Trustee in 2022. The National Trust for Fiji has also been a long-standing part of INTO governance, firstly through Robin Yarrow with Elizabeth joining the board in 2016. We all remember our first meeting with Elizabeth at the International Conference of National Trusts in Dublin in 2009 when she very calmly dealt with an unexpected contretemps during one of the workshop sessions! Always a source of sagacious advice and kindness, always ready to offer the National Trust for Fiji as a case study or location for a secondment, always generously crediting INTO when in fact, the National Trust for Fiji and its wonderful director were the real stars!

We are thankful to them both for their engagement and service.

Partnerships and networks

Alliances with complementary international networks are a great way for us to amplify all our four main themes. They are also a key membership benefit as through these affiliations, INTO members are linked to other international bodies, which in 2022 included Culture in Crisis, World Monuments Fund, SAVE Europe's Heritage, UNESCO, ICON, Historic Houses, INTBAU, Nature4Climate Coalition and Europa Nostra. We are also subscribing members of the International Union for Conservation of Nature (IUCN); The Heritage Alliance; Climate Heritage Network and SMILO (Small Islands Organisation).

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2022**

Our Trustees have continued to meet virtually throughout 2022 and met in person at the INTO Dundee 2022 Conference.

Public benefit

The object of the Charity is to promote the conservation and enhancement of the natural and cultural heritage of all nations for the benefit of the people of the world. In shaping our objectives and planning our activities for the year, the trustees have considered the Charity Commission's guidance on public benefit.

At its most basic, heritage is what people value and want to hand on to future generations. The definition of heritage is very broad and it can cover everything from land and biodiversity, to buildings and landscapes, collections and intangible things like language and traditional practices. In fact, what makes something part of our heritage is not whether it is a building or a landscape, but the value we place on it.

INTO's role therefore in helping organisations protect and conserve heritage all over the world is inherently linked to public benefit. Because heritage is only heritage if it's relevant and of value to people.

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2022**

FINANCIAL REVIEW

Financial position

The position of the charity at the end of the year is set out on page 19.

Reserves policy

The Trustees have set a high level of reserves to protect against the charity's reliance on grant income for its major activities such as the INTO Conference or our Capacity Building for the National Trust Ideal project. This is currently based on one year's salary for our Deputy Director-General's salary plus the costs of one INTO Conference and is kept under review.

Trustees recognise the need to guard against the risk of grant income not being renewed. They also acknowledge that grants can be received in arrears and allowance must be made to fund short-term deficits in our cash budget.

Some grants are received in advance of a project, which accounts for some planned but as yet unspent expenditure. On the other hand, some of our major commitments are planned several years in advance, and before we can secure the necessary grant income. The success of our flagship Conference has in the past depended greatly on our ability to fundraise. Having a higher level of reserves means that we can ensure a successful event every two years.

INTO's other main source of income is membership subscriptions. Our annual budget is set before we receive all our fees. The impact of one of our larger organisations not re-joining one year could be quite considerable and needs to be guarded against.

Our general reserve balance is also there to provide scope for INTO to do more of its core functions. There is a lot of room to grow these (like the TAP INTO small grants).

In common with every other organisation, INTO also needs to allow for unforeseen emergencies, which can be greater given the international context in which we work. External changes may mean our beneficiaries (the INTO membership) need more support from us than usual in a given year.

The charity held total reserves at the year-end of £329,771 (2021 : £236,597) Of these £136,000 (2021 : £92,989) of restricted funds were held. Free reserves at the year-end stood at £193,771 (2021 : £143,223).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

INTO is registered and regulated under UK law as a Charitable Incorporated Organisation Number 1175994. It is governed by its CIO Constitution and By-laws. It was registered with the Charity Commission (England and Wales) on 29 November 2017. These documents are available on the INTO website.

Recruitment and appointment of new trustees

As set out in its Constitution, the charity trustees are appointed at the biennial INTO Congress. In advance of each Congress, each Full Member may nominate one or more individuals to be considered. The charity trustees recommend individuals from amongst these nominations for appointment at the next Congress. They may also appoint trustees between Congresses but a charity trustee so appointed must retire at the next Congress, but may be nominated for re-appointment.

A charity trustee may not hold office for more than three consecutive terms except where length of service includes time served as Chair or Vice Chair.

None of our trustees receive remuneration or other benefit from their work with INTO.

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2022**

Organisational structure

The INTO trustees meet annually face-to-face and regularly by teleconference, thus making optimal use of virtual technologies and enabling our worldwide interests and membership to participate in a regular and cost-effective manner. These meetings are chaired by Dame Fiona Reynolds.

The National Trust of England, Wales and Northern Ireland was appointed host of the Secretariat and employs a Secretary-General who manages the day-to-day operations of the charity. This delegated framework is set out in a by law.

In 2022, we continued to benefit from the generous support of the National Trust of England, Wales and Northern Ireland (up to £100,000 per year in cash and in kind) covering four days a week of our Secretary-General's time; associated travel expenses; one day a week of business support; help and advice with fundraising and communications; legal costs; and a budget to enable National Trust staff to spend time with INTO member organisations.

Risk management

The trustees confirm that the major risks to which INTO is exposed have been reviewed and systems established to manage these.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity number

1175994

Principal address

20 Grosvenor Gardens
London
SW1W 0DH

Trustees

Dame F Reynolds
Ms M K Adeleke
Ms B Babweteera
Ms N Bull
Ms C Childs
Dr Irena Edwards
Ms E Erasito (*to October 2022*)
Mr M Galea
Ms K Kasina-Ubol (*from October 2022*)
Ms K Malone-France
Mr S K Misra (*to October 2022*)
Mr J Orna-Ornstein
Dr D Peacock

Ambassadors

HRH Princess Dana Firas of Jordan
Hashim Djojohadikusumo
Lady Helen Hamlyn OBE
HH The Maharaja Gaj Singh II of Marwar-Jodhpur
Dr Thant Myint-U
Dame Fiona Reynolds DBE

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2022**

The INTO Ambassadors are a small group of very distinguished individuals, from various backgrounds and parts of the world, whose achievements in our field are internationally recognised, and who kindly lend their support to INTO. This is a titular role with no formal governance responsibilities.

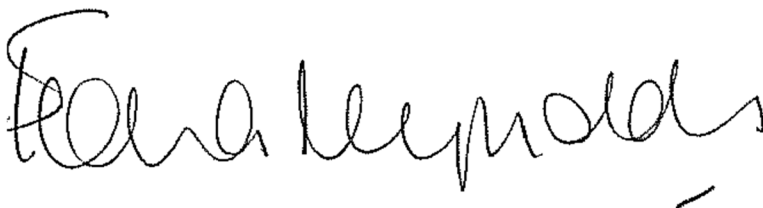
INTO Secretariat team

David Brown, International Heritage Consultant
Imogen Dow, Project Manager
Alexander Lamont Bishop, Deputy Secretary-General
Gillian Lang, Conference Co-ordinator
Catherine Leonard, Secretary-General
Ellie Oliver, Communications Manager
Jacqui Sealy, Finance Coordinator
Becky Sejourant, Fundraising Development Manager
June Taboroff, Innocastle Project Consultant
Emma Taylor, Communications and Projects Coordinator
Charlotte Ward, Communications Manager

Independent Examiner

Haines Watts
Chartered Accountants
Old Station House
Station Approach
Swindon
Wiltshire
SN1 3DU

Approved by order of the board of trustees on 22 June 2023 and signed on its behalf by:



.....
Dame F Reynolds - Trustee

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

Independent examiner's report to the trustees of International National Trusts Organisation

I report to the charity trustees on my examination of the accounts of International National Trusts Organisation (the Trust) for the year ended 31 December 2022.

Responsibilities and basis of report

As the charity trustees of the Trust you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the Trust's accounts carried out under Section 145 of the Act and in carrying out my examination I have followed all applicable Directions given by the Charity Commission under Section 145(5)(b) of the Act.

Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a member of the ****ERROR - relevant professional body must be completed****, which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Trust as required by Section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Susan Plumb

Haines Watts
Chartered Accountants
Old Station House
Station Approach
Swindon
Wiltshire
SN1 3DU

Date: 3 July 2023

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2022**

	Notes	Unrestricted fund £	Restricted funds £	2022 Total funds £	2021 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	<u>114,672</u>	<u>306,286</u>	<u>420,958</u>	<u>379,557</u>
EXPENDITURE ON					
Charitable activities					
Family		-	84,802	84,802	91,100
Growth			59,771	59,771	69,367
Voice			37,514	37,514	36,162
Strength			53,676	53,676	52,880
Other		<u>92,021</u>	<u>-</u>	<u>92,021</u>	<u>93,892</u>
Total		<u>92,021</u>	<u>235,763</u>	<u>327,784</u>	<u>343,401</u>
NET INCOME		22,651	70,523	93,174	36,156
Transfers between funds	10	<u>27,512</u>	<u>(27,512)</u>	<u>-</u>	<u>-</u>
Net movement in funds		50,163	43,011	93,174	36,156
RECONCILIATION OF FUNDS					
Total funds brought forward		<u>143,608</u>	<u>92,989</u>	<u>236,597</u>	<u>200,441</u>
TOTAL FUNDS CARRIED FORWARD		<u>193,771</u>	<u>136,000</u>	<u>329,771</u>	<u>236,597</u>

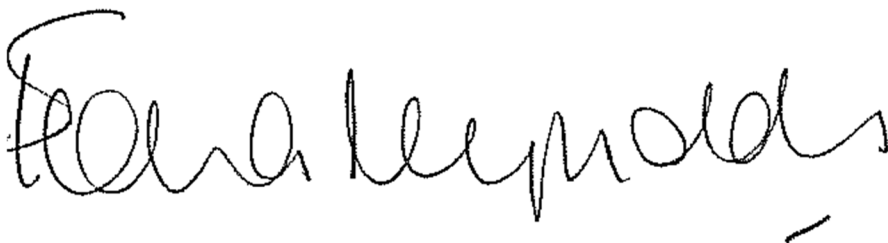
The notes form part of these financial statements

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**STATEMENT OF FINANCIAL POSITION
31 DECEMBER 2022**

	Notes	Unrestricted fund £	Restricted funds £	2022 Total funds £	2021 Total funds £
FIXED ASSETS					
Tangible assets	7	-	-	-	385
CURRENT ASSETS					
Debtors	8	-	-	-	8,000
Cash at bank		<u>226,108</u>	<u>136,000</u>	<u>362,108</u>	<u>261,718</u>
		226,108	136,000	362,108	269,718
CREDITORS					
Amounts falling due within one year	9	<u>(32,337)</u>	-	<u>(32,337)</u>	<u>(33,506)</u>
NET CURRENT ASSETS		<u>193,771</u>	<u>136,000</u>	<u>329,771</u>	<u>236,212</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>193,771</u>	<u>136,000</u>	<u>329,771</u>	<u>236,597</u>
NET ASSETS		<u>193,771</u>	<u>136,000</u>	<u>329,771</u>	<u>236,597</u>
FUNDS	10				
Unrestricted funds				193,771	143,608
Restricted funds				<u>136,000</u>	<u>92,989</u>
TOTAL FUNDS				<u>329,771</u>	<u>236,597</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 22 June 2023 and were signed on its behalf by:



.....
Dame F Reynolds - Trustee

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022**

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

The financial statements are prepared in sterling, which is the functional currency of the entity and is rounded to the nearest £.

Going concern

There are no material uncertainties regarding the charity's ability to continue as a going concern.

Cash Flow Statement

The financial statements have been prepared in accordance with FRS 102 1A and therefore a Cash Flow statement is not included.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Taxation

The charity is exempt from tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2022**

1. ACCOUNTING POLICIES - continued

Creditors

Creditors 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 are recognised at their settlement amount.

2. DONATIONS AND LEGACIES

	2022	2021
	£	£
Donations and grants	363,912	318,043
Membership fees	<u>57,046</u>	<u>61,514</u>
	<u>420,958</u>	<u>379,557</u>
	2022	2021
	£	£
Membership income	57,046	61,514
Grant income - Helen Hamlyn Trust	66,626	46,734
Global Giving	1,475	719
Grant income - British Council - Uganda	-	47,118
Grant income - British Council - Petra	-	7,410
Grant income - American Express - Sustainable tourism project	-	35,314
Grant income - British Council - Uganda 2 project	71,984	36,488
Grant income - British Council - Nigeria project	-	6,340
Grant income – ALIPH - Georgia project	34,534	82,996
INTO On-line 2021 Conference	-	2,111
Erasmus+_	8,535	-
Helen Hamlyn Trust (2)	61,000	-
Cultural Protection Fund – Withstanding Change project	62,132	-
Donated services – salary	55,298	53,109
Other	<u>2,328</u>	<u>296</u>
	<u>420,958</u>	<u>379,557</u>

3. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 December 2022 nor for the year ended 31 December 2021.

Trustees' expenses

During the year one trustee received travel expenses of £768 and one organisation associated with a trustee received a bursary of £1,073 to attend the Conference. (31 December 2021 £nil).

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2022**

4. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	<u>114,327</u>	<u>265,230</u>	<u>379,557</u>
EXPENDITURE ON			
Charitable activities			
Other charitable activities	<u>93,892</u>	<u>249,509</u>	<u>343,401</u>
NET INCOME	20,435	15,721	36,156
Transfers between funds	<u>2,107</u>	<u>(2,107)</u>	<u>-</u>
Net movement in funds	22,542	13,614	36,156
RECONCILIATION OF FUNDS			
Total funds brought forward	<u>121,066</u>	<u>79,375</u>	<u>200,441</u>
TOTAL FUNDS CARRIED FORWARD	<u><u>143,608</u></u>	<u><u>92,989</u></u>	<u><u>236,597</u></u>

5. UNRESTRICTED EXPENDITURE

	2022 £	2021 £
Travel & subsistence	9,936	7,409
Donated services - salary	55,248	53,109
Recharged salaries	19,189	24,315
Website costs/IT	940	1,524
Other	<u>6,708</u>	<u>7,535</u>
	<u>92,021</u>	<u>93,892</u>

6. STAFF COSTS

The charity does not employ any staff. During the year salary costs of £55,298 (2021 £53,109) were met by The National Trust and included as donated services in these financial statements.

In addition, £92,441 staff costs were recharged by The National Trust to the charity (2021 £60,652).

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2022**

7. TANGIBLE FIXED ASSETS

	Computer equipment £
COST	
At 1 January 2022 and 31 December 2022	<u>770</u>
DEPRECIATION	
At 1 January 2022	385
Charge for year	<u>385</u>
At 31 December 2022	<u>770</u>
NET BOOK VALUE	
At 31 December 2022	<u><u>-</u></u>
At 31 December 2021	<u><u>385</u></u>

8. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022 £	2021 £
Other debtors	<u><u>-</u></u>	<u><u>8,000</u></u>

9. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022 £	2021 £
Other creditors	<u><u>32,337</u></u>	<u><u>33,506</u></u>

10. MOVEMENT IN FUNDS

	At 1/1/22 £	Net movement in funds £	Transfers between funds £	At 31/12/22 £
Unrestricted funds				
General fund	143,608	22,651	27,512	193,771
Restricted funds				
Global Giving	1,231	(709)	-	522
INTO Foundation	12,226	-	-	12,226
Helen Hamlyn Trust	(1,723)	14,016	(12,293)	-
British Council - Petra	5,021	-	(5,021)	-
American Express - Sustainable tourism	40,208	(28,640)	-	11,568
1772 Foundation	8,511	(6,309)	-	2,202
British Council - Uganda Project 2	(12,823)	21,556	(8,733)	-
British Council - Nigeria	1,465	-	(1,465)	-
ALIPH - Georgia	38,873	(31,630)	-	7,243
Erasmus+	-	5,502	-	5,502
Helen Hamlyn Trust (2)	-	34,605	-	34,605
Cultural Protection Fund - Global Project	-	62,132	-	62,132
	<u>92,989</u>	<u>70,523</u>	<u>(27,512)</u>	<u>136,000</u>
TOTAL FUNDS	<u><u>236,597</u></u>	<u><u>93,174</u></u>	<u><u>-</u></u>	<u><u>329,771</u></u>

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2022**

10. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	114,672	(92,021)	22,651
Restricted funds			
Global Giving	1,475	(2,184)	(709)
Helen Hamlyn Trust	66,626	(52,610)	14,016
American Express – Sustainable Tourism project	-	(28,640)	(28,640)
1772 Foundation	-	(6,309)	(6,309)
British Council - Uganda Project 2	71,984	(50,428)	21,556
ALIPH - Georgia project	34,534	(66,164)	(31,630)
Erasmus+	8,535	(3,033)	5,502
Helen Hamlyn Trust (2)	61,000	(26,395)	34,605
Cultural Protection Fund - Withstanding Change - global project	62,132	-	62,132
	<u>306,286</u>	<u>(235,763)</u>	<u>70,523</u>
TOTAL FUNDS	<u>420,958</u>	<u>(327,784)</u>	<u>93,174</u>

Comparatives for movement in funds

	At 1/1/21 £	Net movement in funds £	Transfers between funds £	At 31/12/21 £
Unrestricted funds				
General fund	121,066	20,435	2,107	143,608
Restricted funds				
Global Giving	512	719	-	1,231
INTO Foundation	12,226	-	-	12,226
Helen Hamlyn Trust	16,128	(17,851)	-	(1,723)
British Council - Uganda	29,839	(21,043)	(8,796)	-
British Council - Petra NT	(919)	5,940	-	5,021
American Express- Sustainable Tourism	13,078	27,130	-	40,208
1772 Foundation	8,511	-	-	8,511
INTO on-line 2021 Conference	-	(6,689)	6,689	-
British Council - Uganda Project 2	-	(12,823)	-	(12,823)
British Council - Nigeria	-	1,465	-	1,465
ALIPH - Georgia project	-	38,873	-	38,873
	<u>79,375</u>	<u>15,721</u>	<u>(2,107)</u>	<u>92,989</u>
TOTAL FUNDS	<u>200,441</u>	<u>36,156</u>	<u>-</u>	<u>236,597</u>

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2022**

10. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	114,327	(93,892)	20,435
Restricted funds			
Global Giving	719	-	719
Helen Hamlyn Trust	46,734	(64,585)	(17,851)
British Council - Uganda	47,118	(68,161)	(21,043)
British Council - Petra NT	7,410	(1,470)	5,940
American Express – Sustainable Tourism project	35,314	(8,184)	27,130
INTO on-line 2021 Conference	2,111	(8,800)	(6,689)
British Council - Uganda Project 2	36,488	(49,311)	(12,823)
British Council - Nigeria	6,340	(4,875)	1,465
ALIPH - Georgia project	<u>82,996</u>	<u>(44,123)</u>	<u>38,873</u>
	<u>265,230</u>	<u>(249,509)</u>	<u>15,721</u>
TOTAL FUNDS	<u><u>379,557</u></u>	<u><u>(343,401)</u></u>	<u><u>36,156</u></u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1/1/21 £	Net movement in funds £	Transfers between funds £	At 31/12/22 £
Unrestricted funds				
General fund	121,066	43,086	29,619	193,771
Restricted funds				
Global Giving	512	10	-	522
INTO Foundation	12,226	-	-	12,226
Helen Hamlyn Trust	16,128	(3,835)	(12,293)	-
British Council - Uganda	29,839	(21,043)	(8,796)	-
British Council - Petra NT	(919)	5,940	(5,021)	-
American Express-Sustainable Tourism	13,078	(1,510)	-	11,568
1772 Foundation	8,511	(6,309)	-	2,202
INTO on-line 2021 Conference	-	(6,689)	6,689	-
British Council - Uganda Project 2	-	8,733	(8,733)	-
British Council - Nigeria	-	1,465	(1,465)	-
ALIPH - Georgia project	-	7,243	-	7,243
Erasmus+	-	5,502	-	5,502
Helen Hamlyn Trust (2)	-	34,605	-	34,605
Cultural Protection Fund - Withstanding Change - global project	-	62,132	-	62,132
	<u>79,375</u>	<u>86,244</u>	<u>(29,619)</u>	<u>136,000</u>
TOTAL FUNDS	<u><u>200,441</u></u>	<u><u>129,330</u></u>	<u><u>-</u></u>	<u><u>329,771</u></u>

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2022**

10. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	228,999	(185,913)	43,086
Restricted funds			
Global Giving	2,194	(2,184)	10
Helen Hamlyn Trust	113,360	(117,195)	(3,835)
British Council - Uganda	47,118	(68,161)	(21,043)
British Council - Petra NT	7,410	(1,470)	5,940
American Express – Sustainable tourism project	35,314	(36,824)	(1,510)
1772 Foundation	-	(6,309)	(6,309)
INTO on-line 2021 Conference	2,111	(8,800)	(6,689)
British Council - Uganda Project 2	108,472	(99,739)	8,733
British Council - Nigeria	6,340	(4,875)	1,465
ALIPH - Georgia project	117,530	(110,287)	7,243
Erasmus+	8,535	(3,033)	5,502
Helen Hamlyn Trust (2)	61,000	(26,395)	34,605
Cultural Protection Fund – Withstanding Change – global project	62,132	-	62,132
	<u>571,516</u>	<u>(485,272)</u>	<u>86,244</u>
TOTAL FUNDS	<u>800,515</u>	<u>(671,185)</u>	<u>129,330</u>

Global Giving: Global - Giving is the crowdfunding platform used for our 'Saint Lucia National Trust C-19 Relief Fund'.

INTO On-line 2021: The INTO Conference is our biennial gathering of National Trusts, previously also called the ICNT or International Conference of National Trusts. In 2021, the conference was held digitally under the banner INTO Online 2021.

INTO Foundation: This was established with a gift from the late Rodney Davidson AO. Under the new governance structure, the INTO Foundation was wound up and its assets transferred to the CIO. At its meeting on 8 September 2021, the INTO Board agreed that the funds previously associated with the restricted fund known as the INTO Foundation would be used as general funds in line with the original intentions of the donor. This board designated fund will be known as the Davidson Fund.

Helen Hamlyn Trust: The HHT grant of £275,780 over three years is for a project entitled 'Capacity Building for the National Trust Ideal'. The grant supports three main aims: the appointment of a Deputy Secretary-General; the establishment of a new Technical Assistance Programme to help our member organisations grow, develop their campaigns and share best practice; and to increase INTO's profile amongst prospective members, partner organisations, supporters and opinion formers.

Helen Hamlyn Trust 2: The HHT grant of £399,500 continues the above support over the next three years from September 2022. An additional element is support for a new INTO Heritage Leaders programme.

1772 Foundation: 1772 is a US-based grant-giving body keen to help promote and learn from the National Trust approach, particularly as it pertains to stewarding both cultural and natural heritage. INTO has received a number of gifts from the 1772.

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2022**

10. MOVEMENT IN FUNDS - continued

Cultural Protection Fund: The CPF is managed by the British Council - the UK's international organisation for educational opportunities and cultural relations - in partnership with the Department for Digital, Culture, Media and Sport (DCMS). It aims to foster, safeguard and promote cultural heritage overseas. In 2020, it ran a special call for global heritage projects, which will use technology, skills development and community engagement to respond to the risk of climate change to heritage in East Africa.

British Council - Uganda: INTO was awarded £76,447 in 2020 (increased to £80,438.39 in 2021) for protection against the impact of melting snow and flooding rivers on Uganda's Bakonzo and Alur communities due to global warming. This grant was further extended with an additional tranche of £24,356 in 2021.

British Council - Uganda Project 2: Towards the end of 2021, we announced a new phase of support from the British Council's Cultural Protection Fund of £110,143.

British Council - Petra: INTO was a partner in a second application to the British Council's Cultural Protection Fund together with the Petra National Trust. INTO's role was to develop and deliver a training programme for heritage practitioners in the region, for which we received £9,330 from the Petra National Trust over the lifetime of the project.

British Council - Nigeria: British Council Wales launched a new digital initiative in 2021 in response to the Covid-19 pandemic, to explore innovative ways to demonstrate artistic interpretation and practice. Under #GoDigital Sub Saharan Africa-Wales Creative Projects, a collaborative partnership, facilitated by INTO, brings together Penrhyn Castle, a National Trust property in Wales and Legacy The Historical and Environmental Interest Group of Nigeria's Jaekel House.

British Council – Withstanding Change: This is a £1.6m project delivering capital restoration works and sharing experience of adapting to and communicating about climate change across the Middle East, East and North Africa.

American Express - Sustainable Tourism project: Through a two-year grant, American Express is supporting INTO's research into the ways in which owners and stewards of National Trust properties have re-thought their relationships with the communities around them, and how their conservation and engagement ambitions have been enriched by that process. The research will serve as the foundation for an in-depth series of sessions at the INTO conferences in 2021 and 2022.

ALIPH Georgia: INTO is partnering with members National Trust for Georgia and Union REMPART on a two-year project to restore the Tsiskarauli Tower. The generous support of the ALIPH Foundation will allow for the restoration of this site, damaged by a jet in the 2001 Chechen War. In order to stabilise and restore this missile-damaged heritage site, we will work with our partners to engage an international group of volunteers as part of a working holidays programme.

Erasmus+: This is an EU programme to support education, training, youth and sport in Europe. We have partnered with the Czech National Trust (project lead) on the SEECHT project (Staff Exchange in European Cultural Heritage Trusts). This offers staff and volunteers at INTO member organisations the opportunity to undertake mini-secondments (up to two weeks) with other Trusts in the network. Participants will then deliver practical pilot projects at their sites that broaden access to their heritage sites. At the end of the project, we will create a toolkit capturing the learning and case studies. This will be presented at an event in Czech Republic in Spring 2023.

Transfer between funds. Transfers are made from unrestricted funds to restricted funds to cover any restricted funds in deficit or from restricted funds to unrestricted funds where a project is complete and there is no requirements to return any unspent funds.

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2022**

11. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 December 2022.

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

England & Wales - Charity number 1175994

Accounts

**REPORT OF THE TRUSTEES AND
UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021
FOR
INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

Haines Watts
Chartered Accountants
Old Station House
Station Approach
Newport Street
Swindon
Wiltshire
SN1 3DU

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

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FOR THE YEAR ENDED 31 DECEMBER 2021**

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**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**CHAIR'S REPORT
FOR THE YEAR ENDED 31 DECEMBER 2021**

As we near the end of a second year of Covid-19, we can all reflect on a busy and challenging 2021 with a deep sense of achievement.

The pandemic presented many challenges but at the same time offered new opportunities. INTO seized them all. We were able to provide much needed support, advice, and relief to the global family of National Trusts, reinforcing our position as the focal point for the international movement.

For three years now, we have benefited enormously from a transformational capacity-building grant from the Helen Hamlyn Trust. This has enabled us to:

- grow our staff capacity, hiring an energetic and persuasive Deputy Secretary-General as well as further positions working on different projects
- engage and build better relationships with our members and the wider heritage community around the world through the TAP-INTO programme of expertise sharing, as well as significant externally funded project activity
- help establish new Trusts in countries where they do not currently exist and support the growth of existing ones
- improve the effectiveness of our advocacy and campaigns, and grow brand recognition, through such initiatives as the INTO Places scheme.

We are deeply grateful to Lady Hamlyn for her personal championing of our organisation and work, and the Helen Hamlyn Trust for their confidence and support.

Our priorities in 2021 were as important as ever: nurturing the enlarged family of organisations that form our INTO network; facilitating a growing movement for heritage, beauty, and nature; articulating through our collective voice the importance of the work we do for the citizens of the world; and building a strong, vibrant, and sustainable organisation.

As we emerge from the pandemic, we have exciting plans for the future, including building on our existing programmes in the field of international leadership development; engaging more individuals and organisations in our outreach work; and sharing the stories of our members' work more widely.

My warmest personal thanks go to our energetic and enthusiastic staff team led by Catherine Leonard, our Secretary-General; to our hardworking and dedicated trustees; and to all members of the INTO family whose commitment and passion for the cause make our work so worthwhile.

We look forward to every closer collaboration with our member organisations, partners, volunteers, funders and supporters as we enter the next phase of INTO's development.

Dame Fiona Reynolds
Chair of INTO

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2021**

The trustees present their report with the financial statements of the charity for the year ended 31 December 2021. The trustees have adopted the provisions of 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 2019).

OBJECTIVES AND ACTIVITIES

INTO is the umbrella body for the global family of National Trusts that come together to share ideas, experiences and resources.

By providing access to a worldwide network of expertise, we seek to grow the capacity of existing trusts and help establish new ones in countries where they don't currently exist. Amongst the services and learning opportunities we offer are travel grants, support with funding applications, staff placements, our biennial conference, monthly newsletter and webinar programme.

Bringing together more than 90 like-minded organisations around the world, we also act as a global voice for issues of common concern. The National Trust, as the largest, best-resourced INTO member, hosts our Secretariat but INTO is a separate charity with its own constitution, strategy and international board of trustees.

"The object of the Charity is to promote the conservation and enhancement of the natural and cultural heritage of all nations for the benefit of the people of the world and in particular but without limitation:

- (1) to foster international co-operation and co-ordination between National Trusts for conservation and heritage and similar organisations;*
- (2) to increase and enhance the capacity of such conservation and heritage organisations;*
- (3) to encourage the establishment, where they do not presently exist, and development of such conservation and heritage organisations; and*
- (4) to formulate and promote conservation best practices;*
- (5) to pursue advocacy in the interest of conservation of natural and cultural heritage."*

INTO Constitution, Clause 3

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2021**

OUR MEMBERS

In 2021, we had 91 member organisations:

AFRICA AND THE MIDDLE EAST

Egyptian Heritage Rescue Foundation
Heritage Watch Ethiopia
Petra National Trust (Jordan)
Legacy 1995 - Historical and Environmental Interest Group of Nigeria
West African Shared Cultural Heritage Trust (WASCHT)
Monuments and Relics Commission (Sierra Leone)
Hout Bay Heritage Trust (South Africa)
Turathuna (Syria)
Zanzibar Stone Town Heritage Society (Tanzania)
Cross-Cultural Foundation of Uganda
National Trust of Zimbabwe

OCEANIA AND AUSTRALASIA

National Trust of Australia (Australian Capital Territory)
National Trust of Australia (New South Wales)
National Trust of Australia (Northern Territory)
National Trust of Australia (Queensland)
National Trust of Australia (Tasmania)
National Trust of Australia (Victoria)
National Trust of South Australia
National Trust of Western Australia
Australian Council of National Trusts
Fiji National Trust
Heritage New Zealand Pouhere Taonga

ASIA

Ruan Yisan Heritage Foundation (China)
Centre for Historic Houses of India
Indian Trust for Rural Heritage and Development
Mehrangarh Museum Trust (India)
Indonesian Heritage Trust
Amenity 2000 Association (Japan)
National Trust of Korea
Korean National Trust for Cultural Heritage
Badan Warisan Malaysia - Heritage of Malaysia Trust
Yangon Heritage Trust (Myanmar)
Singapore Heritage Society
National Trust of Sri Lanka
Taiwan Environmental Information Association (TEIA)
Siam Society (Thailand)

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2021**

THE AMERICAS, INCLUDING THE CARIBBEAN

Anguilla National Trust
Stichting Rancho (Aruba)
Barbados National Trust
Bermuda National Trust
Committee of the Defence of the Bickenbach Country House (Bolivia)
British Virgin Islands National Parks Trust
National Trust for Land and Culture (B.C.) Society (Canada)
National Trust for Canada /La Fiducie Nationale
National Trust for the Cayman Islands
Grenada National Trust
Haiti National Trust
Jamaica National Heritage Trust
Montserrat National Trust
Nevis Historical and Conservation Society
Para la Naturaleza (Puerto Rico)
Saint Christopher National Trust
Saint Eustatius Monuments Foundation
Saint Lucia National Trust
National Trust of Trinidad and Tobago
Filoli (USA)
Gullah/Geechee National Trust for Cultural Heritage Continuation & Historic Preservation (USA)
National Parks Service (USA)
National Trust for Historic Preservation (USA)
The Trustees of Reservations (USA)

EUROPE

Cultural Heritage Without Borders (Albania)
Bodenfreiheit - Verein zur Erhaltung von Freiraume (Austria)
Herita (Belgium)
Czech National Trust o.p.s.
Friends of Czech Heritage
National Trust (England, Wales and Northern Ireland)
Europa Nostra
Falkland Islands Museum and National Trust
Union REMPART (France)
Conservatoire du Littoral (France)
National Trust of Georgia
Kulturerbe Bayern (Germany)
Gibraltar Heritage Trust
Boulouki (Greece)
National Trust of Guernsey
Hungarian Garden Heritage Foundation
An Taisce - National Trust for Ireland
Manx National Heritage (Isle of Man)
FAI - Fondo Ambiente Italiano (the National Trust for Italy)

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2021**

National Trust for Jersey
Din I-Art Helwa (Malta)
Gelderland Trust for Historic Houses and Natural Landscape
Nationale Monumenten Organisatie (Netherlands)
The Chudow Castle Foundation (Poland)
Pro Patrimonio Foundation (Romania)
VOOPIK: All-Russian Society for the Protection of Historical and Cultural Monuments
Saint Helena National Trust
National Trust for Scotland
National Trust of Slovakia
La Fundació Catalunya-La Pedrera (Spain)
Fundación Enrique Montoliu de la Comunitat Valenciana - FUNDEM (Spain)

The benefits of INTO membership include:

- Access to a worldwide network of expertise
- Support from the global family of Trusts in advocacy and awareness raising
- Taking an active part in our biennial Conference, with reduced registration fees
- Opportunity to serve on working groups on specific projects or themes
- Eligibility to apply for INTO grants
- Using the INTO logo to celebrate your membership

Read more about joining INTO on our [website](#).

As part of our [INTO Places](#) scheme, some INTO members offer free or reduced-price entry to their properties upon production of a valid membership card from another National Trust. If they do not have properties open to the public, they can sometimes provide other services such as reduced-price heritage walks or assistance with travel plans. Please contact the INTO member in the country you intend to visit for details.

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2021**

2021 SECRETARY-GENERAL'S REPORT

Yet again, our annual report demonstrates the incredible work and commitment of INTO and its member organisations to make progress on our four strategic aims: Family, growth, voice and strength.

I'm immensely proud of all we've done to support and engage the global family of National Trusts in 2021. And this review reflects an impressive year of delivery. But we also bask a little in our members' many achievements too! The INTO family has been audacious and resilient. National Trusts across the globe have worked fast and creatively. And they have inspired us all with their passion and commitment to our shared mission: To look after the heritage of the world for present and future generations. We are so grateful to them for all that they do.

We recognise that there is always more to do and next year we will unveil our most ambitious plan to date, whilst continuing to consolidate progress made over the past three years.

In this year's membership survey, we learned that the things people value about INTO remain around being part of a team, a worldwide family and larger network. Our members appreciate the way INTO brings them together, how we circulate information among our members, and share best practice and opportunities.

It was a delight to see INTO colleagues singled out for their energy, the personal attention we give members, our friendly people and the great services we offer.

I would like to thank everybody who has helped to make INTO greater than the sum of its parts in 2021.

Everyone who attended our webinars and INTO Online 2021 conference. Everyone who applied for and delivered TAP-INTO grants. All those involved in our various projects and programmes. Everyone who responded to our requests for information, spoke on our events, or otherwise shared information and experience with INTO colleagues.

Our wonderful volunteers, particularly the micro-interns who delivered such valuable research in a really tight timeframe (Jacob Farrelly, Laura Watson, Tanya Lee, Kar Lok Pang, Nurgul Sahin, Madeleine Sutton, Nayah Thu, Aivin Gast, Archie Williams, Danlei Zhou, Krisha Hirani and Brooke Creager); our extended student placement, Aderonke Akinyele; INTO experts Karin Taylor and Maggie Morgan, for supporting burgeoning Trusts involved in the Incubator; and Gillian Lang for helping us plan INTO Dundee 2022.

INTO is a team effort and I'm grateful to my Secretariat colleagues, particularly Alex Lamont Bishop and Emma Taylor, but also our freelance project managers Imogen Dow, Olivia Lamont Bishop, David Brown and June Taboroff. And renewed thanks, as ever to our members, our wonderful Board of Trustees, our funders, Amicus supporters and other acolytes.

With thanks to you all and looking forward to another year of collaboration in 2022!



Catherine Leonard
INTO Secretary-General

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2021**

2021 IN PICTURES

INTO Online 2021 – our first ever virtual conference

From 20 – 22 April, [INTO Online 2021](#) provided a digital space to gather as a global family when travel was impossible. To share ideas and approaches, concerns and challenges. And to build resilience within the National Trust movement.

We are deeply grateful to our sponsors, American Express for supporting us in the delivery of INTO Online 2021 with 3 days of conference learning; 541 international delegates; 51 nations and territories; 111 global organisations

We brought together INTO members to restore a medieval tower

INTO is partnering with the National Trust for Georgia and Union REMPART on a [two-year project](#) to restore the Tsiskarauli Tower. Struck by a missile during the Chechen war, the tower's urgent stabilisation will be led by a series of working holidays with international volunteers. After many months of virtual collaboration, this year saw the first in-person exchanges: a training programme in Paris and the first working holidays in Georgia. Then all the partners met in Athens in November to progress and plan the next stages. We were delighted to also involve new INTO members Boulouki (Greece) and the Chudow Castle Foundation (Poland). The project is generously supported by the ALIPH Foundation with a grant of \$197,300.

We continued our work with Ugandan communities adapting to the impacts of climate change

In the Rwenzori Mountains of Uganda, we worked with the Bakonzo community, whose ancestral belief systems and cherished heritage sites face erasure from glacial melt and flooding. Through knowledge exchange and expertise sharing we also increased nature-based interventions at heritage sites threatened by flooding. At Wang Lei in the West Nile, where [our project](#) funded a flood-barrier and local engagement in 2020, we've been building on this successful engagement. A new heritage trail between local sites linked to the story is revitalising the experience for visitors, whilst a new [educational resource](#) is enabling this story to remain alive in cultural memory through CCFU's heritage education programme.

Towards the end of 2021, we announced a new phase of support from the British Council's Cultural Protection Fund of £110,143. This generous grant has allowed us to bring in a new heritage site in Uganda and new project partners the Zanzibar Stone Town Heritage Society, who are joining the project team to increase climate preparedness at Tanzania's heritage sites.

The project has attracted much attention over the past two years, securing positive feedback from important stakeholders including His Royal Highness the Prince of Wales and the British All Party Parliamentary Group for Africa.

We released our new 'Putting the Local into Global Heritage' Report in April 2021

Our [new study](#) shows how some of the world's most famous heritage sites have re-thought their relationships with the communities around them, and how their conservation and engagement ambitions have been enriched by that process. As part of a two-phase grant towards the INTO Conference, we are grateful to American Express for their generous gift of \$75,000, and to David J Brown for undertaking the research and writing the report.

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2021**

Covid-19 highlighted the importance of the local community, particularly where heritage sites previously relied heavily on tourist visitors. The report showed that not only are local people our neighbours, at a time of few or no visitors, they need even more to become our partners, our collaborators and our friends. The report was launched as part of an in-depth series of sessions at INTO Online 2021. And we have developed that conversation further, through blog posts and discussions, as we work towards our next conference, INTO Dundee 2022.

In November, we launched our new RISE programme

[Re-imagining International Sites of Enslavement \(RISE\)](#) is a knowledge-sharing programme that brings together the leaders of historic sites with histories of slavery or slave trading from around the Atlantic for critically needed professional development opportunities.

Over a series of monthly workshops, participants from across Europe, Africa, North America and the Caribbean have been sharing their challenges, ideas, conundrums and strategies for interpreting the history of slavery with their peers. Topics have included inclusive language guidance and strategies for marketing sites of enslavement to traditional visitors while increasing new more diverse audiences.

The discussions are framed under the guidance of Elon Cook-Lee, Director of Interpretation and Education for Historic Sites at the National Trust for Historic Preservation and organised by Alex Lamont Bishop, the Deputy Secretary-General for INTO.

A small team visits Malta on a TAP-INTO project

In September, travel resumed for the INTO Secretariat team and Catherine Leonard joined Emma Thomas, the General Manager of Seaton Delaval Hall in the Northeast of England, on a TAP-INTO mission. Our member organisation in Malta, Din l'Art Helwa, had requested INTO's assistance and advice on the acquisition and reuse of a dilapidated sea fort on Gozo.

With this in mind, the research trip included seeing recent conservation projects and other sites currently managed by DLH to understand their approach, how they staff sites and raise money for them, and to meet some of the wardens, volunteers, Council members and even the Cultural Heritage Minister. Emma's [report](#) made various recommendations on how the Qbajjar Battery might be used in the future as a cultural heritage site, including its potential transformation into an arts centre and open-air theatre.

INTO Africa members met in December 2021

As part of our British-Council funded climate change project, INTO Secretariat team members, Alex Lamont Bishop, Emma Taylor and Project Manager Imogen Dow travelled to Kampala in December, with colleagues from the National Trust (EWNI).

Their visit provided good occasion to convene the INTO Africa group, which had gathered for the first time outside the INTO Conference in February 2020. Building on the success of that inaugural meeting, and the intervening virtual exchanges, the group met again to share experiences on current work and successes; to learn from each other and from common reflections on selected topics; to define common strands and common elements of identity across the group; and to develop future joint initiatives.

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We were delighted to support the meeting, which led into a week-long capacity building programme kick-starting the Heritage Education project in Africa, with TAP-INTO funding.

Our biggest ever delegation shared INTO members' climate change work at COP26

We have made the most of high-profile fora to increase our profile amongst prospective member organisations, partners, supporters, and opinion formers, transmitting our messages to an ever-wider audience. This year, we represented the network at [COP 26 in Glasgow](#), speaking with the combined voice of 19 National Trusts on the need to ban horticultural peat.

In search of solutions to the challenges posed by climate change, we celebrated the best practice of our member organisations around the world in adaptation, mitigation and communication in a series of short films. We took these with us to Glasgow, where INTO proudly represented the global National Trust movement, using case studies from Saint Helena to Adelaide.

INTO speakers from a diverse array of trusts participated in multiple events, in partnership with the RSPB, Climate Heritage Network, IUCN and the British Council, amongst others.

We welcomed INTO members to Ham House, Dunham Massey and Penrhyn Castle

Despite travel being challenging in 2021, we were able to welcome INTO member organisations to a number of National Trust (EWNI) properties over the latter half of the year. Alex introduced Ágnes Herczeg, Albert Fekete, Edina Eszter Nagy and Dr Gergely Dévényi of new INTO members, the Hungarian Garden Heritage Foundation to Anna Dempf at Ham House in Richmond, London, to discuss public engagement with the local community but also the tourism sector.

Kofo Adeleke had a valuable visit with Eleanor Harding, Assistant Curator at Penrhyn Castle in July. Legacy has been working closely with Welsh colleagues on their project to rethink the interpretation at Jaekel House. And the Secretariat team was delighted to meet Kofo at Tredegar House afterwards.

Lastly, we brought Esther Sellassie Antohin of Heritage Watch Ethiopia to Dunham Massey, near Manchester, in November. Princess Esther was thrilled to view the room her great grandfather, Emperor Haile Selassie, had stayed in in 1938 and the gifts and correspondence exchanged between the two families. Princess Esther had discussed the story with property curator, Emma Campagnaro in an online seminar as part of our [World in a Historic House series](#), where we made connections between the collections of INTO members around the world.

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HIGHLIGHTS FROM 2021 UNDER OUR FOUR KEY STRATEGIES: FAMILY, GROWTH, VOICE AND STRENGTH

FAMILY


INTO exists for its members and seeks to deliver programmes, projects and activities that support our members in the achievement of their goals. We support and invest in the global National Trust movement by providing opportunities to collaborate and share ideas, resources, skills, and knowledge, noting the importance of amplifying INTO family values throughout the current crisis and beyond.

One of the ways of strengthening what it means to be part of the INTO family is reciprocal visiting. And INTO has been working with the world's heritage trusts to make membership go much further. We launched INTO Places in April 2021, all too aware that the pandemic would curtail people's ability to make the most of this wonderful new offer.

However, with travel slowly beginning again, we are delighted that the members of participating INTO member organisations are able to use their membership cards as a passport, opening doors and gates, porticos and porches at over a thousand amazing National Trust places around the world!




31
Trusts


6,399,765
members


1138
places


1 card
scheme

Family is also about providing opportunities to build capacity and competence within the global heritage sector. To make the most of the skills, knowledge and expertise within the INTO community for the betterment of all. And to reduce the barriers to accessing such knowledge and experience.

Our Helen Hamlyn Trust funding has, to date, allowed us to support 49 TAP-INTO projects across the worldwide network. TAP-INTO provides relatively small but catalytic amounts of money to enable INTO members in need of assistance to find the expertise or resources they need.

In 2021, we took advantage of reduced COVID restrictions to begin refocusing our TAP-INTO programme onto international collaboration. A new round of 12 grants followed on thematically from INTO Online 2021, with awards made where INTO members were inspired by on another's work.

We awarded grants of £17,482 to 12 organisations over the year. From South Australia to Singapore, Syria to Saint Helena, we were able to support our member organisations in the achievement of their objectives.

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GROWTH

We are committed to growing global capacity for heritage conservation by helping establish new National Trusts in countries where they don't currently exist and increasing INTO membership.

In 2021, we welcomed six new members.

- The Centre for Historic Houses aims to preserve, research, document, revitalize and promote historic houses of India, as well as the creative industries associated with them, to benefit local communities. It does so in the form of online lectures, digital exhibitions, workshops, conferences, and other forms of knowledge exchange.
- The Egyptian Heritage Rescue Foundation (EHRF) is a registered Egyptian charity, based in Giza and founded in 2013, with the core objective being to safeguard and promote Egyptian cultural heritage.
- Located south of San Francisco in Woodside, California, Filoli boasts 654 acres of beauty nestled along the slopes of California's coastal range. The country estate features a 54,000+ square-foot Georgian revival-style mansion, 16 acres of exquisite English Renaissance gardens, a 6.8-acre Gentleman's Orchard, and a nature preserve with over seven miles of hiking trails. A site of the National Trust for Historic Preservation, Filoli is dedicated to connecting our rich history with a vibrant future through beauty, nature, and shared stories.
- VOPIK is the largest and oldest NGO in Russia. It's main activities are to promote state protection and preservation, modern use and popularisation of cultural heritage objects and monuments of the peoples of Russia. VOPIK works to unite Russian citizens in the protection and preservation of cultural heritage.
- The mission of the Nevis Historical and Conservation Society is to protect and promote the historical, cultural and natural resources of Nevis. The organisation focuses on the protection, preservation, conservation and restoration of historic, cultural and natural sites, on the island of Nevis as well as preserving relevant records and collections that speak to Nevis' heritage and history.
- The Hungarian Garden Heritage Foundation aims to research, protect and preserve the best of Hungary's garden heritage. It aims to do this via supporting the sector at large through research, knowledge sharing amongst its network to ensure garden heritage remains alive for the public to enjoy.

Over the past three years, we have worked closely with local partners to support the development of new organisations. We have also encouraged and assisted groups all over the world as they set out on their journey to become a National Trust. This year, we worked with organisations in the early phase of development in Egypt, Hungary and India, who became Candidate members in 2021.

This year's Incubator brought together 16 new participants for three days of all things National Trust. The programme peeled back the layers of what builds a successful, resilient, and vibrant organisation, looking at models from across the globe. We welcomed non-members and members, bringing perspectives on raising a trust from the ground-up, through every stage of that experience. Sharing the same goals often means we are met by similar challenges. More than anything the Incubator is an opportunity to learn from one another, knowing there is no one-size-fits-all approach to heritage management.

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VOICE

INTO speaks out with authority and purpose on global conservation issues critical to INTO's membership, celebrating what is unique and special about the National Trust approach. We support our membership with their campaigns and join forces with complementary bodies as appropriate.

In September 2021, we brought together international experts to shine a light on Badan Warisan Malaysia's campaign to save the historic karst complex at Gunung Kanthan in Perak. Dame Fiona Reynolds gave a passionate address in support of the campaign, drawing on her own experiences saving the limestone landscape at Coolscar in Yorkshire. It was an opportunity to share experiences in grassroots advocacy amongst our global National Trust family, highlighting the importance of protecting cultural landscapes for their beauty and intrinsic value, but also as sacred spaces, for wellbeing and for the economic value of a good quality environment.

We highlighted the importance of heritage to governments around the world, including lobbying the Maltese government on behalf of our member organisation, Din l'Art Helwa or helping our members in Singapore secure public funding for their first member of staff. And INTO has also provided a platform for fundraising initiatives by members in Saint Lucia, Uganda, and Zimbabwe.

We continued to benefit from the groundwork that we laid the year in 2020, when we launched our brilliant new website. It's a great tool for public engagement which we will expand next year as we further increase recognition of the INTO name and brand.

INTO Online 2021 provided a focal point for our 'Putting the Local into Global Heritage' work. It was also our best-ever attended conference (541 delegates from 51 different territories/countries) and allowed us to engage with high-profile speakers such as Professor David Olusoga as well as our illustrious global Ambassadors: HH Maharaja Gaj Singh of Marwar-Jodhpur; HRH Princess Dana Firas of Jordan, Hashim Djojohadikusumo and of course, Lady Helen Hamlyn and Dame Fiona Reynolds.

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STRENGTH

We are building financial sustainability for INTO as an umbrella body but also by creating projects that build capacity within our member organisations. We also seek to demonstrate best practice in our governance and organisational culture.

Since 2019, when we began a new partnership with the Helen Hamlyn Trust, INTO has been completely transformed. The 'Capacity Building for the National Trust Ideal' project enabled us to recruit Alex Lamont Bishop to the post of Deputy Secretary-General. This was a big change for the organisation, which moved away from being largely volunteer led to a paid staff team, although we do continue to work with volunteers as interns, longer-term volunteers, and expert advisers.

We added a Communications and Projects Coordinator to the team in November 2020 and are in the process of recruiting a Development Officer, on secondment from the National Trust (EWNI) to free up more capacity to inspire our members and engage our stakeholders across the world.

The Helen Hamlyn Trust grant has delivered huge benefits to our member organisations, whilst at the same time further strengthening our ability to service an ever-expanding family. Over the past three years, Alex has brought together INTO members and created new projects with them which have led to significant new income streams for INTO, bringing in more than £550K in revenue and working with 30% of our active membership.

We have also grown our staff capacity through positions funded in part by these grants and in part by membership growth.

Having two Congresses, a year apart, is giving us an unusual opportunity to engage our members more in strategic planning. Discussions about the new INTO Strategy began at INTO Online 2021 and are using the eighteen months to INTO Dundee 2022 to build stakeholder engagement and refine the plan. We surveyed the INTO members in June/July 2021 and held focus groups in the autumn. The next stage is to develop a draft plan and invite further involvement from the wider membership.

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INTO SECRETARIAT – 2021 CALENDAR

January began with the launch of several new projects: Our ALIPH-funded work in Georgia modelling [community restoration of a medieval tower](#) with partners from the UK and France; the [World in a Historic House](#) seminar series and our [European staff exchange programme](#). With all the travel challenges of 2021 we had to alter our plans slightly (well, not the seminar series as that was already online!). But it was wonderful that the French and Georgians were able to undertake working holiday exchanges this summer to kick-start the ALIPH project.

Our 2021 webinar programme launched with an excellent session on [Building Resilience](#) in partnership with the National Trust of Trinidad and Tobago. (It was so good in fact that we took the theme forward into our INTO Online 2021 conference in April.)

In February we welcomed Aderonke Akinyele to the Secretariat team on placement from Bath Spa University. And Olivia Lamont Bishop as our brilliant Conference Co-ordinator.

A lot of March and April was spent getting ready for INTO Online. But even so, we continued to deliver our project work like the British Council-funded [Melting Snow and Rivers in Flood](#) and [Innocastle](#), our Interreg Europe project. And we also collaborated with other networks through webinars and events, like the [UK Overseas Conservation Forum](#), [SMILO](#) and the [Nantucket Forum](#).

[INTO Online 2021](#) was the highlight of the year for many of us. This was our first ever digital INTO conference. And it provided an opportunity for INTO members to come together and share learning in resilience. From broadening organisational sustainability to new approaches to promoting climate preparedness to sharing methodologies for telling inclusive histories, 'Building Resilience' celebrated the global strength of the INTO network. And because it was virtual, it was our biggest ever conference with 541 registrants!

As part of INTO Online 2022, on 20 April, we released an important new study on sustaining local communities through strengthened connections with heritage sites. This report was commissioned by INTO with a grant from American Express, a worldwide leader in support of heritage conservation and preservation. [Putting the Local into Global Heritage](#) shows how some of the world's most famous heritage sites have re-thought their relationships with the communities around them, and how their conservation and engagement ambitions have been enriched by that process. The themes of the report were reflected across an in-depth series of sessions at the conference.

In May, we kicked off our new [British Council project](#) bringing together Penrhyn Castle, a National Trust property in Wales, and Legacy The Historical and Environmental Interest Group of Nigeria's Jaekel House. And we began scoping out new projects with Din l'Art Helwa in Malta; with the National Trusts of Sri Lanka and Scotland; a new heritage education programme in Africa; and our programme Re-imagining International Sites of Enslavement (RISE).

We welcomed our first group of micro-interns in June who researched best practice in [climate change](#) and [heritage education](#) across the INTO network. It went so well we would see two more cohorts of student volunteers in 2021.

In July we received a whole host of ASK-INTO requests, discussions and connections. From Azerbaijan to Canada; Grenada to India; Japan to Montserrat. Indeed, over the course of 2021, the INTO Secretariat responded to 117 ASK-INTO applications!

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In August, we were delighted to meet Kofo Adeleke both in her capacity as a new Trustee of INTO and as our lead contact in Nigeria for the British Council Wales project. We also closed our latest round of [TAP-INTO](#) and allocated small grants with a total value of more than £20,000 to INTO members around the world.

We held our second [Incubator](#) programme in September which peeled back the layers of what builds a successful, resilient, and vibrant National Trust, looking at models from across the globe. We were thrilled to welcome 16 participants from members and non-members alike.

We also held focus groups on the next INTO strategy and kicked off phase two of the [Melting Snow and Rivers in Flood](#) project, now involving Zanzibar as well as Uganda.

Catherine started October in Malta and was delighted to spend time with Din l'Art Helwa and support their efforts to acquire a new coastal battery on the island of Gozo. Later in the month, we hosted our [Connecting Collections](#) webinar featuring five different INTO members. This gave us the opportunity to zoom in on shared stories from National Trust collections around the world. And what we can learn from the process of uncovering these connections. The event involved the National Trust for Scotland, the Sri Lanka National Trust, the US National Trust of Historic Preservation, Heritage Watch Ethiopia and the National Trust of England, Wales and Northern Ireland.

And then we were heads down working on 'Voice' in the run-up to COP26! Alex presented our Ugandan project to the British All-Party Parliamentary Group in Westminster and Emma worked with INTO members to finalise our [climate short film clips](#).

These were a great success, and it was wonderful that we were able to present the films in Glasgow. 2021 was our biggest ever COP delegation and we were joined by representatives of the National Trusts of Scotland; Ireland; the Caymans Islands and England, Wales and Northern Ireland.

Whilst Emma and Catherine were in Scotland, Alex launched RISE at PastForward. [RISE](#) is a ground-breaking global programme setting new standards in the interpretation of the transatlantic slave trade. It brings together contemporaries from around Africa, Europe and the Americas, building on the success of the conference session at INTO Online.

In the autumn, we convened two more webinars as part of the Innocastle project on [climate change monitoring](#) and [digital engagement](#). These followed earlier webinars on developing an [interpretation plan](#) and [building maintenance](#) held in July and August.

Alex welcomed representatives from our new members, the Hungarian Garden Heritage Foundation, to London's Ham House, building on the learning and connections made during this year's Incubator.

Towards the end of the year, the INTO Secretariat team were all on the move! Catherine was invited to the [SMILO General Assembly](#) in Tunisia to discuss possible connections, synergies and new projects. Alex and Emma travelled to Athens as part of the ALIPH project where they met representatives of Boulouki in Greece, the National Trust of Georgia, REMPART, the Chudow Castle Foundation in Poland, Cultural Heritage Without Borders (Albania) and our Swiss funders. The partners shared learning on youth training opportunities that

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capitalise on the potential of heritage sites as learning laboratories. These groups will reconvene next year in Georgia, where a working holiday will repair the missile-struck tower.

From there, they went on to Uganda with other members of the team working on 'Melting Snow, Rivers in Flood' to connect with the communities involved in the project. They also participated in the second INTO Africa meeting and the new Heritage Education Project.

Meanwhile, Catherine met another new INTO member, Esther Sellassie Antohin of Heritage Watch Ethiopia. Following in her famous grandfather's footsteps, they visited the National Trust's Dunham Massey near Manchester.

In December, we hosted the second RISE session focusing on language and two gatherings of the members involved in INTO Places. And a final webinar as part of the [International Land Conservation Network Global Congress](#) featuring INTO members, the Trustees of Reservations, the Taiwan Environmental Information Association and Catalunya La Pedrera Foundation.

Meanwhile we continue to make plans for 2022; including new projects, programmes and services, our 2022 Conference; new sources of funding and opportunities for INTO members.

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GOVERNANCE

Our Trustees have continued to meet virtually throughout 2021. They were not able to meet face-to-face, which we try to do once every year, as the INTO Conference was online. But we held five formal, scheduled meetings and our trustees lent us great support and advice both then and in-between.

PUBLIC BENEFIT

The object of the Charity is to promote the conservation and enhancement of the natural and cultural heritage of all nations for the benefit of the people of the world. In shaping our objectives and planning our activities for the year, the trustees have considered the Charity Commission's guidance on public benefit.

At its most basic, heritage is what people value and want to hand on to future generations. The definition of heritage is very broad and it can cover everything from land and biodiversity, to buildings and landscapes, collections and intangible things like language and traditional practices. In fact, what makes something part of our heritage is not whether it is a building or a landscape, but the value we place on it.

INTO's role therefore in helping organisations protect and conserve heritage all over the world is inherently linked to public benefit. Because heritage is only heritage if it's relevant and of value to people.

FINANCIAL POSITION

The position of the charity at the end of the year is set out on page 24.

RESERVES POLICY

The Trustees have set a high level of reserves to protect against the charity's reliance on grant income for its major activities such as the INTO Conference or our Capacity Building for the National Trust Ideal project. This is currently based on one year's salary for our Deputy Director-General's salary plus the costs of one INTO Conference and is kept under review.

Trustees recognise the need to guard against the risk of grant income not being renewed. They also acknowledge that grants can be received in arrears and allowance must be made to fund short-term deficits in our cash budget.

Some grants are received in advance of a project, which accounts for some planned but as yet unspent expenditure. On the other hand, some of our major commitments are planned several years in advance, and before we can secure the necessary grant income. The success of our flagship Conference has in the past depended greatly on our ability to fundraise. Having a higher level of reserves means that we can ensure a successful event every two years.

INTO's other main source of income is membership subscriptions. Our annual budget is set before we receive all our fees. The impact of one of our larger organisations not re-joining one year could be quite considerable and needs to be guarded against.

Our general reserve balance is also there to provide scope for INTO to do more of its core functions. There is a lot of room to grow these (like the TAP-INTO small grants).

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In common with every other organisation, INTO also needs to allow for unforeseen emergencies, which can be greater given the international context in which we work. External changes may mean our beneficiaries (the INTO membership) need more support from us than usual in a given year. The charity held total reserves at the year-end of £236,597. Of these £92,989 of restricted funds were held. Free reserves at the year-end stood at £143,223.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

INTO is registered and regulated under UK law as a Charitable Incorporated Organisation Number 1175994. It is governed by its CIO Constitution and By-laws. It was registered with the Charity Commission (England and Wales) on 29 November 2017. These documents are available on the INTO website.

Recruitment and appointment of new trustees

As set out in its Constitution, the charity trustees are appointed at the biennial INTO Congress. In advance of each Congress, each Full Member may nominate one or more individuals to be considered. The charity trustees recommend individuals from amongst these nominations for appointment at the next Congress. They may also appoint trustees between Congresses but a charity trustee so appointed must retire at the next Congress, but may be nominated for re-appointment.

A charity trustee may not hold office for more than three consecutive terms except where length of service includes time served as Chair or Vice Chair.

None of our trustees receive remuneration or other benefit from their work with INTO.

Organisational structure

The INTO trustees meet annually face-to-face and regularly by teleconference, thus making optimal use of virtual technologies and enabling our worldwide interests and membership to participate in a regular and cost-effective manner. These meetings are chaired by Dame Fiona Reynolds.

The National Trust of England, Wales and Northern Ireland was appointed host of the Secretariat and employs a Secretary-General who manages the day-to-day operations of the charity. This delegated framework is set out in a by law.

In 2021, we continued to benefit from the generous support of the National Trust of England, Wales and Northern Ireland (up to £100,000 per year in cash and in kind) covering four days a week of our Secretary-General's time; associated travel expenses; one day a week of business support; help and advice with fundraising and communications; legal costs; and a budget to enable National Trust staff to spend time with INTO member organisations.

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**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2021**

Risk management

The trustees confirm that the major risks to which INTO is exposed have been reviewed and systems established to manage these.

Every day we hear of work our member organisations wish to undertake but which they are having to embark upon with only the barest of resources and an abundance of optimism. Often we find that a small injection of funds at the beginning of a project – or advice from another Trust or the INTO Expert Network – can make all the difference.

You can help by joining your local National Trust organisation, by becoming an INTO Amicus or with a gift to support our work. If you would like to get involved in any of our programmes either as a supporter, volunteer, or member, please contact us at the following address:

INTO Secretariat
20 Grosvenor Gardens
London SW1W 0DH
United Kingdom
Email: info@into.org
Tel: +44 (0) 20 7824 7157
Website: www.into.org

The International National Trusts Organisation (INTO) is a non-profit organisation registered as a registered charity (No 1175994). © INTO

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity number

1175994

Principal address

20 Grosvenor Gardens
London
SW1W 0DH

Trustees

Dame F Reynolds
Ms K Adeleke (*from April 2021*)
Mr Justin Albert (*to April 2021*)
Ms B Babweteera (*from April 2021*)
Ms N Bull
Ms C Childs (*from April 2021*)
Ms Emily Drani (*to April 2021*)
Dr Irena Edwards
Ms E Erasito
Mr M Galea
Ms Catarini Kubontubuh (*to April 2021*)
Ms K Malone-France

**INTERNATIONAL NATIONAL TRUSTS
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Trustees continued

Mr S K Misra

Mr J Orna-Ornstein (*from April 2021*)

Dr D Peacock

Mr William White (*to April 2021*)

Ambassadors

HRH Princess Dana Firas of Jordan

Hashim Djojohadikusumo

Lady Helen Hamlyn OBE

HH The Maharaja Gaj Singh II of Marwar-Jodhpur

Dr Thant Myint-U

Dame Fiona Reynolds DBE

The INTO Ambassadors are a small group of very distinguished individuals, from various backgrounds and parts of the world, whose achievements in our field are internationally recognised, and who kindly lend their support to INTO. This is a titular role with no formal governance responsibilities.

INTO Secretariat team

David Brown, International Heritage Consultant

Imogen Dow, Project Manager

Alexander Lamont Bishop, Deputy Secretary-General

Olivia Lamont Bishop, Conference Co-ordinator

Gillian Lang, Conference Co-ordinator

Catherine Leonard, Secretary-General

Lydia Loopesko, Communications Volunteer

Oliver Maurice, Adviser

Madeleine Rose, Communications Volunteer

Jacqui Sealy, Finance Coordinator

Emma Taylor, Communications and Projects Coordinator

Julie Thompson, Working Holidays Co-ordinator

Bill Turner, Adviser

**INTERNATIONAL NATIONAL TRUSTS
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FOR THE YEAR ENDED 31 DECEMBER 2021**

REFERENCE AND ADMINISTRATIVE DETAILS

Independent Examiner

Haines Watts
Chartered Accountants
Old Station House
Station Approach
Newport Street
Swindon
Wiltshire
SN1 3DU

Approved by order of the board of trustees on 18 July 2022 and signed on its behalf by:



.....
Dame F Reynolds - Trustee

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

Independent examiner's report to the trustees of International National Trusts Organisation

I report to the charity trustees on my examination of the accounts of International National Trusts Organisation (the Trust) for the year ended 31 December 2021.

Responsibilities and basis of report

As the charity trustees of the Trust you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the Trust's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of ACA which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Trust as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Susan Plumb
ACA
Haines Watts
Chartered Accountants
Old Station House
Station Approach
Newport Street
Swindon
Wiltshire
SN1 3DU

Date: 1 August 2022

**INTERNATIONAL NATIONAL TRUSTS
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**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2021**

	Notes	Unrestricted fund £	Restricted funds £	2021 Total funds £	2020 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	114,327	265,230	379,557	291,834
Investment income	3	-	-	-	234
Total		114,327	265,230	379,557	292,068
 EXPENDITURE ON					
Charitable activities					
Family			91,100	91,100	40,745
Growth			69,367	69,367	39,788
Voice			36,162	36,162	21,128
Strength			52,880	52,880	36,848
Other charitable activities		93,892	-	93,892	99,746
		-----	-----	-----	-----
NET INCOME		20,435	15,721	36,156	53,813
Transfers between funds	11	2,107	(2,107)	-	-
Net movement in funds		22,542	13,614	36,156	53,813
 RECONCILIATION OF FUNDS					
Total funds brought forward		121,066	79,375	200,441	146,628
		-----	-----	-----	-----
TOTAL FUNDS CARRIED FORWARD		<u>143,608</u>	<u>92,989</u>	<u>236,597</u>	<u>200,441</u>

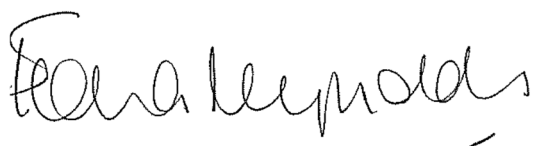
The notes form part of these financial statements

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**STATEMENT OF FINANCIAL POSITION
31 DECEMBER 2021**

	Notes	Unrestricted fund £	Restricted funds £	2021 Total funds £	2020 Total funds £
FIXED ASSETS					
Tangible assets	8	385	-	385	-
CURRENT ASSETS					
Debtors	9	8,000	-	8,000	27,984
Cash at bank		<u>168,729</u>	<u>92,989</u>	<u>261,718</u>	<u>195,282</u>
		176,729	92,989	269,718	223,266
CREDITORS					
Amounts falling due within one year	10	(33,506)	-	(33,506)	(22,825)
		<u>143,223</u>	<u>92,989</u>	<u>236,212</u>	<u>200,441</u>
NET CURRENT ASSETS					
		143,608	92,989	236,597	200,441
TOTAL ASSETS LESS CURRENT LIABILITIES					
		<u>143,608</u>	<u>92,989</u>	<u>236,597</u>	<u>200,441</u>
NET ASSETS					
		<u>143,608</u>	<u>92,989</u>	<u>236,597</u>	<u>200,441</u>
FUNDS	11				
Unrestricted funds				143,608	121,066
Restricted funds				<u>92,989</u>	<u>79,375</u>
TOTAL FUNDS				<u>236,597</u>	<u>200,441</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 18 July 2022, and were signed on its behalf by:



.....
Dame F Reynolds - Trustee

The notes form part of these financial statements

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

The financial statements are prepared in sterling, which is the functional currency of the entity and is rounded to the nearest £.

Going concern

The COVID-19 viral pandemic is one of the most significant economic events for the UK with unprecedented levels of uncertainty of outcomes. It is therefore difficult to evaluate all of the potential implications on the charity's operations, funding, suppliers and wider economy. The Trustees' view on the impact of COVID-19 is that, given the measures that could be undertaken to mitigate the current adverse conditions and the current resources available, they can continue to adopt the going concern basis in preparing the financial statements.

Cash Flow Statement

The financial statements have been prepared in accordance with FRS 102 1A and therefore a Cash Flow statement is not included.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Computer equipment – 50% straight line

Taxation

The charity is exempt from tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2021**

1. ACCOUNTING POLICIES - continued

Fund accounting

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

Creditors

Creditors 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 are recognised at their settlement amount.

2. DONATIONS AND LEGACIES

	2021	2020
	£	£
Donations and grants	308,878	228,319
Membership fees	<u>61,514</u>	<u>63,515</u>
	<u>370,392</u>	<u>291,834</u>
	2021	2020
	£	£
Membership income	61,514	63,515
Grant income - Helen Hamlyn	46,734	72,020
Grant income - 1771	-	8,511
Global Giving	719	1,166
Grant income - British Council - Uganda	47,118	57,634
Grant income - British Council - Petra	7,410	5,940
Grant income - Sustainable Tourism project	35,314	19,300
Grant income - British Council - Uganda 2 project	36,488	-
Grant income - British Council - Nigeria project	6,340	-
Grant income - ALIPH Georgia project	82,996	-
INTO On-line 2021 project	2,111	-
Donated services - salary	53,109	60,652
Other	<u>(296)</u>	<u>3,096</u>
	<u>379,557</u>	<u>291,834</u>

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2021**

3. INVESTMENT INCOME

	2021	2020
	£	£
Bank interest	-	234
	<u> </u>	<u> </u>

4. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 December 2021 nor for the year ended 31 December 2020.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 December 2021 nor for the year ended 31 December 2020.

5. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	127,263	164,571	291,834
Investment income	<u>234</u>	<u>-</u>	<u>234</u>
Total	127,497	164,571	292,068
 EXPENDITURE ON Charitable activities			
Other charitable activities	99,746	138,509	238,255
	<u> </u>	<u> </u>	<u> </u>
NET INCOME	27,751	26,062	53,813
 RECONCILIATION OF FUNDS			
Total funds brought forward	93,315	53,313	146,628
	<u> </u>	<u> </u>	<u> </u>
TOTAL FUNDS CARRIED FORWARD	<u>121,066</u>	<u>79,375</u>	<u>200,441</u>

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2021**

6. UNRESTRICTED EXPENDITURE

	2021	2020
	£	£
Secretariat	-	1,,455
Communications	-	1,549
Travel & subsistence	7,409	-
Donated services - salary	53,109	60,928
Recharged salaries	24,315	-
Website costs/IT	1,524	19,635
Other	<u>7,535</u>	<u>16,179</u>
	<u>93,892</u>	<u>99,746</u>

7. STAFF COSTS

The charity does not employ any staff. During the year salary costs of £53,109 (2020 £60,928) were met by The National Trust and included as donated services in these financial statements. In addition, £60,652 staff costs were recharged by The National Trust to the charity (2020 £50,097).

8. TANGIBLE FIXED ASSETS

	Computer equipment £
COST	
Additions	<u>770</u>
DEPRECIATION	
Charge for year	<u>385</u>
NET BOOK VALUE	
At 31 December 2021	<u><u>385</u></u>
At 31 December 2020	<u><u>-</u></u>

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2021**

9. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Other debtors	<u>8,000</u>	<u>27,984</u>

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Other creditors	<u>33,506</u>	<u>22,825</u>

11. MOVEMENT IN FUNDS

	At 1/1/21	Net movement in funds	Transfers between funds	At 31/12/21
	£	£	£	£
Unrestricted funds				
General fund	121,066	20,435	2,107	143,608
Restricted funds				
Global Giving	512	719	-	1,231
INTO Foundation	12,226	-	-	12,226
Helen Hamlyn Trust	16,128	(17,851)	-	(1,723)
British Council - Uganda	29,839	(21,043)	(8,796)	-
British Council - Petra NT	(919)	5,940	-	5,021
Sustainable Tourism project	13,078	27,130	-	40,208
1772 Foundation	8,511	-	-	8,511
INTO on-line 2021 project	-	(6,689)	6,689	-
British Council - Uganda Project 2	-	(12,823)	-	(12,823)
British Council - Nigeria	-	1,465	-	1,465
ALIPH Georgia	-	38,873	-	38,873
	<u>79,375</u>	<u>15,721</u>	<u>(2,107)</u>	<u>92,989</u>
TOTAL FUNDS	<u>200,441</u>	<u>36,156</u>	<u>-</u>	<u>236,597</u>

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2021**

11. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	114,327	(93,892)	20,435
Restricted funds			
Global Giving	719	-	719
Helen Hamlyn Trust	46,734	(64,585)	(17,851)
British Council - Uganda	47,118	(68,161)	(21,043)
British Council - Petra NT	7,410	(1,470)	5,940
Sustainable Tourism project	35,314	(8,184)	27,130
INTO on-line 2021 project	2,111	(8,800)	(6,689)
British Council - Uganda Project 2	36,488	(49,311)	(12,823)
British Council - Nigeria	6,340	(4,875)	1,465
ALIPH Georgia	<u>82,996</u>	<u>(44,123)</u>	<u>38,873</u>
	<u>265,230</u>	<u>(249,509)</u>	<u>15,721</u>
TOTAL FUNDS	<u><u>379,557</u></u>	<u><u>(343,401)</u></u>	<u><u>36,156</u></u>

Comparatives for movement in funds

	At 1/1/20 £	Net movement in funds £	At 31/12/20 £
Unrestricted funds			
General fund	93,315	27,751	121,066
Restricted funds			
Global Giving	472	40	512
INTO Foundation	12,226	-	12,226
Helen Hamlyn Trust	40,615	(24,487)	16,128
British Council - Uganda	-	29,839	29,839
British Council - Petra NT	-	(919)	(919)
Sustainable Tourism project	-	13,078	13,078
1772 Foundation	<u>-</u>	<u>8,511</u>	<u>8,511</u>
	<u>53,313</u>	<u>26,062</u>	<u>79,375</u>
TOTAL FUNDS	<u><u>146,628</u></u>	<u><u>53,813</u></u>	<u><u>200,441</u></u>

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2021**

11. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	127,497	(99,746)	27,751
Restricted funds			
Global Giving	1,166	(1,126)	40
Helen Hamlyn Trust	72,020	(96,507)	(24,487)
British Council - Uganda	57,634	(27,795)	29,839
British Council - Petra NT	5,940	(6,859)	(919)
Sustainable Tourism project	19,300	(6,222)	13,078
1772 Foundation	<u>8,511</u>	<u>-</u>	<u>8,511</u>
	<u>164,571</u>	<u>(138,509)</u>	<u>26,062</u>
TOTAL FUNDS	<u><u>292,068</u></u>	<u><u>(238,255)</u></u>	<u><u>53,813</u></u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1/1/20 £	Net movement in funds £	Transfers between funds £	At 31/12/21 £
Unrestricted funds				
General fund	93,315	48,186	2,107	143,608
Restricted funds				
Global Giving	472	759	-	1,231
INTO Foundation	12,226	-	-	12,226
Helen Hamlyn Trust	40,615	(42,338)	-	(1,723)
British Council - Uganda	-	8,796	(8,796)	-
British Council - Petra NT	-	5,021	-	5,021
Sustainable Tourism project	-	40,208	-	40,208
1772 Foundation	-	8,511	-	8,511
INTO on-line 2021 project	-	(6,689)	6,689	-
British Council - Uganda Project 2	-	(12,823)	-	(12,823)
British Council - Nigeria	-	1,465	-	1,465
ALIPH Georgia	<u>-</u>	<u>38,873</u>	<u>-</u>	<u>38,873</u>
	<u>53,313</u>	<u>41,783</u>	<u>(2,107)</u>	<u>92,989</u>
TOTAL FUNDS	<u><u>146,628</u></u>	<u><u>89,969</u></u>	<u><u>-</u></u>	<u><u>236,597</u></u>

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2021**

11. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	241,824	(193,638)	48,186
Restricted funds			
Global Giving	1,885	(1,126)	759
Helen Hamlyn Trust	118,754	(161,092)	(42,338)
British Council - Uganda	104,752	(95,956)	8,796
British Council - Petra NT	13,350	(8,329)	5,021
Sustainable Tourism project	54,614	(14,406)	40,208
1772 Foundation	8,511	-	8,511
INTO on-line 2021 project	2,111	(8,800)	(6,689)
British Council - Uganda Project 2	36,488	(49,311)	(12,823)
British Council - Nigeria	6,340	(4,875)	1,465
ALIPH Georgia	<u>82,996</u>	<u>(44,123)</u>	<u>38,873</u>
	<u>429,801</u>	<u>(388,018)</u>	<u>41,783</u>
TOTAL FUNDS	<u>671,625</u>	<u>(581,656)</u>	<u>89,969</u>

Global Giving: GlobalGiving is the crowdfunding platform used for our 'Saint Lucia National Trust C-19 Relief Fund'.

INTO On-line 2021: The INTO Conference is our biennial gathering of National Trusts, previously also called the ICNT or International Conference of National Trusts. In 2021, the conference was held digitally under the banner INTO Online 2021.

INTO Foundation: This was established with a gift from the late Rodney Davidson AO. Under the new governance structure, the INTO Foundation was wound up and its assets transferred to the CIO. At its meeting on 8 September 2021, the INTO Board agreed that the funds previously associated with the restricted fund known as the INTO Foundation would be used as general funds in line with the original intentions of the donor. This board designated fund will be known as the Davidson Fund.

Helen Hamlyn Trust: The HHT grant of £275,780 over three years is for a project entitled 'Capacity Building for the National Trust Ideal'. The grant supports three main aims: the appointment of a Deputy Secretary-General; the establishment of a new Technical Assistance Programme to help our member organisations grow, develop their campaigns and share best practice; and to increase INTO's profile amongst prospective members, partner organisations, supporters and opinion formers.

1772 Foundation: 1772 is a US-based grant-giving body keen to help promote and learn from the National Trust approach, particularly as it pertains to stewarding both cultural and natural heritage. INTO has received a number of gifts from the 1772.

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2021**

11. MOVEMENT IN FUNDS - continued

Cultural Protection Fund: The CPF is managed by the British Council - the UK's international organisation for educational opportunities and cultural relations - in partnership with the Department for Digital, Culture, Media and Sport (DCMS). It aims to foster, safeguard and promote cultural heritage overseas. In 2020, it ran a special call for global heritage projects, which will use technology, skills development and community engagement to respond to the risk of climate change to heritage in East Africa.

British Council – Uganda: INTO was awarded £76,447 in 2020 (increased to £80,438.39 in 2021) for protection against the impact of melting snow and flooding rivers on Uganda's Bakonzo and Alur communities due to global warming. This grant was further extended with an additional tranche of £24,356 in 2021.

British Council – Uganda Project 2: Towards the end of 2021, we announced a new phase of support from the British Council's Cultural Protection Fund of £110,143.

British Council – Petra: INTO was a partner in a second application to the British Council's Cultural Protection Fund together with the Petra National Trust. INTO's role was to develop and deliver a training programme for heritage practitioners in the region, for which we received £9,330 from the Petra National Trust over the lifetime of the project.

British Council – Nigeria: British Council Wales launched a new digital initiative in 2021 in response to the Covid-19 pandemic, to explore innovative ways to demonstrate artistic interpretation and practice. Under #GoDigital Sub Saharan Africa-Wales Creative Projects, a collaborative partnership, facilitated by INTO, brings together Penrhyn Castle, a National Trust property in Wales and Legacy The Historical and Environmental Interest Group of Nigeria's Jaekel House.

Sustainable Tourism project: Through a two-year grant, American Express is supporting INTO's research into the ways in which owners and stewards of National Trust properties have re-thought their relationships with the communities around them, and how their conservation and engagement ambitions have been enriched by that process. The research will serve as the foundation for an in-depth series of sessions at the INTO conferences in 2021 and 2022.

ALIPH Georgia: INTO is partnering with members National Trust for Georgia and Union REMPART on a two-year project to restore the Tsiskarauli Tower. The generous support of the ALIPH Foundation will allow for the restoration of this site, damaged by a jet in the 2001 Chechen War. In order to stabilise and restore this missile-damaged heritage site, we will work with our partners to engage an international group of volunteers as part of a working holidays programme.

Transfer between funds. Transfers are made from unrestricted funds to restricted funds to cover any restricted funds in deficit or from restricted funds to unrestricted funds where a project is complete and there is no requirements to return any unspent funds.

12. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 December 2021.

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

England & Wales - Charity number 1175994

Accounts

Annual Report and Accounts 2020

International National
Trusts Organisation



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Chairman's report



Dame Fiona Reynolds
Chair of INTO

2020: Crisis or opportunity?

We've been wondering how to write our annual report for the year 2020. The usual, self-congratulatory tone of such messages doesn't feel at all right this year. It's been a year of personal tragedies, social and economic disruption, and massive upheaval. National Trusts throughout the world have faced huge challenges, as have the people we depend so much on – our staff, volunteers, supporters, and visitors.

But faced with a crisis like Covid-19, we had a very simple choice. To let it dominate us, or to seize what opportunities we could, to help shape our world for the better. And I'm proud beyond words that we chose the latter course.

As a result, 2020 has been a year like no other for positive reasons, too. Instead of travelling and face-to-face meetings, we decided to expand our grant programmes to help National Trusts through the crisis, to share knowledge and the experience of coping with Covid-19 as it unfolded, and to build our family into an ever-stronger network.

Above all we had to rethink our many programmes that rely on travel. The INTO Incubator (for new and emerging National Trusts) planned for March was postponed until September and then eventually taken online. Our TAP-INTO capacity-building visits became small grants to support members through the crisis. Advice was given online instead of in person, and other project work had to be digitalised. We became expert in virtual meetings and conferences; whose attendance grew and became ever more global.

All of this has been made possible by the Helen Hamlyn Trust, and we are deeply grateful for their confidence and support.

Covid-19 hit just as many National Trusts were gearing up for a new season so there has been a huge impact on revenue this year. Loss of income from gate fees, membership sales and fundraising events. Uncertainty around grants and government subventions. Unexpected expenditure on PPE or increased site security. Reduced contact with staff, members, and volunteers, many of whom are in vulnerable categories. But while some – like the National Trust for England, Wales and Northern Ireland – had to take drastic action and make dramatic savings to protect their organisational health, others, like the Falkland Islands Museum and National Trust received a government loan of £500,000 for building work on their gallery and exhibition area. And the Scottish Government confirmed a contribution of £3.8m to the National Trust for Scotland, adding to the nearly £2.5m raised through their public Save our Scotland appeal. INTO members large and small digitised their offer, transformed their communications, and became ever more adept at inspiring people in new ways.

So, there has been much room for hope. INTO members used a variety of tools to connect their work to the public and local communities during the pandemic. The importance of access to nature and the educational value of culture were highlighted during lockdown, along with many other things that National Trusts espouse, like people's interest in growing their own food, baking, and making. We have seen that people can change their behaviour when they understand why, which is good for nature and good for the climate. These are all things we can build on for the future.

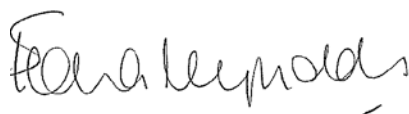
What stood out for me during 2020 was the strong desire to work together, learn from and help each other. Here at INTO we've been supporting our members throughout the pandemic: we even ran a special small grant scheme to cover costs associated specifically with coronavirus, like laptops, webinar accounts and Perspex screens.

As 2021 unfolds it's clearer than ever that the future will not be like the past. We hope one of the lessons learned will be that we need a more sustainable future, where the values of heritage, nature and conservation are centre stage in official plans. But we also know that many governments will be racing for growth and recovery of a narrower kind, and so our voice will be needed more than ever.

Our priorities remain as important as ever: nurturing the family of organisations that form our INTO network; facilitating a growing movement for heritage, beauty and nature; articulating through our collective voice the importance of the work we do for the citizens of the world; and building a strong, vibrant and sustainable organisation. Though we could never have envisaged or wanted a year like 2020, we have learned new things about ourselves and emerge stronger and more committed than ever.

Thank you for your continued support and engagement, and for the part you have played during this most strange year.

Finally, and on behalf of the Board of Trustees, I'd like to thank our brilliant team of staff, led by Catherine Leonard, who have shown such resilience, vision, and determination in the face of the pandemic. It's thanks to their energy, creativity, and optimism that INTO ends the year in even stronger shape than we began – thank you.



Dame Fiona Reynolds
Chair of INTO

What is INTO?

INTO is the umbrella body for the global family of National Trusts that come together to share ideas, experiences, and resources.

By providing access to a worldwide network of expertise, we seek to grow the capacity of existing trusts and help establish new ones in countries where they don't currently exist. Amongst the services and learning opportunities we offer are travel grants, support with funding applications, staff placements, our biennial conference, monthly newsletter, and webinar programme.

Bringing together more than 80 like-minded organisations around the world, we also act as a global voice for issues of common concern. The National Trust, as the largest and best resourced INTO member, hosts the INTO Secretariat but it is a separate charity with its own constitution, strategy, and international board of trustees.

"The object of the Charity is to promote the conservation and enhancement of the natural and cultural heritage of all nations for the benefit of the people of the world and in particular but without limitation:

- (1) to foster international co-operation and co-ordination between National Trusts for conservation and heritage and similar organisations;*
- (2) to increase and enhance the capacity of such conservation and heritage organisations;*
- (3) to encourage the establishment, where they do not presently exist, and development of such conservation and heritage organisations; and*
- (4) to formulate and promote conservation best practices;*
- (5) to pursue advocacy in the interest of conservation of natural and cultural heritage."*

INTO Constitution, Clause 3



Our members

In 2020, we had 85 member organisations.



Africa and the Middle East

Heritage Watch Ethiopia
Petra National Trust (Jordan)
Legacy 1995 Historical and Environmental Interest Group of Nigeria
West African Shared Cultural Heritage Trust (Nigeria)
Monuments and Relics Commission (Sierra Leone)
Hout Bay Heritage Trust (South Africa)
Turathuna (Syria)
Zanzibar Stone Town Heritage Society (Tanzania)
Cross Cultural Foundation of Uganda
Zimbabwe National Trust

Europe

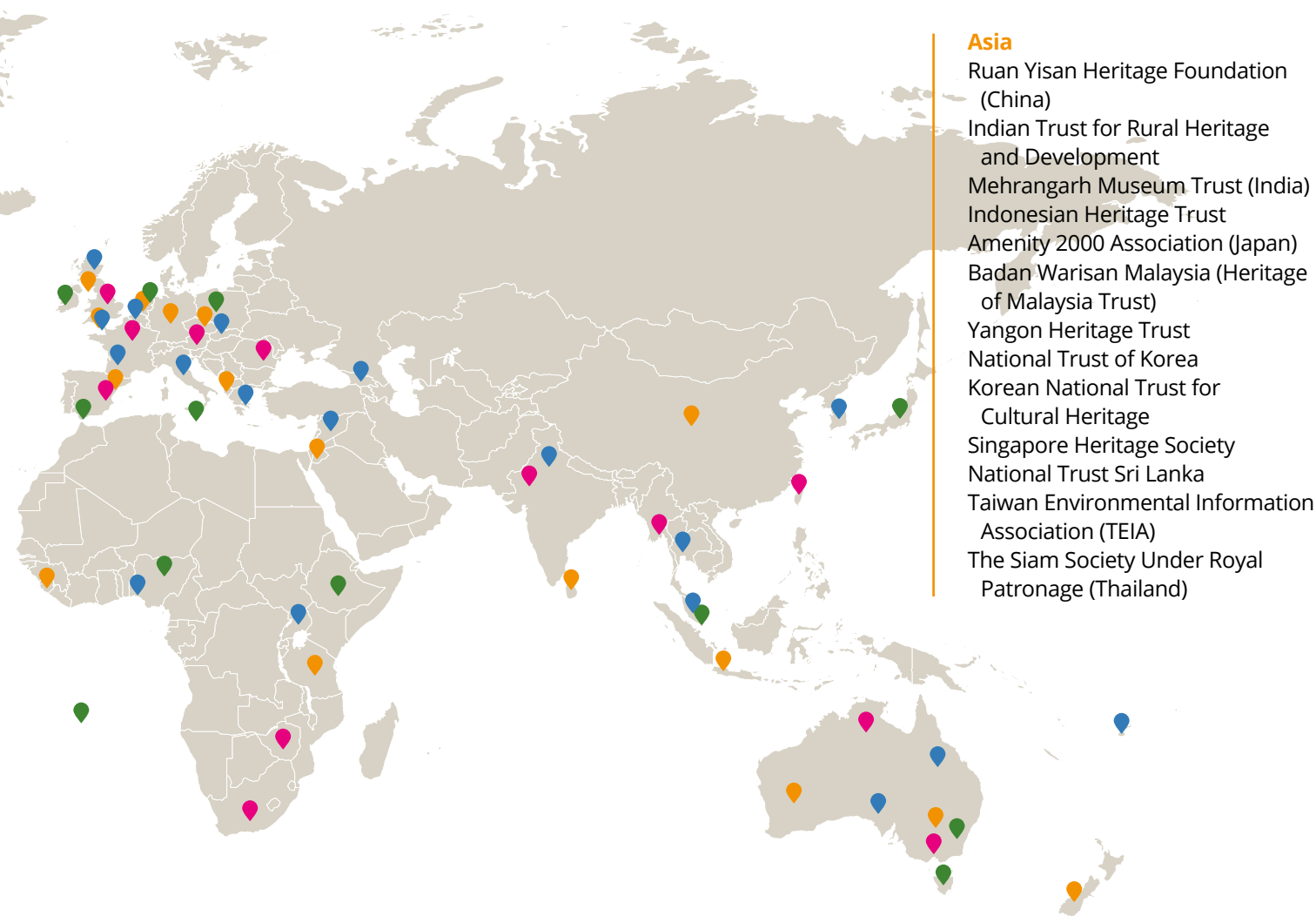
Cultural Heritage Without Borders (Albania)
Bodenfreiheit – Verein zur Erhaltung von Freiraume (Austria)
Herita (Belgium)
Czech National Trust o.p.s.
Friends of Czech Heritage
National Trust (England, Wales and Northern Ireland)
Europa Nostra
Falkland Islands Museum and National Trust
Union REMPART (France)
Conservatoire du Littoral (France)
National Trust of Georgia
Kulturerbe Bayern (Germany)
Gibraltar Heritage Trust
Boulouki (Greece)
National Trust of Guernsey

An Taisce – National Trust for Ireland
Manx National Heritage (Isle of Man)
FAI – Fondo Ambiente Italiano (the National Trust for Italy)
National Trust for Jersey
Din I-Art Helwa (Malta)
Gelderland Trust for Historic Houses and Natural Landscape
Nationale Monumenten Organisatie (Netherlands)
The Chudow Castle Foundation (Poland)
Pro Patrimonio Foundation (Romania)
National Trust for Scotland
National Trust of Slovakia
La Fundació Catalunya-La Pedrera (Spain)
Fundación Enrique Montoliu de la Comunitat Valenciana – FUNDEM (Spain)
Saint Helena National Trust

The Americas, including the Caribbean

Anguilla National Trust
Stichting Rancho (Aruba)
Barbados National Trust
Bermuda National Trust
Committee of the Defence of the Bickenbach Country House (Bolivia)
British Virgin Islands National Parks Trust
National Trust for Land and Culture (B.C.) Society (Canada)
National Trust for Canada / La Fiducie Nationale

National Trust for the Cayman Islands
Grenada National Trust
Haiti National Trust
Jamaica National Heritage Trust
Montserrat National Trust
Para la Naturaleza (Puerto Rico)
Saint Christopher National Trust
Saint Eustatius Monuments Foundation
Saint Lucia National Trust
National Trust of Trinidad and Tobago
Gullah / Geechee National Trust for Cultural Heritage Continuation & Historic Preservation (USA)
National Parks Service (USA)
National Trust for Historic Preservation (USA)
The Trustees of Reservations (USA)



Asia

- Ruan Yisan Heritage Foundation (China)
- Indian Trust for Rural Heritage and Development
- Mehrangarh Museum Trust (India)
- Indonesian Heritage Trust
- Amenity 2000 Association (Japan)
- Badan Warisan Malaysia (Heritage of Malaysia Trust)
- Yangon Heritage Trust
- National Trust of Korea
- Korean National Trust for Cultural Heritage
- Singapore Heritage Society
- National Trust Sri Lanka
- Taiwan Environmental Information Association (TEIA)
- The Siam Society Under Royal Patronage (Thailand)

The benefits of INTO membership include:

- Access to a worldwide network of expertise
- Support from the global family of Trusts in advocacy and awareness raising
- Taking an active part in our biennial Conference, with reduced registration fees
- Opportunity to serve on working groups on specific projects or themes
- Eligibility to apply for INTO grants
- Using the INTO logo to celebrate your membership

As part of our INTO Places scheme, some INTO members offer free or reduced-price entry to their properties upon production of a valid membership card from another National Trust. If they do not have properties open to the public, they can sometimes provide other services such as reduced-price heritage walks or assistance with travel plans.

Please contact the INTO member in the country you intend to visit for details.

Oceania and Australasia

- National Trust of Australia (Australian Capital Territory)
- National Trust of Australia (New South Wales)
- National Trust of Australia (Northern Territory)
- National Trust of Australia (Queensland)
- National Trust of Australia (Tasmania)
- National Trust of Australia (Victoria)
- National Trust of South Australia
- National Trust of Western Australia
- Australian Council of National Trusts
- Fiji National Trust
- Heritage New Zealand Pouhere Taonga



Secretary-General's report



Catherine Leonard
Secretary-General

We began the year celebrating the National Trust (England, Wales, and Northern Ireland's) 125th anniversary. I found myself in Florida at the invitation of the Preservation Foundation of Palm Beach, which was marking its first 40 years. And my address highlighted how the Trust model, born in Victorian England in 1895, has grown into a worldwide movement.

We worked with our members on a series of social media posts about the National Trust of Australia's work on the wildfires. Over the first weekend, these recorded a total reach of over half a million (522,000)!

We had colleagues working with the National Trust of Fiji and the Cross-Cultural Foundation of Uganda on TAP-INTO projects. We supported a TAP-INTO project looking at membership models in New Zealand, the UK and Italy. Another TAP-INTO grant helped the Australian National Trusts in the development of a commercial strategy. We even managed to send the Director of the Saint Helena National Trust to France to discuss REMPART's working holiday model.

We supported the first face-to-face gathering of INTO Africa in Nairobi in partnership with the British Council. We networked with the UK sector at the Heritage Alliance's Heritage Day, joined the launch of the Commonwealth Heritage Forum, celebrated the work of the Pakistan Heritage Foundation with our colleagues at the V&A, WMF-UK and INTBAU, and continued planning for future events like the Incubator, an INTO-Asia symposium in Singapore and INTO Antwerp 2021.

Then in March, the World Health Organisation declared Covid-19 a pandemic. And the world changed completely. It has been a terrible and painful time for so many, and our hearts go out to our members, supporters and friends affected by the crisis.



We continued to meet via social media, webinars, and other wonderful technological solutions. These enabled us to support our member organisations, pool experiences and knowledge, and provide one-to-one advice where we could. The first few months were challenging. We were all in crisis mode and having to work fast and furiously. But there were also many amazing stories of hope and opportunities for us to live up to the values of our great National Trust movement. Values of compassion, solidarity, and connectivity. Of finding beauty and joy in the simplest things, of learning from others, of finding creative solutions together.

Then, layered over the pandemic, came the tragic killing of George Floyd, which left many of us wondering why values of freedom, opportunity and justice were not equally applied. In response, across the world, academics, heritage professionals and members of the public sought to throw new light on difficult stories of slavery and colonialism. Heritage sites have for too long traded on nostalgia, avoiding the brutal and shameful stories that have shaped them. Our 2021 conference will examine how we advance the cause of truth, equity, and justice. And how the National Trusts of the world can play their part.

In many ways, the health, social and environmental crises have given us an opportunity to rethink our work and how we deliver it. Never again will I be flying off to the United States for a few days, essentially to give a speech! We now know how easy it is to do that kind of thing online. We have learned to be more careful with our travel and to save it for when it really counts. Which will help us save time and energy, as well as the planet. We've all been thinking about how we use our time. I know I've spent a lot of lockdown learning, reading, and thinking about history, heritage, and racial justice. We've had an opportunity to reinvent ourselves in so many ways.



I probably will not be in the office quite as much as before. Like many of our INTO member organisations, we've found new ways of communicating with our members, and feel more connected than ever. (Although I confess to really missing the handshakes, hugs, and shared meals we enjoy when we do get together.)

We had to miss a number of international events that would have helped us both support our members and potentially attract new ones. Thankfully, many conferences were able to go online, and we have had a startling number of opportunities to share our work on digital platforms.

In June, we surveyed our members. Asking them about the impacts of Covid-19. What did we learn?

First of all, more than half have seen a drop in their membership recruitment and retention, an important part of ongoing financial support.

Secondly, over 27% receive at least half their income from activities such as admissions, rentals, and gifts shops. With visitation down or non-existent during this period, those groups are seeing serious erosion of their fiscal standing since the arrival of the coronavirus.

Thirdly, some of the larger Trusts announced significant job losses and two-thirds had to cut non-staff related activities such as programmes, marketing, and overhead expenses.

Finally, 50% turned to government grants or loans, while a quarter relied on staff reductions or furloughs.

This survey fed into our ongoing work supported by American Express into sustainable communities, heritage, and tourism, led by David J Brown. It was, and remains, a difficult time for everyone, but it has never been more important to have a strong, united INTO family. To share ideas and approaches, concerns, and challenges. And to stand in solidarity with other members of the movement.

IMPACTS OF COVID-19

+50%

have seen a drop in their membership recruitment and retention

+27%

used to receive the majority of their income from visitation activity e.g admission fees

66%

had to cut non-staff related activities such as programmes, marketing, and overhead expenses

50%

turned to government grants or loans

25%

relied on staff reductions or furloughs

One of the highlights for me this year was our boot camp, the INTO Incubator. And one of the most inspiring and moving parts of the programme was hearing everyone's elevator pitches. Adisa talked movingly about the destruction and politisation of heritage during the Bosnian war. We heard from Kofo in Nigeria about an active but ready-to-reinvent itself 25-year old organisation. And this found echoes in Claire's story from Gibraltar. Ai Lin spoke of her ambition to make the Singapore Heritage Society a more permanent entity with funding, staff, and an office.

We heard of heroic personal endeavours, protecting, and preserving heritage under extremely difficult circumstances in Egypt and Syria. Irina shared her plan to acquire property in Romania and we heard Przemek's success story of castle renovation and management in Poland. Silvia and Ingrid both spoke passionately about natural heritage and their plans to acquire more sites in Spain and Haiti respectively. We learned of Esther's efforts to save heritage sites in Addis Ababa in the face of increasing development pressures. And Vashti's hope to establish a National Trust in Antigua and Barbuda mirrored Mirian's ideas for a 'trust' to look after abandoned buildings in Gjirokastër, a World Heritage Site in Southern Albania.

A clock tower at the Gjirokastër
World Heritage Site





The idea of a heritage network or alliance, as described by Natalie, could work well in Jamaica. Clifford highlighted the importance of traditional skills and industrial heritage in Aruba. In Sweden, Anna-Paula is very interested in urban heritage and parks, as well as 'living with heritage'. Zeina told us about the wonderful and varied programmes of the Petra National Trust as well as their desire to increase volunteering opportunities. And lastly, Preeya spoke about making the most of connections across West Africa and nurturing future leaders and practitioners. Which is what we hope we're also doing on a global scale with this programme!

It was an intense experience, but one that we hope was inspirational, enjoyable and the beginning of a successful transformation. We here at INTO HQ and our guest speakers certainly enjoyed the opportunity to learn and share in this way!

We remain deeply grateful to the Helen Hamlyn Trust and the 1772 Foundation for enabling and encouraging us to hold the Incubator programme. To Alex and Emma for organising everything so brilliantly. And we are grateful to all our speakers who gave their time and expertise so generously. But I particularly want to thank our delegates who worked with the transition to a new format and engaged so brilliantly.

Just what INTO is all about.

Catherine Leonard

Catherine Leonard
Secretary-General

Above: The western courtyard of Bayt al-Razzaz, Cairo

Below: Legacy 1995's Jaekel House site in Lagos, Nigeria





Highlights from 2020

under our four key strategies:
family, growth, voice and strength



1 Family

INTO exists for its members and seeks to deliver programmes, projects and activities that support our members in the achievement of their goals. We support and invest in the global National Trust movement by providing opportunities to collaborate and share ideas, resources, skills, and knowledge, noting the importance of amplifying INTO family values throughout the current crisis and beyond.



Conferences

Our next conference should have been in Antwerp in April 2021. But the world thought differently, and we have postponed that until 2022. We will be getting together digitally however from 20-22 April 2021.

This first online conference is an opportunity for us to gather more representatives from the INTO family than ever before. And to bring some extraordinary conversations to your screens as we re-engage, rethink, and explore our theme of building resilience.

We are delighted to have American Express as our headline sponsor for both conferences. And we have worked with them and international heritage consultant, David J Brown, over 2020 on sustainable tourism and sustaining communities. The resultant report, Putting the Local into Global Heritage, will be launched at INTO Online.



INTO Places

Our conference will also celebrate our new INTO Places scheme. Over 2020, we have worked with 28 INTO partners to develop reciprocal visiting arrangements. This allows members of participating organisations access to an extraordinary range of properties all over the world. So, when travel restrictions ease, membership cards will become a new passport to global heritage!



Above: Ursi Wooden Church site, Pro Patrimonio, Romania welcoming international visitors as part of the INTO Places programme

Below: Craigdorrach Castle, Victoria. One of the National Trust for Canada's offerings to the INTO Places programme

TAP-INTO

We had a flurry of Technical Assistance Programme (TAP-INTO) activity at the beginning of 2020. Brendon Veale, Manager, Member & Supporter Development at Heritage New Zealand, undertook a project looking at membership models and spent time with both the NTEWNI and FAI in Italy. Karin Taylor, Head of Planning at the NTEWNI, finished her TAP-INTO placement to the National Trust of Fiji just before the travel bans began. Justin Scully, General Manager at Fountains Abbey, was on secondment to the Cross-Cultural Foundation of Uganda. He had to leave slightly earlier than planned but was able to complete work on a feasibility study into the establishment of a National Trust for Uganda. Chris Hunt, Commercial Director at the NTEWNI, spent three weeks in Australia working with the National Trust (NSW) on optimising contributions from commercial operations.

National Trust for Fiji staff take part in planning workshops as part of a TAP-INTO supported placement with the National Trust EWN



And we were delighted to send Tara-Jane Sutcliffe, Director of the Saint Helena National Trust, to Paris to talk to REMPART colleagues about developing a new working holiday programme on the island. We also supported her attendance at Heritage Day so she could network with relevant UK-based colleagues.

Covid-19 curtailed actual travel, but some TAP-INTO activity continued virtually during the lockdown. This included Ken Smith's review of the National Trust of Trinidad and Tobago's website, undertaken as a volunteer on furlough leave from the NTEWNI. As well as Amanda Pearson's support for the INTO Africa regional group. We are very grateful to everyone who has lent their experience and expertise to other INTO members over the course of 2020.

In 2020, we repurposed budget set aside for TAP-INTO learning and sharing opportunities, into more direct small grants for Covid-19 related expenditure. We also had a second round of TAP-INTO grants focussed on the themes of the Incubator: property management, membership, volunteering, and commercial activities.

Working holidays

Sadly, many working holidays were cancelled this year. However, we did achieve some success with a new working holidays-themed project which will see colleagues from REMPART, the NTEWNI and the National Trust of Georgia collaborating on the rehabilitation of a medieval tower, damaged in the Chechen War. Funded by ALIPH, the project will also involve staff exchanges between INTO members in France, Georgia, and the UK.

And learning from the TAP-INTO collaboration between REMPART and the Saint Helena National Trust was shared on an excellent working holidays webinar.

Tsiskarauli Tower in Akheila, Georgia. The missile damaged site set to be rehabilitated by international volunteers over the next two years



Covid-19 response

The impact of the pandemic for National Trusts around the world has been huge. So, much of our work in 2020 focussed on responding to Covid-19. The Secretariat supported INTO members in a variety of different ways. From Catherine's weekly updates to member webinars on re-opening or membership issues. From pooling resources to sharing uplifting social media posts.

We took the early decision to support struggling trusts by providing urgent grants responding to the crisis. From Indonesia and Jordan to Saint Lucia and Slovakia, these grants provided a critical lifeline to struggling heritage trusts to invest in things to keep them operational. Our TAP-INTO Covid-19 grants paid for laptops, Zoom accounts, hand gel, PPE, cameras, and Perspex screens, masks and barriers. Some more exciting than others, like the beautiful batik face masks in Bali or the information films created for the Czech National Trust and Din l'Art Helwa in Malta. But all vital to our members' recovery from Covid-19.

We could not have done this without the support of the Helen Hamlyn Trust, for which we and our National Trusts throughout the globe are deeply grateful.

Left: Saint Lucia National Trust staff member in TAP-INTO funded PPE

Right: The Indonesian Heritage Trust used their grant to produce masks from traditional fabrics, equipping their conservation team with the PPE they needed to continue working



“Your support, both with funding and with your continual example and motivation, has enabled our volunteers to re-open many of the historic sites entrusted to us, and given them courage to welcome the public back.”

Sinead Owens, Operations Manager,
An Taisce, Republic of Ireland

“ We purchased 13 counter shields to make our office, library and museum safer for everyone. Our members are impressed that we managed to cope with the pandemic situation efficiently. We are grateful for your support during the difficult time of the coronavirus pandemic outbreak.”

Kanitha Kasina-Ubol, Managing Director, The Siam Society

Alongside numerous informal check-in opportunities with INTO members, Alex has led a more formal webinar programme to support the sector at this challenging time. Many of these were delivered by returning TAP-INTO grant recipients, giving members the opportunity to hear about the exchange of expertise from each project, and ask questions.

We focused on practical themes that can contribute directly to the operation of our members. As well as promoting the expertise already within the network. Around a quarter of our INTO members presented at these sessions and more than 500 people have attended. In order to maximise our reach, some have been delivered in with external partners, including the V&A museum.

Catherine recorded a number of short video messages for INTO members, including Heritage New Zealand, to update their members on the impacts of Covid-19, the Saint Lucia and Trinidad and Tobago National Trusts for their 2020 AGMs, and the National Trust of Zimbabwe on the occasion of their diamond anniversary.

“The National Trust of Zimbabwe has achieved so much to be proud of in its 60 years, including a remarkable and beautiful property portfolio, and a range of activities and campaigns through which you stand up for the natural, built and cultural heritage of Zimbabwe.”

Dame Fiona Reynolds, Chair of INTO

Left: National Trust for the Cayman Islands continues its rare Blue Iguana conservation throughout COVID-19

Right: The Siam Society of Thailand reopens in Bangkok



2 Growth

We are committed to growing global capacity for heritage conservation by helping establish new National Trusts in countries where they don't currently exist and increasing INTO membership.

In 2020, we welcomed 12 new members: Heritage Watch Ethiopia; Legacy 1995 Historical and Environmental Interest Group of Nigeria; The West African Shared Cultural Heritage Trust; Turathuna in Syria; Cultural Heritage Without Borders (Albania); Boulouki in Athens; Jamaica National Heritage Trust; the Chudow Castle Foundation in Poland; the US National Parks Service; Stichting Rancho in Aruba; the Singapore Heritage Society; and Mehrangarh Museum Trust in India. We are thrilled that you are now part of the INTO family and look forward to ever closer collaboration.



Regional events

We were delighted to be able to support the first face-to-face gathering of the INTO Africa group, outside our biennial conferences. INTO members and potential future members from Nigeria, Ethiopia, Kenya, South Africa, and the Seychelles attended a four-day programme in Nairobi in February at the National Museum of Kenya. It was a great success!



The partnership approach was also fruitful, with opportunities for our members to speak to audiences of more than a hundred African and British heritage sector leaders. Alex spoke on the benefits of the National Trust model to this audience. And after the British Council collaboration, spent two days closely supporting African INTO members to consider the benefits of the National Trust model and how these might best be adapted for work on the continent, including development of a combined programme of educational work based on the successful Ugandan example.

We had plans for actual meetings of INTO Asia, INTO Americas and INTO Europe this year, following the successful INTO Africa gathering. The INTO Asia meeting was virtualised in partnership with the Victoria and Albert Museum and BPPI Indonesia. Two virtual sessions explored firstly how heritage NGOs can maximise and amplify their voices when the sector is challenged or planned development threatens, drawing on case studies and experiences from the past. And secondly future trends post-pandemic and how to balance dynamic development with heritage values and priorities.

We were delighted to work in partnership with the National Trust for Historic Preservation on bringing island perspectives to their virtual Past Forward conference this year. The INTO Americas session involved colleagues from Bermuda, Saint Lucia, Puerto Rico, and Haiti. They spoke about putting sustainability at the heart of their work, and the challenges and opportunities of working in these unique environments.



Working with the Czech National Trust, we have successfully bid for an Erasmus+ grant. This will fund the exchange of knowledge and experience through a series of training placements related to widening access to heritage sites. The project involves six INTO Europe members, the National Trusts in the UK, Slovakia and the Czech Republic, FAI in Italy and Herita in Belgium. The project was due to begin at the end of 2020 but has been postponed due to the pandemic.

Together with the webinar series, these virtual events are also contributing to our Voice strategy (see section three).

INTO Incubator

In 2020 we committed to growing our reach by inviting heritage NGOs to learn about the National Trust model, how it has evolved over the past 125 years and, above all, what elements of the approach can be replicated. Alongside the regional meetings, our main focus has therefore been the INTO Incubator. 20 people applied to join the programme, which was first postponed and then digitalised due to Covid-19. From Jamaica to Syria; Albania to Singapore; Nigeria to Haiti, we welcomed delegates from all over the world into our virtual learning lab!

We heard a lot from the 'mother' Trust of course. But we also had excellent presentations from other INTO members in Belgium, Canada, and Spain. These have provided incredibly helpful perspectives on how the model can be adapted in different countries. And this was indeed the goal of the Incubator programme. To work as a group to find answers to common questions. Which governance and business model is best for my country? How do we get our first property? How will we make money, involve volunteers, and grow membership? What about relations with government? How will we communicate our cause?

It also aimed to connect participants to other people around the world who share their aspirations. We cannot do any of this alone and there is huge value in collaboration, connectivity and learning together.

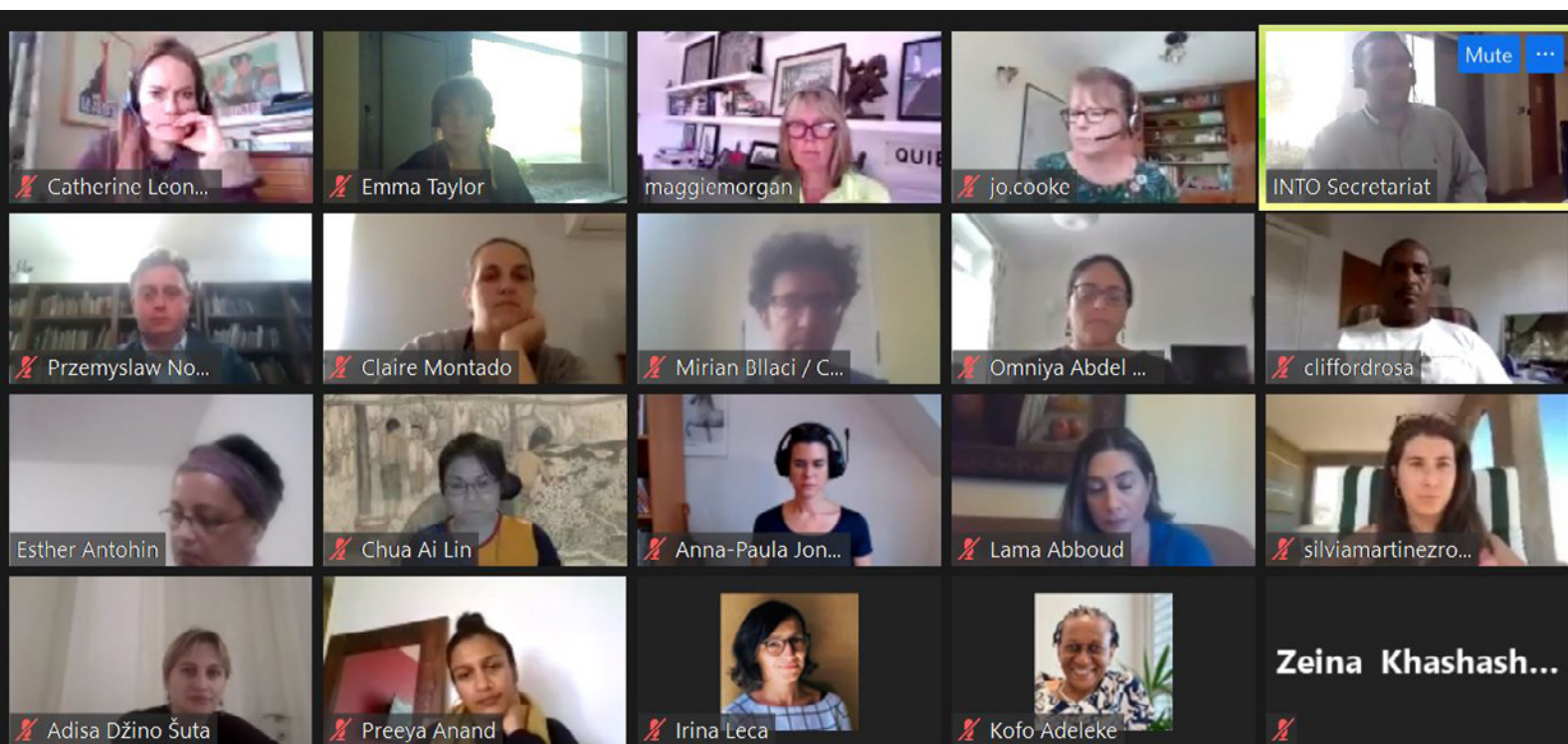
“Despite being unsure of what to expect, I found the workshop very inspiring and useful in going back to basics on where we are as a Trust and the opportunities to go forward. Although slightly overwhelmed at the thought of what could lie ahead in the journey of the Gibraltar Heritage Trust into the future, I am also excited to explore this. I am glad to have been able to connect with colleagues abroad and have useful discussions in sharing our pain points and common anxieties and how to address them.”

Claire Montado – Director,
Gibraltar Heritage Trust

“I discovered so many unexpected similarities among other organizations, and also the barriers I had deemed peculiar to my organization turned out not to be the case.”

Esther Antohin – Director,
Heritage Watch Ethiopia

We were delighted to receive a gift of \$11,000 towards the INTO Incubator from the 1772 Foundation. As the programme was postponed, we will use this funding for future projects. Other costs were covered by the Helen Hamlyn Trust.



3 Voice

INTO speaks out with authority and purpose on global conservation issues critical to INTO's membership, celebrating what is unique and special about the National Trust approach. We support our membership with their campaigns and join forces with complementary bodies as appropriate.



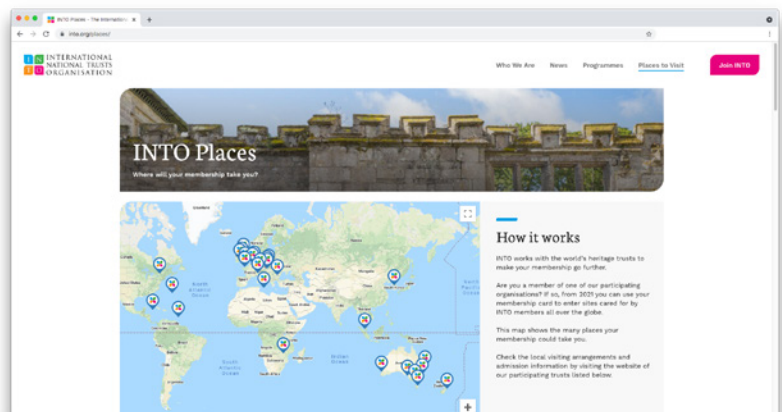
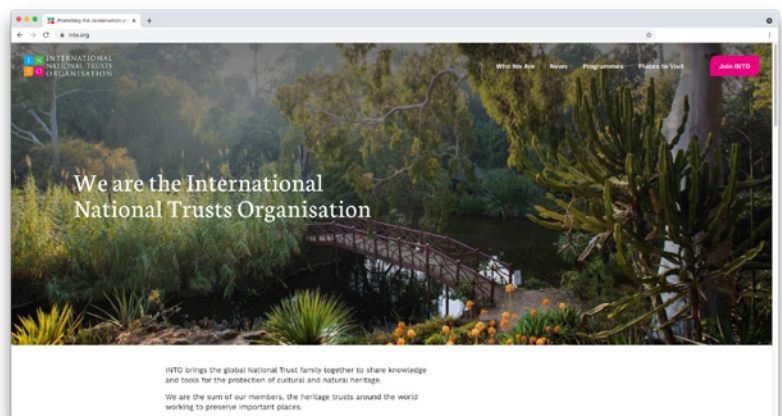
Communications

Emma Taylor started with INTO in late November 2019. In her first few months, Emma gave INTO's social media a new lease of life, aligning our channels around @intoheritage and developing a house style for posts. As organisations across the country put staff on temporary leave to take advantage of the government's furlough scheme, we lost Emma for a few months.

On 12 January, we reached out to the INTO family to help celebrate the 125th anniversary of the National Trust (EWNI). INTO members reacted enthusiastically and the response was a true testament to our diversity. As was our celebration of World Heritage Day. We asked INTO members to share their best virtual visits and we received beautiful drone-shot footage, online tours and virtual walk-throughs that together showed how heritage trusts globally are responding to Covid-19.

New website

In 2020, we were delighted to launch our new website. We have a new url (into.org) and a new overall look and feel. The most popular pages in 2020 were Places to Visit (one of the motivations behind the site was to be able to integrate our new reciprocal visiting scheme); our Membership list; and the Programmes and Resources pages. The new site certainly makes it easier for INTO members to find what they need; it gives us clean and simple shop window; and we are better able to promote opportunities like our webinars and the INTO conference.



Climate change

We were delighted that our nominee (Elizabeth Erasito, Director of the National Trust of Fiji and INTO Trustee) was confirmed as Co-Chair for the Climate Heritage Network's Asia-Pacific region. We were also pleased to hear that their application for funding from the Global Challenges Research Fund (GCRF) has been successful. We will have a small role to play through the INTO Africa network.

As COP26 was postponed in 2020, we are rethinking our plans for Glasgow 2021. One of the encouraging things about the pandemic is how quickly people have been able to change their behaviour. We need to learn from this and build on it in the climate change context.

Elizabeth Erasito participates in an outdoor workshop at INTO's Bali conference in 2017



Telling the whole story

2020 was the year when heritage organisations leaned into their troubled histories. In the words of a National Trust (EWNl) report, 'Slavery has been woven into the fabric of British and global history for thousands of years. For 400 years, white British people, companies and organisations gained huge amounts of wealth through the appalling exploitation of enslaved people as part of the slave trade.'

And this is a story that resonates throughout our movement: In America, National Trust historic sites like James Madison's Montpelier or Decatur House in Washington DC were also the homes and workplaces of enslaved people. In the Caribbean, the Morgan Lewis Windmill, in the care of the Barbados National Trust, tells the local experience of colonisation, sugar and slavery. Whilst the Bermuda National Trust's Verdmont and Tucker House are an important part of the African Diaspora Heritage Trail. Similarly, Bunce Island, site of a seventeenth century British slaving castle now in the care of the Sierra Leone Monuments and Relics Commission, ensures that the histories of enslaved Africans are not forgotten.

We were reminded how connected our stories all are. And at a time when we couldn't come together physically, we were still able to act as one global National Trust movement. Together, we can bring diverse voices into the conversation to enrich and amplify this narrative.

“*These histories are sometimes very painful and difficult to consider. They make us question our assumptions about the past, and yet they can also deepen and enrich our understanding of our economic status, our remarkable built heritage and the art, objects, places and spaces we have today and look after for future generations.*”

John Orna-Ornstein, Director of Culture and Engagement,
National Trust of England, Wales, and Northern Ireland

The NTEWNI report and the research behind it echoes discussions we had at INTO Bermuda 2019 about race, slavery, and the National Trust movement. Indeed, Gus Casely-Hayford, who spoke so movingly at our conference, has written the foreword for the NTEWNI report. Today, in the face of growing social injustice around the world, telling the whole story is more important than ever.

"Throughout the world, the stories of the Transatlantic Slave Trade are often ignored or diminished in the field of historic interpretation. Thus, the doors and gates of many of the locations of National Trust properties are not places that people of African descent find trustworthy. How can spaces that were built with the blood, sweat, tears, hands, and intellect of people of African descent not include the stories of African people unless they are in the state of subjugation or being used as tools of entertainment? How do we change this incorrect depiction that has proliferated these spaces? Whose heritage matters?"

Queen Quet, Chieftess of the Gullah/Geechee Nation

"On behalf of the West African Shared Cultural Heritage Trust, I would like to congratulate the NTEWNI on the remarkable work on this report. We deeply appreciate the fact that this work is not just a direct response to the current discourse but a further development on recent projects like the interesting Colonial Countryside. As West Africans, slavery and colonialism are both highly sensitive topics for us, and we look forward to mutually enlightening engagements in the future through our networks at INTO."

Solá Akíntúndé, Founder Trustee WASCHTrust



"Thank you for sharing this significant document from the National Trust in England, Wales and Northern Ireland. This seems quite epoch-making. I firmly believe it will show us lots of things which have not been told up to now. We, a small national trust body in Japan, have just started to make contact with friends in East Asian countries. We also have a history of colonialism which had large impacts on the nature/culture/landscape of the region. This document will help us with those discussions. We all have to work together to make a picture of 'a whole and accurate history'."

Dr Toshihiko Ando,
Chairperson of the Totoro
National Trust in Japan

"The National Trust (England, Wales and Northern Ireland) report exploring the connections between historic places and slavery and colonialism is both timely and courageous. The National Trust of Trinidad and Tobago congratulates them on taking this initiative to contribute to a meaningful conversation not only for National Trust organisations around the world but also for the countries we represent. We look forward to contributing to the debate."

Margaret McDowall Thompson, Chairperson,
National Trust of Trinidad and Tobago

Events

As outlined above, many opportunities to represent or speak about INTO have moved online this year.

From presenting best practices at webinars organised by the European Commission to providing INTO panels for events like the BPPI, the Indonesian Heritage Trust's 'Conservationists Solidarity Against Covid-19' event held as part of their World Heritage Day programme on 18 April or the Celebrate Islands webinar with the Conservatoire du Littoral.

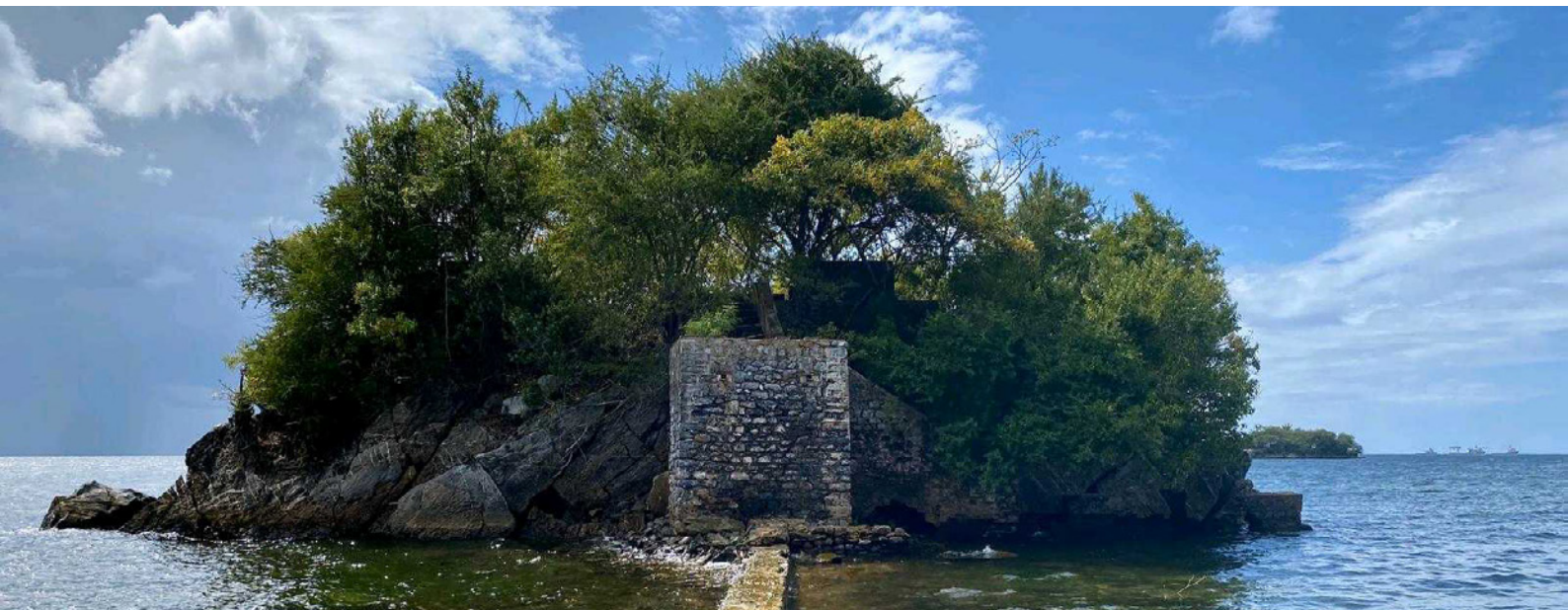
Webinars

As already mentioned, INTO ran regular webinars throughout the pandemic. These have included a discussion on reopening where site managers from the NTEWNI, FAI and the Gelderland Trust in the Netherlands talked candidly about what's been happening, sharing observations and recommendations on what has and has not worked.

At a webinar on unlocking the potential of island heritage sites, Kara Roopsingh of the National Trust of Trinidad and Tobago and Clea Warner of the National Trust for Scotland shared tips based on their recent TAP-INTO collaboration. We heard about creating destinations, working with local entrepreneurs, telling multiple and layered histories, attracting tourists whilst engaging local people and maintaining conservation standards, developing a master plan, even how to pivot to retail during a pandemic.

And in May, we held a webinar on planning with the NTEWNI, National Trust for Jersey and National Trust for Fiji. What stood out was the shared challenge INTO members are facing as governments try to build their way out of the coronavirus crisis. And how we need to build the case for heritage as part of post-corona recovery.

The National Trust of Trinidad and Tobago's Nelson Island site, the focus of their TAP-INTO project to maximise the potential of island sites



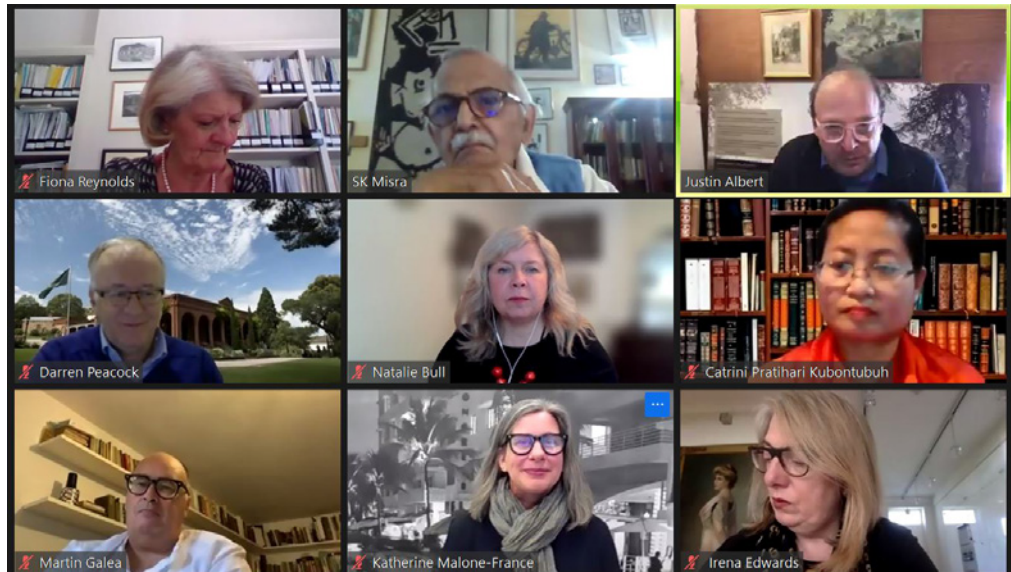
4 Strength

We are building financial sustainability for INTO as an umbrella body but also by creating projects that build capacity within our member organisations. We also seek to demonstrate best practice in our governance and organisational culture.



Governance

Our Trustees have continued to meet virtually throughout 2020. They have had to grapple with some questions to which we don't really have answers. But they do it with purpose, compassion and in a spirit of collaboration that embodies the values of the INTO movement.



Fortunately, our leadership team is very used to meeting online. We do normally aim to have one face-to-face meeting a year and had hoped to gather in person, as guests of our INTO Ambassador, His Highness The Maharaja Gaj Singh II Of Marwar-Jodhpur. But like so many things, this meeting also took place virtually.

We took the opportunity however to invite a truly inspirational figure to speak to the INTO Trustees, Ruth Abram. She shared her perspective on the trends in heritage conservation and left us with this thought:

“INTO members and the places they look after can become essential in their communities and the world. To that end, they must first of all listen. Being listened to feels so much like being loved, that most people can’t tell the difference. Imagine if our communities, our visitors, and our members felt we loved them. Imagine what a difference that would make.”

The pandemic has been a test of character and determination for people all over the world. Nothing can compare to the sacrifices made on the front line. And our hearts go out to all those who have suffered. In a business context, our CEOs have faced the ultimate leadership test. As Natalie Bull said at a Trustee teleconference, 'we've been drinking from the fire hose'. But when we moved from 'quick fixes' to taking decisions about the long-term, many INTO members found that much harder to get right.

We remain deeply grateful to all our Trustees for their knowledge, passion, and commitment. Particularly when they have so much on their plates with their own organisations.

Our 2019 Annual Report and Accounts were independently examined for approval by the Trustees. A glossy version was prepared along with a short video clip, which was widely shared. In 60 seconds, we were all reminded how much connecting and travelling we normally do here at INTO. How times have changed.

Over the course of 2020, we worked with INTO Trustee, Martin Galea, to improve our accounting processes. We are hugely grateful for Martin's time, energy, and support.

Ambassadors

We are delighted to welcome two new INTO Ambassadors in 2020. HRH Princess Dana Firas, President of the Petra National Trust, and Dr Thant Myint-U, Founder of the Yangon Heritage Trust.



Membership fees

In 2020, we changed our system for collecting membership subscriptions, which is now by calendar year. It has worked well, and our membership income reached a record level.

Partnership projects

Another way of fostering strength and growth in the National Trust family is through partnership projects.

In 2020, we worked with the Petra National Trust to deliver training on how to maximise the potential of heritage as a community resource, supporting a series of innovative projects in countries across the Middle East. We are enormously grateful to INTO members who agreed to have their contributions filmed, including the Mehrangarh Museum Trust, the National Trust of Trinidad and Tobago, REMPART, the Czech National Trust and the CCFU.

Young people engage with Cairo's rich heritage with the Egyptian Heritage Rescue Foundation



We also worked with our African network to preserve intangible cultural heritage threatened by climate change. In the 'Melting snow and rivers in flood' project, conservationists from Fountains Abbey in North Yorkshire, cared for by the NTEWNI, teamed up with the Cross-Cultural Foundation of Uganda (CCFU) to share international lessons in preparing for climate change. Drawing on the UK's experience in flood management, and community dialogue expertise in Uganda. The project, which concluded in February 2021, sought to urgently preserve and document cherished, local heritage in the fabled mountains of the Rwenzori, once thought to be the source of the Nile, and the Alur area of Northern Uganda. Brought together by INTO, the partnership highlights the pressing need for global cooperation to tackle global heating and safeguard heritage and culture for generations to come.



Both of these projects were funded by grants from the British Council's Cultural Protection Fund. And over the course of 2020, INTO has worked with members to unlock more than £350K in funds for projects that deliver our organisational goals over the next two years. This success with grant applications, working closely with our members, really is to be celebrated and is exactly what we hoped for when we recruited Alex into the Deputy Secretary-General role.

Our work with the Innocastle project continued virtually in 2020. This included an online study visit to Belgium and a mid-term conference in Gelderland exploring the adaptation of European country houses in (post) Covid times. We have also contributed case studies and information from the NTEWNI and wider INTO network to both the project and the Interreg Europe Policy Learning Platform.

Above: Innocastle partners at the National Trust England Wales and Northern Ireland's Powis castle in 2019

Right: A spiritual leader performs ceremonial drumming to evoke the Bakonzo spirits of the Rwenzori Mountains



Other fundraising for INTO members

In the face of continuing challenges as a result of the pandemic, we helped the Saint Lucia National Trust launch a crowdfunding initiative on our INTO platform. Whilst sums raised are quite modest, it has been a good learning experience for both organisations and has certainly helped boost awareness of the Saint Lucia National Trust's work and plight.

Report of the trustees

for the year ended 31 December 2020

The trustees present their report with the financial statements of the charity for the year ended 31 December 2020. The trustees have adopted the provisions of 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 2019).

Public benefit

The object of the Charity is to promote the conservation and enhancement of the natural and cultural heritage of all nations for the benefit of the people of the world. In shaping our objectives and planning our activities for the year, the trustees have considered the Charity Commission's guidance on public benefit.

At its most basic, heritage is what people value and want to hand on to future generations. The definition of heritage is very broad, and can cover everything from land and biodiversity, to buildings and landscapes, collections and intangible things like language and traditional practices. In fact, what makes something part of our heritage is not whether it is a building or a landscape, but the value we place on it.

INTO's role therefore in helping organisations protect and conserve heritage all over the world is inherently linked to public benefit. Because heritage is only heritage if it's relevant and of value to people.

Financial review

Financial position

The position of the charity at the end of the year is set out on page 43.

Reserves policy

The Trustees have set a high level of reserves to protect against the charity's reliance on grant income for its major activities such as the INTO Conference or our Capacity Building for the National Trust Ideal project. Trustees recognise the need to guard against the risk of grant income not being renewed. They also acknowledge that grants can be received in arrears and allowance must be made to fund short-term deficits in our cash budget.

Some grants are received in advance of a project. In the case of our American Express project, the 2020 financial statements show receipt of the first grant, but much of the activity is planned in 2021 and 2022. This accounts for some planned but as yet unspent expenditure.

On the other hand, some of our major commitments are planned several years in advance, and before we can secure the necessary grant income. The success of our flagship Conference has in the past depended greatly on our ability to fundraise. Having a higher level of reserves means that we can ensure a successful event every two years.

INTO's other main source of income is membership subscriptions. Our annual budget is set before we receive all our fees. The impact of one of our larger organisations not re-joining one year could be quite considerable and needs to be guarded against.

Our general reserve balance is also there to provide scope for INTO to do more of its core functions. There is a lot of room to grow these (like the TAP-INTO small grants).

In common with every other organisation, INTO also needs to allow for unforeseen emergencies, which can be greater given the international context in which we work. External changes may mean our beneficiaries (the INTO membership) need more support from us than usual in a given year.

The charity held total reserves at the year-end of £200,441 (2019 : £146,628. Of these £79,375 (2019 : £53,313) of restricted funds were held. Free reserves at the year-end stood at £121,066 (2019 : £93,315).

Structure, governance and management

Governing document

INTO is registered and regulated under UK law as a Charitable Incorporated Organisation (CIO) Number 1175994. It is governed by its CIO Constitution and By-laws. It was registered with the Charity Commission (England and Wales) on 29 November 2017. These documents are available on the INTO website.

Recruitment and appointment of new trustees

As set out in its Constitution, the charity trustees are appointed at the biennial INTO Congress. In advance of each Congress, each Full Member may nominate one or more individuals to be considered. The charity trustees recommend individuals from amongst these nominations for appointment at the next Congress. They may also appoint trustees between Congresses but a charity trustee so appointed must retire at the next Congress but may be nominated for re-appointment.

A charity trustee may not hold office for more than three consecutive terms except where length of service includes time served as Chair or Vice Chair.

None of our trustees receive remuneration or other benefit from their work with INTO.

Organisational structure

The INTO trustees meet annually face-to-face and regularly by teleconference, thus making optimal use of virtual technologies and enabling our worldwide interests and membership to participate in a regular and cost-effective manner. These meetings are chaired by Dame Fiona Reynolds. This year, our face-to-face Trustee meeting was postponed for reasons of coronavirus.

The National Trust of England, Wales and Northern Ireland was appointed host of the Secretariat and employs a Secretary-General who manages the day-to-day operations of the charity. This delegated framework is set out in a by law.

In 2020, we continued to benefit from the generous support of the National Trust of England, Wales and Northern Ireland (up to £100,000 per year in cash and in kind) covering four days a week of our Secretary-General's time; associated travel expenses; one day a week of business support; help and advice with fundraising and communications; legal costs; and a budget to enable National Trust staff to spend time with INTO member organisations.

Risk management

The trustees confirm that the major risks to which INTO is exposed have been reviewed and systems established to manage these.

Reference and administrative details

Registered Charity number

1175994

Principal address

20 Grosvenor Gardens
London
SW1W 0DH

Trustees

Dame F Reynolds
Dr Irena Edwards
Ms Catrini Kubontubuh
Ms E Drani
Ms K Malone-France
Ms N Bull
Mr W White
Ms E Erasito
Mr J Albert
Mr M Galea
Mr S K Misra
Dr D Peacock

Ambassadors

HRH Princess Dana Firas of Jordan
Hashim Djojohadikusumo
Lady Helen Hamlyn
HH The Maharaja Gaj Singh II of Marwar-Jodhpur
Dr Thant Myint-U

The INTO Ambassadors are a small group of very distinguished individuals, from various backgrounds and parts of the world, whose achievements in our field are internationally recognised, and who kindly lend their support to INTO. This is a titular role with no formal governance responsibilities.

INTO Secretariat team

David Brown, International Heritage Consultant
Imogen Dow, Project Manager
Alexander Lamont Bishop, Deputy Secretary-General
Catherine Leonard, Secretary-General
Lydia Loopesko, Communications Support
Oliver Maurice, Adviser
Jacqui Sealy, Business Support Co-Ordinator
Emma Taylor, Communications Assistant
Julie Thompson, Working Holidays Co-ordinator
Bill Turner, Adviser

Independent Examiner

Haines Watts
Chartered Accountants
Old Station House
Station Approach
Newport Street
Swindon
Wiltshire
SN1 3DU

Financial report

Statement of financial activities for the year ended 31 December 2020

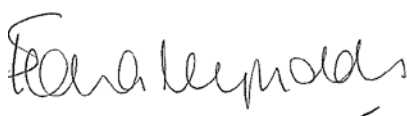
Full Financial Statements are available on bit.ly/INTOAccounts2020

			2020	2019
	Unrestricted funds	Restricted funds	Total funds	Total funds
	£	£	£	£
INCOME AND ENDOWMENTS FROM				
Donations and legacies [note 2]	127,263	164,571	291,834	210,842
Investment income [note 3]	234	-	234	-
Total	127,497	164,571	292,068	210,842
EXPENDITURE ON				
Charitable activities				
Conferences and projects	-	-	-	82,371
Small grants awarded	-	-	-	4,000
Other charitable activities	99,746	138,509	238,255	112,561
Total	99,746	138,509	238,255	198,932
NET INCOME	27,751	26,062	53,813	11,910
RECONCILIATION OF FUNDS				
Total funds brought forward	93,315	53,313	146,628	134,718
TOTAL FUNDS CARRIED FORWARD	121,066	79,375	200,441	146,628

Statement of financial position for the year ended 31 December 2020

			2020	2019
	Unrestricted fund	Restricted funds	Total funds	Total funds
	£	£	£	£
CURRENT ASSETS				
Debtors [note 8]	-	27,984	27,984	7,673
Cash at bank	143,891	51,391	195,282	155,796
Total	143,891	79,375	223,266	163,469
CREDITORS				
Amounts falling due within one year [note 9] (22,825)		-	(22,825)	(16,841)
NET CURRENT ASSETS	121,066	79,375	200,441	146,628
TOTAL ASSETS LESS				
CURRENT LIABILITIES	121,066	79,375	200,441	146,628
NET ASSETS	121,066	79,375	200,441	146,628
FUNDS [note 10]				
Unrestricted funds			121,066	93,315
Restricted funds			79,375	53,313
TOTAL FUNDS			200,441	146,628

The report and financial statements were approved by the Board of Trustees and authorised for issue on 19 April 2021, and were signed on its behalf by:



Dame Fiona Reynolds
Chair of INTO

Notes to the financial statements

for the year ended 31 December 2020

1. Accounting policies

Basis of preparing the financial statements

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

The financial statements are prepared in sterling, which is the functional currency of the entity and is rounded to the nearest £.

Going concern

The Covid-19 viral pandemic is one of the most significant economic events for the UK with unprecedented levels of uncertainty of outcomes. It is therefore difficult to evaluate all of the potential implications on the charity's operations, funding, suppliers, and wider economy. The Trustees' view on the impact of Covid-19 is that, given the measures that could be undertaken to mitigate the current adverse conditions and the current resources available, they can continue to adopt the going concern basis in preparing the financial statements.

Cash Flow Statement

The financial statements have been prepared in accordance with FRS 102 1A and therefore a Cash Flow statement is not included.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received, and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Taxation

The charity is exempt from tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Fund accounting

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

Creditors

Creditors 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 are recognised at their settlement amount.

2. Donations and legacies

	2020 £	2019 £
Donations and grants	228,319	176,821
Membership fees	63,515	34,021
	291,834	210,842
Membership income	63,515	34,021
Conference income	-	25,475
Grant income - Helen Hamlyn Trust	72,020	90,000
Grant income - 1771 Foundation	8,511	7,673
Amicus	793	859
GlobalGiving	1,166	-
Grant income - British Council Cultural Protection Fund (Uganda)	57,634	-
Grant income - British Council Cultural Protection Fund (Petra)	5,940	-
Grant income - American Express conference support project	19,300	-
Donated services - Salaries	60,652	52,253
Other	2,027	561
	291,834	210,842

3. Investment income

	2020 £	2019 £
Bank interest	234	-

4. Trustees' remuneration and benefits

There were no trustees' remuneration or other benefits for the year ended 31 December 2020 nor for the year ended 31 December 2019.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 December 2020 nor for the year ended 31 December 2019.

5. Comparatives for the statement of financial activities

	Unrestricted fund £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	94,467	116,375	210,842
EXPENDITURE ON			
Charitable activities			
Conferences and projects	-	82,371	82,371
Small grants awarded	4,000	-	4,000
Other charitable activities	62,276	50,285	112,561
Total	66,276	132,656	198,932
NET INCOME/(EXPENDITURE)	28,191	(16,281)	11,910
Transfers between funds	(43,162)	43,162	-
Net movement in funds	(14,971)	26,881	11,910
RECONCILIATION OF FUNDS			
Total funds brought forward	108,286	26,432	134,718
TOTAL FUNDS CARRIED FORWARD	93,315	53,313	146,628

6. Unrestricted expenditure

	2020 £	2019 £
Secretariat	1,455	7,918
Communications	1,549	1,045
Donated services – salary	60,652	52,253
Website costs	19,635	-
Other (including salary costs)	16,179	1,060
	99,746	62,276

7. Staff costs

The charity does not employ any staff. During the year salary costs of £60,652 (2019 : £52,253) were met by National Trust (England, Wales and Northern Ireland) and included as donated services in these financial statements. In addition, £50,097 staff costs were recharged by National Trust (England, Wales and Northern Ireland) to the charity (2019 : £41,253).

8. Debtors: Amounts falling due within one year

	2020 £	2019 £
Other debtors	27,984	7,673

9. Creditors: Amounts falling due within one year

	2020 £	2019 £
Other creditors	22,825	16,841

10. Movement in funds

	At 1/1/20 £	Net movement in funds £	At 31/12/20 £
Unrestricted funds			
General fund	93,315	27,751	121,066
Restricted funds			
GlobalGiving	472	40	512
INTO Foundation	12,226	-	12,226
Helen Hamlyn Trust	40,615	(24,487)	16,128
British Council Cultural Protection Fund (Uganda)	-	29,839	29,839
British Council Cultural Protection Fund (Petra)	-	(919)	(919)
American Express Conference support project	-	13,078	13,078
1772 Foundation	-	8,511	8,511
	53,313	26,062	79,375
TOTAL FUNDS	146,628	53,813	200,441

Transfer between funds. Transfers are made from unrestricted funds to restricted funds to cover any restricted funds in deficit.

11. Related party disclosures

There were no related party transactions for the year ended 31 December 2020.

Every day we hear of work our member organisations wish to undertake but which they are having to embark upon with only the barest of resources and an abundance of optimism. Often we find that a small injection of funds at the beginning of a project – or advice from another Trust or the INTO Expert Network – can make all the difference.

You can help by joining your local National Trust organisation, by becoming an INTO Amicus or with a gift to support our work. If you would like to get involved in any of our programmes either as a supporter, volunteer, or member, please contact us at the following address:

INTO Secretariat
20 Grosvenor Gardens
London SW1W 0DH
United Kingdom
Email: info@into.org
Tel: +44 (0) 20 7824 7157
Website: www.into.org

The International National Trusts Organisation (INTO) is a non-profit organisation registered as a registered charity (No 1175994).

© INTO

 INTERNATIONAL
NATIONAL TRUSTS
ORGANISATION



**REPORT OF THE TRUSTEES AND
UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020
FOR
INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

Haines Watts
Chartered Accountants
Old Station House
Station Approach
Newport Street
Swindon
Wiltshire
SN1 3DU

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**CONTENTS OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020**

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**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**CHAIRMAN'S REPORT
FOR THE YEAR ENDED 31 DECEMBER 2020**

2020: Crisis or opportunity?

We've been wondering how to write our annual report for the year 2020. The usual, self-congratulatory tone of such messages doesn't feel at all right this year. It's been a year of personal tragedies, social and economic disruption, and massive upheaval. National Trusts throughout the world have faced huge challenges, as have the people we depend so much on - our staff, volunteers, supporters and visitors.

But faced with a crisis like COVID-19, we had a very simple choice. To let it dominate us, or to seize what opportunities we could, to help shape our world for the better. And I'm proud beyond words that we chose the latter course.

As a result, 2020 has been a year like no other for positive reasons, too. Instead of travelling and face to face meetings, we decided to expand our grant programmes to help National Trusts through the crisis, to share knowledge and the experience of coping with COVID-19 as it unfolded, and to build our family into an ever stronger network.

Above all we had to rethink our many programmes that rely on travel. The new Incubator (for new and emerging National Trusts) planned for March was postponed until September and then eventually taken online. Our TAP-INTO capacity-building visits became small grants to support members through the crisis. Advice was given on line instead of face to face, and other project work had to be digitalised. We became expert in online meetings and conferences, whose attendance grew and became ever more global.

All of this has been made possible by the Helen Hamlyn Trust, and we are deeply grateful for their confidence and support.

COVID-19 hit just as many National Trusts were gearing up for a new season so there has been a huge impact on revenue this year. Loss of income from gate fees, membership sales and fundraising events. Uncertainty around grants and government subventions. Unexpected expenditure on PPE or increased site security. Reduced contact with staff, members and volunteers, many of who are in vulnerable categories. But while some - like the National Trust for England, Wales and Northern Ireland - had to take drastic action and make huge savings to protect their organisational health, others, like the Falkland Islands Museum and National Trust received a government loan of £500,000 for building work on their gallery and exhibition area. And the Scottish Government confirmed a contribution of £3.8m to the National Trust for Scotland, adding to the nearly £2.5m raised through their public Save our Scotland appeal. INTO members large and small digitised their offer, transformed their communications, and became ever more adept at inspiring people in new ways.

So there has been much room for hope. INTO members used a variety of tools to connect their work to the public and local communities during the pandemic. The importance of access to nature and the educational value of culture were highlighted during lockdown, along with many other things that National Trusts espouse, like people's interest in growing their own food, baking and making. We have seen that people can change their behaviour when they understand why, which is good for nature and good for the climate. These are all things we can build on for the future.

What stood out for me during 2020 was the strong desire to work together, learn from and help each other. Here at INTO we've been supporting our members throughout the pandemic: we even ran a special small grant scheme to cover costs associated specifically with coronavirus, like laptops, zoom accounts and Perspex screens.

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

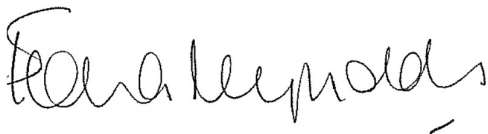
**CHAIRMAN'S REPORT
FOR THE YEAR ENDED 31 DECEMBER 2020**

As 2021 unfolds it's clearer than ever that the future will not be like the past. We hope one of the lessons learned will be that we need a more sustainable future, where the values of heritage, nature and conservation are centre stage in official plans. But we also know that many governments will be racing for growth and recovery of a narrower kind, and so our voice will be needed more than ever.

Our priorities remain as important as ever: nurturing the family of organisations that form our INTO network; facilitating a growing movement for heritage, beauty and nature, articulating through our collective voice the importance of the work we do for the citizens of the world, and building a strong, vibrant and sustainable organisation. Though we could never have envisaged or wanted a year like 2020, we have learned new things about ourselves and emerge stronger and more committed than ever.

Thank you for your continued support and engagement, and for the part you have played during this most strange year.

Finally, and on behalf of the Board of Trustees, I'd like to thank our brilliant team of staff, led by Catherine Leonard, who have shown such resilience, vision and determination in the face of the covid pandemic. It's thanks to their energy, creativity and optimism that INTO ends the year in even stronger shape than we began – thank you.

A handwritten signature in black ink, reading "Dame Fiona Reynolds". The signature is written in a cursive, flowing style.

Dame Fiona Reynolds
Chair of INTO

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2020**

The trustees present their report with the financial statements of the charity for the year ended 31 December 2020. The trustees have adopted the provisions of 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 2019).

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2020**

OBJECTIVES AND ACTIVITIES

INTO is the umbrella body for the global family of National Trusts that come together to share ideas, experiences and resources.

By providing access to a worldwide network of expertise, we seek to grow the capacity of existing trusts and help establish new ones in countries where they don't currently exist. Amongst the services and learning opportunities we offer are travel grants, support with funding applications, staff placements, our biennial conference, monthly newsletter and webinar programme.

Bringing together more than 80 like-minded organisations around the world, we also act as a global voice for issues of common concern. The National Trust, as the largest, best-resourced INTO member, hosts the INTO Secretariat but it is a separate charity with its own constitution, strategy and international board of trustees.

"The object of the Charity is to promote the conservation and enhancement of the natural and cultural heritage of all nations for the benefit of the people of the world and in particular but without limitation:

(1) to foster international co-operation and co-ordination between National Trusts for conservation and heritage and similar organisations;

(2) to increase and enhance the capacity of such conservation and heritage organisations;

(3) to encourage the establishment, where they do not presently exist, and development of such conservation and heritage organisations; and

(4) to formulate and promote conservation best practices;

(5) to pursue advocacy in the interest of conservation of natural and cultural heritage."

INTO Constitution, Clause 3

OUR MEMBERS

In 2020, we had 85 member organisations:

AFRICA AND THE MIDDLE EAST

Heritage Watch Ethiopia
Petra National Trust (Jordan)
Legacy 1995 Historical and Environmental Interest Group of Nigeria
West African Shared Cultural Heritage Trust (Nigeria)
Monuments and Relics Commission (Sierra Leone)
Hout Bay Heritage Trust (South Africa)
Turathuna (Syria)
Zanzibar Stone Town Heritage Society (Tanzania)
Cross Cultural Foundation of Uganda
Zimbabwe National Trust

EUROPE

Cultural Heritage Without Borders (Albania)
Bodenfreiheit - Verein zur Erhaltung von Freiraume (Austria)
Herita (Belgium)
Czech National Trust o.p.s.
Friends of Czech Heritage

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2020**

National Trust (England, Wales and Northern Ireland)
Europa Nostra
Falkland Islands Museum and National Trust
Union Rempart (France)
Conservatoire du Littoral (France)
National Trust of Georgia
Kulturerbe Bayern (Germany)
Gibraltar Heritage Trust
Boulouki (Greece)
National Trust of Guernsey
An Taisce - National Trust for Ireland
Manx National Heritage (Isle of Man)
FAI - Fondo Ambiente Italiano (the National Trust for Italy)
National Trust for Jersey
Din l-Art Helwa (Malta)
Gelderland Trust for Historic Houses and Natural Landscape
Nationale Monumenten Organisatie (Netherlands)
The Chudow Castle Foundation (Poland)
Pro Patrimonio Foundation (Romania)
National Trust for Scotland
National Trust of Slovakia
La Fundació Catalunya-La Pedrera (Spain)
Fundación Enrique Montoliu de la Comunitat Valenciana - FUNDEM (Spain)
Saint Helena National Trust

OCEANIA AND AUSTRALASIA

National Trust of Australia (Australian Capital Territory)
National Trust of Australia (New South Wales)
National Trust of Australia (Northern Territory)
National Trust of Australia (Queensland)
National Trust of Australia (Tasmania)
National Trust of Australia (Victoria)
National Trust of South Australia
National Trust of Western Australia
Australian Council of National Trusts
Fiji National Trust
Heritage New Zealand Pouhere Taonga

THE AMERICAS, INCLUDING THE CARIBBEAN

Anguilla National Trust
Stichting Rancho (Aruba)
Barbados National Trust
Bermuda National Trust
Committee of the Defence of the Bickenbach Country House (Bolivia)
British Virgin Islands National Parks Trust
National Trust for Land and Culture (B.C.) Society (Canada)
National Trust for Canada /La Fiducie Nationale

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2020**

National Trust for the Cayman Islands
Grenada National Trust
Haiti National Trust
Jamaica National Heritage Trust
Montserrat National Trust
Para la Naturaleza (Puerto Rico)
Saint Christopher National Trust
Saint Eustatius Monuments Foundation
Saint Lucia National Trust
National Trust of Trinidad and Tobago
Gullah/Geechee National Trust for Cultural Heritage Continuation & Historic Preservation (USA)
National Parks Service (USA)
National Trust for Historic Preservation (USA)
The Trustees of Reservations (USA)

ASIA

Ruan Yisan Heritage Foundation (China)
Indian Trust for Rural Heritage and Development
Mehrangarh Museum Trust (India)
Indonesian Heritage Trust
Amenity 2000 Association (Japan)
Badan Warisan Malaysia (Heritage of Malaysia Trust)
Yangon Heritage Trust
National Trust of Korea
Korean National Trust for Cultural Heritage
Singapore Heritage Society
National Trust Sri Lanka
Taiwan Environmental Information Association (TEIA)
Siam Society (Thailand)

The benefits of INTO membership include:

- o Access to a worldwide network of expertise
- o Support from the global family of Trusts in advocacy and awareness raising
- o Taking an active part in our biennial Conference, with reduced registration fees
- o Opportunity to serve on working groups on specific projects or themes
- o Eligibility to apply for INTO grants
- o Using the INTO logo to celebrate your membership

As part of our INTO Places scheme, some INTO members offer free or reduced-price entry to their properties upon production of a valid membership card from another National Trust. If they do not have properties open to the public, they can sometimes provide other services such as reduced-price heritage walks or assistance with travel plans.

Please contact the INTO member in the country you intend to visit for details.

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SECRETARY-GENERAL'S REPORT

We began the year celebrating the National Trust (England, Wales and Northern Ireland's) 125 anniversary. I found myself in Florida at the invitation of the Preservation Foundation of Palm Beach, which was marking its first 40 years. And my address highlighted how the Trust model, born in Victorian England in 1895, has grown into a worldwide movement.

We worked with our members on a series of social media posts about the National Trust of Australia's work on the wildfires. Over the first weekend, these recorded a total reach of over half a million (522,000)!

We had colleagues working with the National Trust of Fiji and the Cross-Cultural Foundation of Uganda on TAP-INTO projects. We supported Brendon Veale's travel from Heritage New Zealand to Europe. His TAP-INTO project looked at membership models and he divided his time between the NTEWNI and FAI in Italy. Another TAP-INTO grant helped the Australian National Trusts in the development of a commercial strategy.

We even managed to send the Director of the Saint Helena National Trust to France to discuss REMPART's working holiday model.

We supported the first face-to-face gathering of INTO Africa in Nairobi in partnership with the British Council. We networked with the UK sector at the Heritage Alliance's Heritage Day, joined the launch of the Commonwealth Heritage Forum, celebrated the work of the Pakistan Heritage Foundation with our colleagues at the V&A, WMF-UK and INTBAU, and continued planning for future events like the Incubator, an INTO-Asia symposium in Singapore and INTO Antwerp 2021.

Then in March, the World Health Organisation declared Covid-19 a pandemic. And the world changed completely. It has been a terrible and painful time for so many, and our hearts go out to our members, supporters and friends affected by the crisis.

We continued to meet via social media, webinars and other wonderful technological solutions. These enabled us to support our member organisations, pool experiences and knowledge and provide one-to-one advice where we could. The first few months were challenging. We were all in crisis mode and having to work fast and furiously. But there were also many amazing stories of hope and opportunities for us to live up to the values of our great National Trust movement. Values of compassion, solidarity and connectivity. Of finding beauty and joy in the simplest things, of learning from others, of finding creative solutions together.

Then, layered over the pandemic, came the tragic killing of George Floyd, which left many of us wondering why values of freedom, opportunity and justice were not equally applied. In response, across the world, academics, heritage professionals and members of the public sought to throw new light on difficult stories of slavery and colonialism. Heritage sites have for too long traded on nostalgia, avoiding the brutal and shameful stories that have shaped them. Our 2021 conference will examine how we advance the cause of truth, equity and justice. And how the National Trusts of the world can play their part.

In many ways, the health, social and environmental crises have given us an opportunity to rethink our work and how we deliver it. Never again will I be flying off to the United States for a few days, essentially to give a speech! We now know how easy it is to do that kind of thing online. We have learned to be more careful with our travel and to save it for when it really counts. Which will help us save time and energy, as well as the planet. We've all been thinking about how we use our time. I know I've spent a lot of lockdown learning, reading and thinking about history, heritage and racial justice. We've had an opportunity to reinvent ourselves in so many ways.

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I probably will not be in the office quite as much as before. Like many of INTO member organisations, we've found new ways of communicating with our members, and feel more connected than ever. (Although I confess to really missing the handshakes, hugs and shared meals we enjoy when we get together.)

We had to miss a number of international events that would have helped us both support our members and potentially attract new ones. Like the International Land Conservation Network's 2020 Congress in April. Co-hosted by INTO members, Fundació Catalunya-La Pedrera, it had presented another exciting opportunity to talk about the National Trust model. And to meet organisations wishing to join the INTO family! Then in June we were to join the Conservatoire du Littoral's SMILO initiative about the sustainable management of small islands. Thankfully, many conferences were able to go online, and we have had a startling number of opportunities to share our work on digital platforms.

We surveyed our members in June. Asking them about the impacts of Covid-19. What did we learn? First of all, more than half have seen a drop in their membership recruitment and retention, an important part of ongoing financial support.

Secondly, over 27% receive at least half their income from activities such as admissions, rentals, and gifts shops. With visitation down or non-existent during this period, those groups are seeing serious erosion of their fiscal standing since the arrival of the coronavirus.

Thirdly, some of the larger Trusts announced significant job losses and two-thirds had to cut non-staff related activities such as programmes, marketing, and overhead expenses.

Finally, 50% turned to government grants or loans, while a quarter relied on staff reductions or furloughs.

This survey fed into our ongoing work supported by American Express into sustainable communities, heritage and tourism, led by David J Brown. It was, and remains, a difficult time for everyone, but it has never been more important to have a strong, united INTO family. To share ideas and approaches, concerns and challenges. And to stand in solidarity with other members of the movement.

One of the highlights for me this year was our boot camp, the INTO Incubator. And one of the most inspiring and moving parts of the programme was hearing everyone's elevator pitches. Adisa talked movingly about the destruction and politisation of heritage during the Bosnian war. We heard from Kofo in Nigeria about an active but ready-to-reinvent itself 25-year old organisation. And this found echoes in Claire's story from Gibraltar. Ai Lin spoke of her ambition to make the Singapore Heritage Society a more permanent entity with funding, staff and an office.

We heard of heroic personal endeavours, protecting and preserving heritage under extremely difficult circumstances in Egypt and Syria. Irina shared her plan to acquire property in Romania and we heard Przemek's success story of castle renovation and management in Poland. Silvia and Ingrid both spoke passionately about natural heritage and their plans to acquire more sites in Spain and Haiti respectively. We learned of Esther's efforts to save heritage sites in Addis Ababa in the face of increasing development pressures. And Vashti's hope to establish a National Trust in Antigua and Barbuda mirrored Mirian's ideas for a 'trust' to look after abandoned buildings in Gjirokastër, a World Heritage Site in Southern Albania.

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The idea of a heritage network or alliance, as described by Natalie, could work well in Jamaica. Clifford highlighted the importance of traditional skills and industrial heritage in Aruba. In Sweden, Anna-Paula is very interested in urban heritage and parks, as well as 'living with heritage'. Zeina told us about the wonderful and varied programmes of the Petra National Trust as well as their desire to increase volunteering opportunities. And lastly, Preeya spoke about making the most of connections across West Africa and nurturing future leaders and practitioners. Which is what we hope we're also doing on a global scale with this programme!

It was an intense experience, but one that we hope was inspirational, enjoyable and the beginning of a successful transformation. We here at INTO HQ and our guest speakers certainly enjoyed the opportunity to learn and share in this way!

We remain deeply grateful to the Helen Hamlyn Trust and the 1772 Foundation for enabling and encouraging us to hold the Incubator programme. To Alex and Emma for organising everything so brilliantly. And we are grateful to all our speakers who gave their time and expertise so generously. But I particularly want to thank our delegates who worked with the transition to a new format and engaged so brilliantly.

Just what INTO is all about.



Catherine Leonard
Secretary-General

HIGHLIGHTS FROM 2020 UNDER OUR FOUR KEY STRATEGIES: FAMILY, GROWTH, VOICE AND STRENGTH

FAMILY

INTO exists for its members and seeks to deliver programmes, projects and activities that support our members in the achievement of their goals. We support and invest in the global National Trust movement by providing opportunities to collaborate and share ideas, resources, skills and knowledge, noting the importance of amplifying INTO family values throughout the current crisis and beyond.

Conferences

Our next conference should have been in Antwerp in April 2021. But the world thought differently, and we have postponed that until 2022. We will be getting together digitally however from 20-22 April 2021.

This first online conference is an opportunity for us to gather more representatives from the INTO family than ever before. And to bring some extraordinary conversations to your screens as we re-engage, rethink and explore our theme of building resilience.

We are delighted to have American Express as our headline sponsor for both conferences. And we have worked with them and international heritage consultant, David J Brown, over 2020 on sustainable tourism and sustaining communities. The resultant report, Putting the Local into Global Heritage, will be launched at INTO Online.

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INTO Places

Our conference will also celebrate our new INTO Places scheme. Over 2020, we have worked with 28 INTO partners to develop reciprocal visiting arrangements. This allows members of participating organisations access to an extraordinary range of properties all over the world. So, when travel restrictions ease, membership cards will become a new passport to global heritage!

TAP-INTO

We had a flurry of Technical Assistance Programme (TAP-INTO) activity at the beginning of 2020. Brendon Veale, Manager, Member & Supporter Development at Heritage New Zealand, undertook a project looking at membership models and spent time with both the NTEWNI and FAI in Italy. Karin Taylor, Head of Planning at the NTEWNI, finished her TAP-INTO placement to the National Trust of Fiji just before the travel bans began. Justin Scully, General Manager at Fountains Abbey, was on secondment to the Cross-Cultural Foundation of Uganda. He had to leave slightly earlier than planned but was able to complete work on a feasibility study into the establishment of a National Trust for Uganda. Chris Hunt, Commercial Director at the NTEWNI, spent three weeks in Australia working with the National Trust (NSW) on optimising contributions from commercial operations.

And we were delighted to send Tara-Jane Sutcliffe, Director of the Saint Helena National Trust, to Paris to talk to REMPART colleagues about developing a new working holiday programme on the island. We also supported her attendance at Heritage Day so she could network with relevant UK-based colleagues.

Covid-19 curtailed actual travel, but some TAP-INTO activity continued virtually during the lockdown. This included Ken Smith's review of the National Trust of Trinidad and Tobago's website, undertaken as a volunteer on furlough leave from the NTEWNI. As well as Amanda Pearson's support for the INTO Africa regional group. We are very grateful to everyone who has lent their experience and expertise to other INTO members over the course of 2020.

In 2020, we repurposed budget set aside for TAP-INTO learning and sharing opportunities, into more direct small grants for Covid-19 related expenditure. We also had a second round of TAP-INTO grants focussed on the themes of the Incubator: property management, membership, volunteering and commercial activities.

Working holidays

Sadly, many working holidays were cancelled this year. However, we did achieve some success with a new working holidays-themed project which will see colleagues from REMPART, the NTEWNI and the National Trust of Georgia collaborating on the rehabilitation of a medieval tower, damaged in the Chechen War. Funded by ALIPH, the project will also involve staff exchanges between INTO members in France, Georgia and the UK.

And learning from the TAP-INTO collaboration between REMPART and the Saint Helena National Trust was shared on an excellent working holidays webinar.

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Covid-19 Response

The impact of the pandemic for National Trusts around the world has been huge. So, much of our work in 2020 focussed on responding to Covid-19. The Secretariat supported INTO members in a variety of different ways. From Catherine's weekly updates to member webinars on re-opening or membership issues. From pooling resources to sharing uplifting social media posts.

We took the early decision to support struggling trusts by providing urgent grants responding to the crisis. From Indonesia and Jordan to Saint Lucia and Slovakia, these grants provided a critical lifeline to struggling heritage trusts to invest in things to keep them operational. Our TAP-INTO Covid-19 grants paid for laptops, Zoom accounts, hand gel, PPE, cameras and Perspex screens, masks and barriers. Some more exciting than others, like the beautiful batik face masks in Bali or the information films created for the Czech National Trust and Din l'Art Helwa in Malta. But all vital to our members' recovery from Covid-19.

We could not have done this without the support of the Helen Hamlyn Trust, for which we and our National Trusts throughout the globe are deeply grateful.

"Your support, both with funding and with your continual example and motivation, has enabled our volunteers to re-open many of the historic sites entrusted to us, and given them courage to welcome the public back." - Sinead Owens, Operations Manager, An Taisce, Republic of Ireland

"We purchased 13 counter shields to make our office, library and museum safer for everyone. Our members are impressed that we managed to cope with the pandemic situation efficiently. We are grateful for your support during the difficult time of the coronavirus pandemic outbreak." - Kanitha Kasina-Ubol, Managing Director, The Siam Society

Alongside numerous informal check-in opportunities with INTO members, Alex has led a more formal webinar programme to support the sector at this challenging time. Many of these were delivered by returning TAP-INTO grant recipients, giving members the opportunity to hear about the exchange of expertise from each project, and ask questions.

We focused on practical themes that can contribute directly to the operation of our members. As well as promoting the expertise already within the network. Around a quarter of our INTO members presented at these sessions and more than 500 people have attended. In order to maximise our reach, some have been delivered in with external partners, including the V&A museum.

And Catherine recorded short video messages for a number of INTO members, including Heritage New Zealand, to update their members on the impacts of Covid-19, the Saint Lucia and Trinidad and Tobago National Trusts for their 2020 AGMs, and the National Trust of Zimbabwe on the occasion of their diamond anniversary.

"The National Trust of Zimbabwe has achieved so much to be proud of in its 60 years, including a remarkable and beautiful property portfolio, and a range of activities and campaigns through which you stand up for the natural, built and cultural heritage of Zimbabwe". - Dame Fiona Reynolds, Chair of INTO

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GROWTH

We are committed to growing global capacity for heritage conservation by helping establish new National Trusts in countries where they don't currently exist and increasing INTO membership.

We welcomed 12 new members: Heritage Watch Ethiopia, Legacy 1995 Historical and Environmental Interest Group of Nigeria. The West African Shared Cultural Heritage Trust, Turathuna in Syria, Cultural Heritage Without Borders (Albania), Boulouki in Athens, Jamaica National Heritage Trust, the Chudow Castle Foundation in Poland, the US National Parks Service, Stichting Rancho in Aruba, the Singapore Heritage Society and Mehrangarh Museum Trust in India. We are thrilled that you are now part of the INTO family and look forward to ever closer collaboration.

Regional events

We were delighted to be able to support the first face-to-face gathering of the INTO Africa group, outside of our biennial conferences. INTO members and potential future members from Nigeria, Ethiopia, Kenya, South Africa and the Seychelles attended a four-day programme in Nairobi in February at the National Museum of Kenya. It was a great success.

The partnership approach was also fruitful, with opportunities for our members to speak to audiences of more than a hundred African and British heritage sector leaders. Alex spoke on the benefits of the National Trust model to this audience. And after the British Council collaboration, he spent two days closely supporting African INTO members to consider the benefits of the National Trust model and how these might best be adapted for work on the continent, including development of a combined programme of educational work based on the successful Ugandan example.

We had plans for actual meetings of INTO Asia, INTO Americas and INTO Europe this year, following the successful INTO Africa gathering. The INTO Asia meeting was virtualised in partnership with the Victoria and Albert Museum and BPPI Indonesia. Two virtual sessions explored firstly how heritage NGOs can maximise and amplify their voices when the sector is challenged or planned development threatens, drawing on case studies and experiences from the past. And secondly future trends post-pandemic and how to balance dynamic development with heritage values and priorities.

We were delighted to work in partnership with the National Trust for Historic Preservation on bringing island perspectives to their virtual Past Forward conference this year. The INTO Americas session involved colleagues from Bermuda, Saint Lucia, Puerto Rico and Haiti. They spoke about putting sustainability at the heart of their work, and the challenges and opportunities of working in these unique environments.

Working with the Czech National Trust, we have successfully bid for an Erasmus+ grant. This will fund the exchange of knowledge and experience through a series of training placements related to widening access to heritage sites. The project involves six INTO Europe members, the National Trust in the UK, Slovakia and the Czech Republic, FAI in Italy and Herita in Belgium. The project was due to begin at the end of 2020 but has been postponed due to the pandemic.

Together with the webinar series, these virtual events are also contributing to our Voice strategy (see below).

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Incubator

In 2020 we committed to growing our reach by inviting heritage NGOs to learn about the National Trust model, how it has evolved over the past 125 years and, above all, what elements of the approach can be replicated. Alongside the regional meetings, our main focus has therefore been the INTO Incubator. 20 people applied to join the programme, which was first postponed and then digitalised due to Covid-19. From Jamaica to Syria; Albania to Singapore; Nigeria to Haiti, we welcomed delegates from all over the world into our virtual learning lab!

We heard a lot from the 'mother' Trust of course. But we also had excellent presentations from other INTO members in Belgium, Canada and Spain. These have provided incredibly helpful perspectives on how the model can be adapted in different countries. And this was indeed the goal of the Incubator programme. To work as a group to find answers to common questions. Which governance and business model is best for my country? How do we get our first property? How will we make money, involve volunteers and grow membership? What about relations with government? How will we communicate our cause?

It also aimed to connect participants to other people around the world who share their aspirations. We cannot do any of this alone and there is huge value in collaboration, connectivity and learning together.

"Despite being unsure of what to expect, I found the workshop very inspiring and useful in going back to basics on where we are as a Trust and the opportunities to go forward. Although slightly overwhelmed at the thought of what could lie ahead in the journey of the Gibraltar Heritage Trust into the future, I am also excited to explore this. I am glad to have been able to connect with colleagues abroad and have useful discussions in sharing our pain points and common anxieties and how to address them." - Claire Montado - Director, Gibraltar Heritage Trust

"I discovered so many unexpected similarities among other organizations, and also the barriers I had deemed peculiar to my organization turned out not to be the case." - Esther Antohin - Director, Heritage Watch Ethiopia

We were delighted to receive a gift of \$11,000 towards the INTO Incubator from the 1772 Foundation. As the programme was postponed, we will use this funding for future projects. Other costs were covered by the Helen Hamlyn Trust.

VOICE

INTO speaks out with authority and purpose on global conservation issues critical to INTO's membership, celebrating what is unique and special about the National Trust approach. We support our membership with their campaigns and join forces with complementary bodies as appropriate.

Communications

Emma Taylor started with INTO in late November 2019. In her first few months, Emma gave INTO's social media a new lease of life, aligning our channels around @intoheritage and developing a house style for posts. As organisations across the country put staff on temporary leave to take advantage of the government's furlough scheme, we lost Emma for a few months.

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On 12 January, we reached out to the INTO family to help celebrate the 125th anniversary of the National Trust (EWNI). INTO members reacted enthusiastically and the response was a true testament to our diversity. As was our celebration of World Heritage Day. We asked INTO members to share their best virtual visits and we received beautiful drone-shot footage, online tours and virtual walk-throughs that together showed how heritage trusts globally are responding to Covid-19.

New website

In 2020, we were delighted to launch our new website. We have a new url (into.org) and a new overall look and feel. The most popular pages in 2020 were Places to Visit (one of the motivations behind the site was to be able to integrate our new reciprocal visiting scheme); our Membership list and the Programmes and Resources pages. The new site certainly makes it easier for INTO members to find what they need; it gives us clean and simple shop window; and we are better able to promote opportunities like our webinars and the INTO conference.

Climate change

We were delighted that our nominee (Elizabeth Erasito, Director of the National Trust of Fiji and INTO Trustee) was confirmed as Co-Chair for the Climate Heritage Network's Asia-Pacific region. We were also pleased to hear that their application for funding from the Global Challenges Research Fund (GCRF) has been successful. We will have a small role to play through the INTO Africa network.

As COP26 was postponed in 2020, we are rethinking our plans for Glasgow 2021. One of the encouraging things about the pandemic is how quickly people have been able to change their behaviour. We need to learn from this and build on it in the climate change context.

Telling the whole story

2020 was the year when heritage organisations leaned into their troubled histories. In the words of a National Trust (EWNI) report, *'Slavery has been woven into the fabric of British and global history for thousands of years. For 400 years, white British people, companies and organisations gained huge amounts of wealth through the appalling exploitation of enslaved people as part of the slave trade.'*

And this is a story that resonates throughout our movement: In America, National Trust historic sites like James Madison's Montpelier or Decatur House in Washington DC were also the homes and workplaces of enslaved people. In the Caribbean, the Morgan Lewis Windmill, in the care of the Barbados National Trust, tells the local experience of colonisation, sugar and slavery. Whilst the Bermuda National Trust's Vermont and Tucker House are an important part of the African Diaspora Heritage Trail. Similarly, Bunce Island, site of a seventeenth century British slaving castle now in the care of the Sierra Leone Monuments and Relics Commission, ensures that the histories of enslaved Africans are not forgotten.

We were reminded how connected our stories all are. And at a time when we couldn't come together physically, we were still able to act as one global National Trust movement. Together, we can bring diverse voices into the conversation to enrich and amplify this narrative.

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"These histories are sometimes very painful and difficult to consider. They make us question our assumptions about the past, and yet they can also deepen and enrich our understanding of our economic status, our remarkable built heritage and the art, objects, places and spaces we have today and look after for future generations." - John Orna-Ornstein, Director of Culture and Engagement, National Trust of England, Wales and Northern Ireland

The NTWENI report and the research behind it echoes discussions we had at INTO Bermuda 2019 about race, slavery and the National Trust movement. Indeed, Gus Casely-Hayford, who spoke so movingly at our conference, has written the foreword for the NTEWNI report. Today, in the face of growing social injustice around the world, telling the whole story is more important than ever.

"Throughout the world, the stories of the Transatlantic Slave Trade are often ignored or diminished in the field of historic interpretation. Thus, the doors and gates of many of the locations of National Trust properties are not places that people of African descent find trustworthy. How can spaces that were built with the blood, sweat, tears, hands, and intellect of people of African descent not include the stories of African people unless they are in the state of subjugation or being used as tools of entertainment? How do we change this incorrect depiction that has proliferated these spaces? Whose heritage matters?" - Queen Quet, Chieftess of the Gullah/Geechee Nation

"On behalf of the West African Shared Cultural Heritage Trust, I would like to congratulate the NTEWNI on the remarkable work on this report. We deeply appreciate the fact that this work is not just a direct response to the current discourse but a further development on recent projects like the interesting Colonial Countryside. As West Africans, slavery and colonialism are both highly sensitive topics for us and we look forward to mutually enlightening engagements in the future through our networks at INTO." - S?lá Akintúndé, Founder Trustee WASCHTrust

"The National Trust (England, Wales and Northern Ireland) report exploring the connections between historic places and slavery and colonialism is both timely and courageous. The National Trust of Trinidad and Tobago congratulates them on taking this initiative to contribute to a meaningful conversation not only for National Trust organisations around the world but also for the countries we represent. We look forward to contributing to the debate." - Margaret Mcdowall Thompson, Chairperson, National Trust of Trinidad and Tobago

"Thank you for sharing this significant document from the National Trust in England, Wales and Northern Ireland. This seems quite epoch-making. I firmly believe it will show us lots of things which have not been told up to now. We, a small national trust body in Japan, have just started to make contact with friends in East Asian countries. We also have a history of colonialism which had large impacts on the nature/culture/landscape of the region. This document will help us with those discussions. We all have to work together to make a picture of 'a whole and accurate history'." - Dr Toshihiko Ando, Chairperson of the Totoro National Trust in Japan

Events

As outlined above, many opportunities to represent or speak about INTO have moved online this year.

From presenting best practices at webinars organised by the European Commission to providing INTO panels for events like the BPPI, the Indonesian Heritage Trust's 'Conservationists Solidarity Against COVID-19' event held as part of their World Heritage Day programme on 18 April or the Celebrate Islands webinar with the Conservatoire du Littoral.

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Webinars

As already mentioned, we have run regular webinars throughout the pandemic. These have included a discussion on reopening where site managers from the NTEWNI, FAI and the Gelderland Trust in the Netherlands talked candidly about what's been happening, sharing observations and recommendations on what has and has not worked.

One on unlocking the potential of island heritage sites. Kara Roopsingh of the National Trust of Trinidad and Tobago and Clea Warner of the National Trust for Scotland shared tips for creating destinations, working with local entrepreneurs, telling multiple and layered histories, attracting tourists whilst engaging local people and maintaining conservation standards, developing a master plan, even how to pivot retail in the time of corona!

And in May, we held a webinar on planning with the NTEWNI, National Trust for Jersey and National Trust for Fiji. What stood out was the shared challenge INTO members are facing as governments try to build their way out of the coronavirus crisis. And how we need to build the case for heritage as part of post-corona recovery.

STRENGTH

We are building financial sustainability for INTO as an umbrella body but also by creating projects that build capacity within our member organisations. We also seek to demonstrate best practice in our governance and organisational culture.

Governance

Our Trustees have continued to meet virtually throughout 2020. They have had to grapple with some questions to which we don't really have answers. But they do it with purpose, compassion and in a spirit of collaboration that embodies the values of the INTO movement.

Fortunately, our leadership team is very used to meeting online. We do normally aim to have one face-to-face meeting a year and had hoped to gather in person, as guests of our INTO Ambassador, His Highness The Maharaja Gaj Singh II Of Marwar-Jodhpur. But like so many things, this meeting also took place online.

We took the opportunity however to invite a truly inspirational figure to speak to the INTO Trustees, Ruth Abram. She shared her perspective on the trends in heritage conservation and left us with this thought:

"INTO members and the places they look after can become essential in their communities and the world. To that end, they must first of all listen. Being listened to feels so much like being loved, that most people can't tell the difference. Imagine if our communities, our visitors, and our members felt we loved them. Imagine what a difference that would make."

The pandemic has been a test of character and determination for people all over the world. Nothing can compare to the sacrifices made on the front line. And our hearts go out to all those who have suffered. In a business context, our CEOs have faced the ultimate leadership test. As Natalie Bull said at a Trustee teleconference, 'we've been drinking from the fire hose'. But when we moved from 'quick fixes' to taking decisions about the long-term, many INTO members found that much harder to get right.

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We remain deeply grateful to all our Trustees for their knowledge, passion and commitment. Particularly when they have so much on their plates with their own organisations.

Our 2019 Annual Report and Accounts were independently examined for approval by the Trustees. A glossy version was prepared along with a short video clip, which was widely shared. In 60 seconds, we were all reminded how much connecting and travelling we normally do here at INTO. How times have changed.

Over the course of 2020, we worked with INTO Trustee, Martin Galea, to improve our accounting processes. We are hugely grateful for Martin's time, energy and support.

Ambassadors

We are delighted to welcome two new INTO Ambassadors in 2020. HRH Princess Dana Firas, President of the Petra National Trust, and Dr Thant Myint-U, Founder of the Yangon Heritage Trust.

Membership fees

In 2020, we changed our system for collecting membership subscriptions, which is now by calendar year. It has worked well, and our membership income reached a record level.

Partnership projects

Another way of fostering strength and growth in the National Trust family is through partnership projects.

In 2020, we worked with the Petra National Trust to deliver training on how to maximise the potential of heritage as a community resource, supporting a series of innovative projects in countries across the Middle East. We are enormously grateful to INTO members who agreed to have their contributions filmed, including the Mehrangarh Museum Trust, the National Trust of Trinidad and Tobago, REMPART, the Czech National Trust and the CCFU.

We also worked with our African network to preserve intangible cultural heritage threatened by climate change. In the 'Melting snow and rivers in flood' project, conservationists from Fountains Abbey in North Yorkshire, cared for by the NTEWNI, teamed up with the Cross-Cultural Foundation of Uganda (CCFU) to share international lessons in preparing for climate change - drawing on the UK's experience in flood management, and community dialogue expertise in Uganda. The project, which concluded in February 2021 sought to urgently preserve and document cherished, local heritage in the fabled mountains of the Rwenzori, once thought to be the source of the Nile, and the Alur area of Northern Uganda. Brought together by INTO, the partnership highlights the pressing need for global cooperation to tackle global heating and safeguard heritage and culture for generations to come.

Both of these projects were funded by grants from the British Council's Cultural Protection Fund. And over the course of 2020, INTO has worked with members to unlock more than £350K in funds for projects that deliver our organisational goals over the next two years. This success with grant applications, working closely with our members, really is to be celebrated and is exactly what we hoped for when we recruited Alex into the Deputy Secretary-General role.

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Our work with the Innocastle project continued virtually in 2020. This included an online study visit to Belgium and a mid-term conference in Gelderland exploring the adaptation of European country houses in (post) Covid times. We have also contributed case studies and information from the NTEWNI and wider INTO network to both the project and the Interreg Europe Policy Learning Platform.

Other fundraising for INTO members

In the face of continuing challenges as a result of the pandemic, we helped the Saint Lucia National Trust launch a crowdfunding initiative on our INTO platform. Whilst sums raised are quite modest, it has been a good learning experience for both organisations and has certainly helped boost awareness of the Saint Lucia National Trust's work and plight.

Public benefit

The object of the Charity is to promote the conservation and enhancement of the natural and cultural heritage of all nations for the benefit of the people of the world. In shaping our objectives and planning our activities for the year, the trustees have considered the Charity Commission's guidance on public benefit.

At its most basic, heritage is what people value and want to hand on to future generations. The definition of heritage is very broad and it can cover everything from land and biodiversity, to buildings and landscapes, collections and intangible things like language and traditional practices. In fact, what makes something part of our heritage is not whether it is a building or a landscape, but the value we place on it.

INTO's role therefore in helping organisations protect and conserve heritage all over the world is inherently linked to public benefit. Because heritage is only heritage if it's relevant and of value to people.

FINANCIAL REVIEW

Financial position

The position of the charity at the end of the year is set out on page 24.

Reserves policy

The Trustees have set a high level of reserves to protect against the charity's reliance on grant income for its major activities such as the INTO Conference or our Capacity Building for the National Trust Ideal project. Trustees recognise the need to guard against the risk of grant income not being renewed. They also acknowledge that grants can be received in arrears and allowance must be made to fund short-term deficits in our cash budget.

Some grants are received in advance of a project. In the case of our American Express project, the 2020 financial statements show receipt of the first grant, but much of the activity is planned in 2021 and 2022. This accounts for some planned but as yet unspent expenditure.

On the other hand, some of our major commitments are planned several years in advance, and before we can secure the necessary grant income. The success of our flagship Conference has in the past depended greatly on our ability to fundraise. Having a higher level of reserves means that we can ensure a successful event every two years.

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2020**

INTO's other main source of income is membership subscriptions. Our annual budget is set before we receive all our fees. The impact of one of our larger organisations not re-joining one year could be quite considerable and needs to be guarded against.

Our general reserve balance is also there to provide scope for INTO to do more of its core functions. There is a lot of room to grow these (like the TAP-INTO small grants).

In common with every other organisation, INTO also needs to allow for unforeseen emergencies, which can be greater given the international context in which we work. External changes may mean our beneficiaries (the INTO membership) need more support from us than usual in a given year.

The charity held total reserves at the year-end of £200,441 (2019 :£146,628. Of these £79,375 (2019 : £53,313) of restricted funds were held. Free reserves at the year-end stood at £121,066 (2019 £93,315).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

INTO is registered and regulated under UK law as a Charitable Incorporated Organisation (CIO) Number 1175994. It is governed by its CIO Constitution and By-laws. It was registered with the Charity Commission (England and Wales) on 29 November 2017. These documents are available on the INTO website.

Recruitment and appointment of new trustees

As set out in its Constitution, the charity trustees are appointed at the biennial INTO Congress. In advance of each Congress, each Full Member may nominate one or more individuals to be considered. The charity trustees recommend individuals from amongst these nominations for appointment at the next Congress. They may also appoint trustees between Congresses but a charity trustee so appointed must retire at the next Congress, but may be nominated for re-appointment.

A charity trustee may not hold office for more than three consecutive terms except where length of service includes time served as Chair or Vice Chair.

None of our trustees receive remuneration or other benefit from their work with INTO.

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2020**

STRUCTURE, GOVERNANCE AND MANAGEMENT

Organisational structure

The INTO trustees meet annually face-to-face and regularly by teleconference, thus making optimal use of virtual technologies and enabling our worldwide interests and membership to participate in a regular and cost-effective manner. These meetings are chaired by Dame Fiona Reynolds. This year, our face-to-face Trustee meeting was postponed for reasons of coronavirus.

The National Trust of England, Wales and Northern Ireland was appointed host of the Secretariat and employs a Secretary-General who manages the day-to-day operations of the charity. This delegated framework is set out in a by law.

In 2020, we continued to benefit from the generous support of the National Trust of England, Wales and Northern Ireland (up to £100,000 per year in cash and in kind) covering four days a week of our Secretary-General's time; associated travel expenses; one day a week of business support; help and advice with fundraising and communications; legal costs; and a budget to enable National Trust staff to spend time with INTO member organisations.

Risk management

The trustees confirm that the major risks to which INTO is exposed have been reviewed and systems established to manage these.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Charity number

1175994

Principal address

20 Grosvenor Gardens
London
SW1W 0DH

Trustees

Dame F Reynolds
Dr Irena Edwards
Ms Catrini Kubontubuh
Ms E Drani
Ms K Malone-France
Ms N Bull
Mr W White
Ms E Erasito
Mr J Albert
Mr M Galea
Mr S K Misra
Dr D Peacock

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2020**

Ambassadors

HRH Princess Dana Firas of Jordan
Hashim Djojohadikusumo
Lady Helen Hamlyn
HH The Maharaja Gaj Singh II of Marwar-Jodhpur
Dr Thant Myint-U

The INTO Ambassadors are a small group of very distinguished individuals, from various backgrounds and parts of the world, whose achievements in our field are internationally recognised, and who kindly lend their support to INTO. This is a titular role with no formal governance responsibilities.

INTO Secretariat team

David Brown, International Heritage Consultant
Imogen Dow, Project Manager
Alexander Lamont Bishop, Deputy Secretary-General
Catherine Leonard, Secretary-General
Lydia Loopesko, Communications Support
Oliver Maurice, Adviser
Jacqui Sealy, Business Support Co-Ordinator
Emma Taylor, Communications Assistant
Julie Thompson, Working Holidays Co-ordinator
Bill Turner, Adviser

Independent Examiner

Haines Watts
Chartered Accountants
Old Station House
Station Approach
Newport Street
Swindon
Wiltshire
SN1 3DU

Approved by order of the board of trustees on 19 April 2021, and signed on its behalf by:



Dame F Reynolds - Trustee

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

Independent examiner's report to the trustees of International National Trusts Organisation

I report to the charity trustees on my examination of the accounts of International National Trusts Organisation (the Trust) for the year ended 31 December 2020.

Responsibilities and basis of report

As the charity trustees of the Trust you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the Trust's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of ACA which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Trust as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Susan Plumb ACA
ICAEW
Haines Watts
Chartered Accountants
Old Station House
Station Approach
Newport Street
Swindon
Wiltshire
SN1 3DU

Date: 6 May 2021

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2020**

	Notes	Unrestricted fund £	Restricted funds £	2020 Total funds £	2019 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	127,263	164,571	291,834	210,842
Investment income	3	<u>234</u>	<u>-</u>	<u>234</u>	<u>-</u>
Total		127,497	164,571	292,068	210,842
EXPENDITURE ON					
Charitable activities					
Conferences and projects		-	-	-	82,371
Small grants awarded		-	-	-	4,000
Other charitable activities		99,746	138,509	238,255	112,561
		<u>99,746</u>	<u>138,509</u>	<u>238,255</u>	<u>198,932</u>
Total		99,746	138,509	238,255	198,932
NET INCOME		27,751	26,062	53,813	11,910
RECONCILIATION OF FUNDS					
Total funds brought forward		93,315	53,313	146,628	134,718
TOTAL FUNDS CARRIED FORWARD		<u>121,066</u>	<u>79,375</u>	<u>200,441</u>	<u>146,628</u>

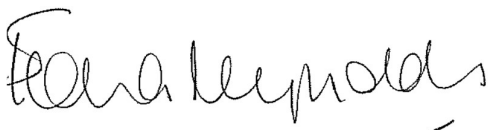
The notes form part of these financial statements

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**STATEMENT OF FINANCIAL POSITION
31 DECEMBER 2020**

	Notes	Unrestricted fund £	Restricted funds £	2020 Total funds £	2019 Total funds £
CURRENT ASSETS					
Debtors	8	-	27,984	27,984	7,673
Cash at bank		<u>143,891</u>	<u>51,391</u>	<u>195,282</u>	<u>155,796</u>
		143,891	79,375	223,266	163,469
CREDITORS					
Amounts falling due within one year	9	(22,825)	-	(22,825)	(16,841)
		<u>121,066</u>	<u>79,375</u>	<u>200,441</u>	<u>146,628</u>
NET CURRENT ASSETS					
		<u>121,066</u>	<u>79,375</u>	<u>200,441</u>	<u>146,628</u>
TOTAL ASSETS LESS CURRENT LIABILITIES					
		<u>121,066</u>	<u>79,375</u>	<u>200,441</u>	<u>146,628</u>
NET ASSETS					
		<u>121,066</u>	<u>79,375</u>	<u>200,441</u>	<u>146,628</u>
FUNDS					
	10				
Unrestricted funds				121,066	93,315
Restricted funds				<u>79,375</u>	<u>53,313</u>
TOTAL FUNDS					
				<u>200,441</u>	<u>146,628</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 19 April 2021, and were signed on its behalf by:



Dame F Reynolds - Trustee

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020**

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

The financial statements are prepared in sterling, which is the functional currency of the entity and is rounded to the nearest £.

Going concern

The COVID-19 viral pandemic is one of the most significant economic events for the UK with unprecedented levels of uncertainty of outcomes. It is therefore difficult to evaluate all of the potential implications on the charity's operations, funding, suppliers and wider economy. The Trustees' view on the impact of COVID-19 is that, given the measures that could be undertaken to mitigate the current adverse conditions and the current resources available, they can continue to adopt the going concern basis in preparing the financial statements.

Cash Flow Statement

The financial statements have been prepared in accordance with FRS 102 1A and therefore a Cash Flow statement is not included.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Taxation

The charity is exempt from tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2020**

1. ACCOUNTING POLICIES - continued

Fund accounting

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

Creditors

Creditors 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 are recognised at their settlement amount.

2. DONATIONS AND LEGACIES

	2020	2019
	£	£
Donations and grants	228,319	176,821
Membership fees	<u>63,515</u>	<u>34,021</u>
	<u>291,834</u>	<u>210,842</u>

	2020	2019
	£	£
Membership income	63,515	34,021
Conference income	-	25,475
Grant income - Helen Hamlyn Trust	72,020	90,000
Grant income – 1771 Foundation	8,511	7,673
Amicus	793	859
Global Giving	1,166	-
Grant income - British Council Cultural Protection Fund (Uganda)	57,634	-
Grant income - British Council Cultural Protection Fund (Petra)	5,940	-
Grant income – American Express conference support project	19,300	-
Donated services – Salaries	60,652	52,253
Other	<u>2,027</u>	<u>561</u>
	<u>291,834</u>	<u>210,842</u>

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2020**

3. INVESTMENT INCOME

	2020	2019
	£	£
Bank interest	<u>234</u>	<u>-</u>

4. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 December 2020 nor for the year ended 31 December 2019.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 December 2020 nor for the year ended 31 December 2019.

5. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	94,467	116,375	210,842
EXPENDITURE ON			
Charitable activities			
Conferences and projects	-	82,371	82,371
Small grants awarded	4,000	-	4,000
Other charitable activities	62,276	50,285	112,561
Total	<u>66,276</u>	<u>132,656</u>	<u>198,932</u>
NET INCOME/(EXPENDITURE)	28,191	(16,281)	11,910
Transfers between funds	<u>(43,162)</u>	<u>43,162</u>	<u>-</u>
Net movement in funds	(14,971)	26,881	11,910
RECONCILIATION OF FUNDS			
Total funds brought forward	108,286	26,432	134,718
TOTAL FUNDS CARRIED FORWARD	<u>93,315</u>	<u>53,313</u>	<u>146,628</u>

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2020**

6. UNRESTRICTED EXPENDITURE

	2020	2019
	£	£
Secretariat	1,455	7,918
Communications	1,549	1,045
Donated services - salary	60,652	52,253
Website costs	19,635	-
Other (including salary costs)	<u>16,179</u>	<u>1,060</u>
	<u>99,746</u>	<u>62,276</u>

7. STAFF COSTS

The charity does not employ any staff. During the year salary costs of £60,652 (2019 £52,253) were met by The National Trust and included as donated services in these financial statements. In addition, £50,097 staff costs were recharged by The National Trust to the charity (2019 £41,253).

8. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2020	2019
	£	£
Other debtors	<u>27,984</u>	<u>7,673</u>

9. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2020	2019
	£	£
Other creditors	<u>22,825</u>	<u>16,841</u>

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2020**

10. MOVEMENT IN FUNDS

	At 1/1/20 £	Net movement in funds £	At 31/12/20 £
Unrestricted funds			
General fund	93,315	27,751	121,066
Restricted funds			
Global Giving	472	40	512
INTO Foundation	12,226	-	12,226
Helen Hamlyn Trust	40,615	(24,487)	16,128
British Council Cultural Protection Fund (Uganda)	-	29,839	29,839
British Council Cultural Protection Fund (Petra)	-	(919)	(919)
American Express Conference support project	-	13,078	13,078
1772 Foundation	-	8,511	8,511
	<u>53,313</u>	<u>26,062</u>	<u>79,375</u>
TOTAL FUNDS	<u>146,628</u>	<u>53,813</u>	<u>200,441</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	127,497	(99,746)	27,751
Restricted funds			
Global Giving	1,166	(1,126)	40
Helen Hamlyn Trust	72,020	(96,507)	(24,487)
British Council Cultural Protection Fund (Uganda)	57,634	(27,795)	29,839
British Council Cultural Protection Fund (Petra)	5,940	(6,859)	(919)
American Express Conference support project	19,300	(6,222)	13,078
1772 Foundation	8,511	-	8,511
	<u>164,571</u>	<u>(138,509)</u>	<u>26,062</u>
TOTAL FUNDS	<u>292,068</u>	<u>(238,255)</u>	<u>53,813</u>

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2020**

10. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1/1/19 £	Net movement in funds £	Transfers between funds £	At 31/12/19 £
Unrestricted funds				
General fund	108,286	28,191	(43,162)	93,315
Restricted funds				
Global Giving	472	-	-	472
ICNT	13,734	(56,896)	43,162	-
INTO Foundation	12,226	-	-	12,226
Helen Hamlyn Trust	<u>-</u>	<u>40,615</u>	<u>-</u>	<u>40,615</u>
	<u>26,432</u>	<u>(16,281)</u>	<u>43,162</u>	<u>53,313</u>
TOTAL FUNDS	<u><u>134,718</u></u>	<u><u>11,910</u></u>	<u><u>-</u></u>	<u><u>146,628</u></u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	94,467	(66,276)	28,191
Restricted funds			
ICNT	25,475	(82,371)	(56,896)
Helen Hamlyn Trust	<u>90,900</u>	<u>(50,285)</u>	<u>40,615</u>
	<u>116,375</u>	<u>(132,656)</u>	<u>(16,281)</u>
TOTAL FUNDS	<u><u>210,842</u></u>	<u><u>(198,932)</u></u>	<u><u>11,910</u></u>

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2020**

10. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1/1/19 £	Net movement in funds £	Transfers between funds £	At 31/12/20 £
Unrestricted funds				
General fund	108,286	55,942	(43,162)	121,066
Restricted funds				
Global Giving	472	40	-	512
ICNT	13,734	(56,896)	43,162	-
INTO Foundation	12,226	-	-	12,226
Helen Hamlyn Trust	-	16,128	-	16,128
BC Cultural Protection Fund (Uganda)	-	29,839	-	29,839
BC Cultural Protection Fund (Petra)	-	(919)	-	(919)
American Express Conference support	-	13,078	-	13,078
1772 Foundation	-	8,511	-	8,511
	<u>26,432</u>	<u>9,781</u>	<u>43,162</u>	<u>79,375</u>
TOTAL FUNDS	<u><u>134,718</u></u>	<u><u>65,723</u></u>	<u><u>-</u></u>	<u><u>200,441</u></u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	221,964	(166,022)	55,942
Restricted funds			
Global Giving	1,166	(1,126)	40
ICNT	25,475	(82,371)	(56,896)
Helen Hamlyn Trust	162,920	(146,792)	16,128
British Council Cultural Protection Fund (Uganda)	57,634	(27,795)	29,839
British Council Cultural Protection Fund (Petra)	5,940	(6,859)	(919)
American Express Conference support project	19,300	(6,222)	13,078
1772 Foundation	8,511	-	8,511
	<u>280,946</u>	<u>(271,165)</u>	<u>9,781</u>
TOTAL FUNDS	<u><u>502,910</u></u>	<u><u>(437,187)</u></u>	<u><u>65,723</u></u>

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2020**

10. MOVEMENT IN FUNDS - continued

GlobalGiving is the crowdfunding platform used for INTO's 'Encourage African Youth to Embrace Their Heritage' in 2017. The project finished in 2018 but we still receive small donations (to INTO general funds) via GlobalGiving.

ICNT is the International Conference of National Trusts, INTO's biennial conference that brings together the global family of National Trusts and similar heritage organisations in different locations around the world.

The INTO Foundation was established with a gift from the late Rodney Davidson AO, a long-term supporter of INTO and the ICNT. Under the new governance structure, the INTO Foundation has been wound up and its assets transferred to the CIO.

The Helen Hamlyn Trust grant of £275,780 over three years is for a project entitled 'Capacity Building for the National Trust Ideal'. The grant supports three main aims: the appointment of a Deputy Secretary-General; the establishment of a new Technical Assistance Programme to help our member organisations grow, develop their campaigns and share best practice; and to increase INTO's profile amongst prospective members, partner organisations, supporters and opinion formers.

The 1772 Foundation is a US-based grant-giving body keen to help promote and learn from the National Trust approach, particularly as it pertains to stewarding both cultural and natural heritage. INTO has received a number of gifts from the 1772, including in 2020 £8,511 towards the Incubator.

The Cultural Protection Fund is managed by the British Council - the UK's international organisation for educational opportunities and cultural relations - in partnership with the Department for Digital, Culture, Media and Sport (DCMS). It aims to foster, safeguard and promote cultural heritage overseas. In 2020, it ran a special call for global heritage projects, which will use technology, skills development and community engagement to respond to the risk of climate change to heritage in East Africa. INTO was awarded £76,447 for protection against the impact of melting snow and flooding rivers on Uganda's Bakonzo and Alur communities due to global warming.

INTO was a partner in a second application to the British Council's Cultural Protection Fund together with the Petra National Trust. INTO's role was to develop and deliver a training programme for heritage practitioners in the region, for which we are scheduled to receive £9,330 from the Petra National Trust over the lifetime of the project.

Sustainability Tourism project - through a two-year grant, American Express is supporting INTO's research into the ways in which owners and stewards of National Trust properties have re-thought their relationships with the communities around them, and how their conservation and engagement ambitions have been enriched by that process. The research will serve as the foundation for an in-depth series of sessions at the INTO conferences in 2021 and 2022. The first grant of \$25,000 (£19,300) was received in 2020, via the Royal Oak Foundation in the United States, to whom we are grateful for facilitating the gift.

Transfer between funds. Transfers are made from unrestricted funds to restricted funds to cover any restricted funds in deficit.

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2020**

11. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 December 2020.