

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.

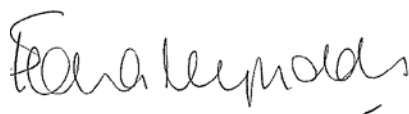
What stood out for me during 2020 was the strong desire to work together, learn from and help each other. Here at INTO we've been supporting our members throughout the pandemic: we even ran a special small grant scheme to cover costs associated specifically with coronavirus, like laptops, webinar accounts 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

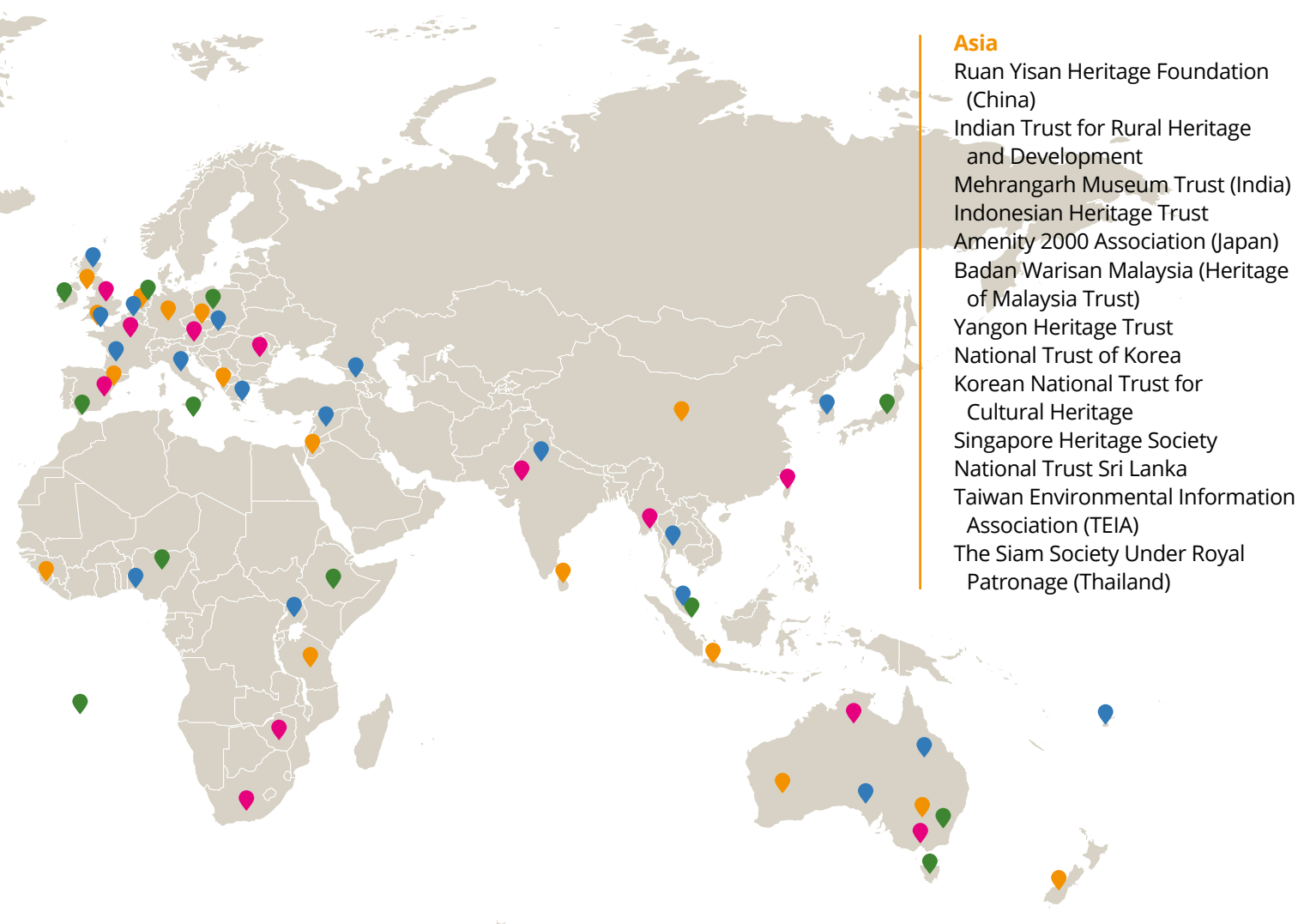
Cultural Heritage Without Borders (Albania)
 Bodenfreiheit – Verein zur Erhaltung von Freiraume (Austria)
 Herita (Belgium)
 Czech National Trust o.p.s.
 Friends of Czech Heritage
 National Trust (England, Wales and Northern Ireland)
 Europa Nostra
 Falkland Islands Museum and National Trust
 Union REMPART (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)



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

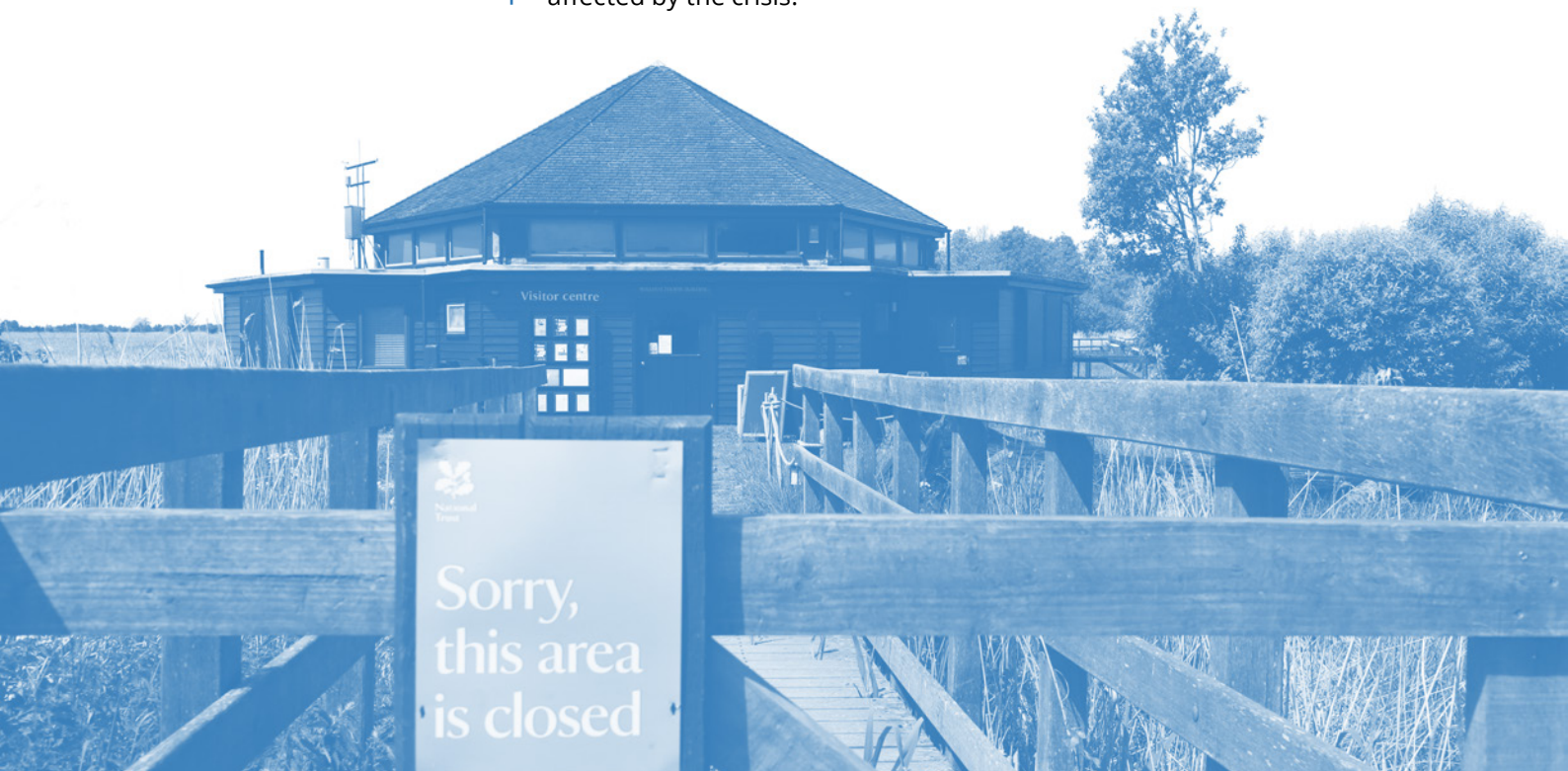
We began the year celebrating the National Trust (England, Wales, and Northern Ireland's) 125th anniversary. I found myself in Florida at the invitation of the Preservation Foundation of Palm Beach, which was marking its first 40 years. And my address highlighted how the Trust model, born in Victorian 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.

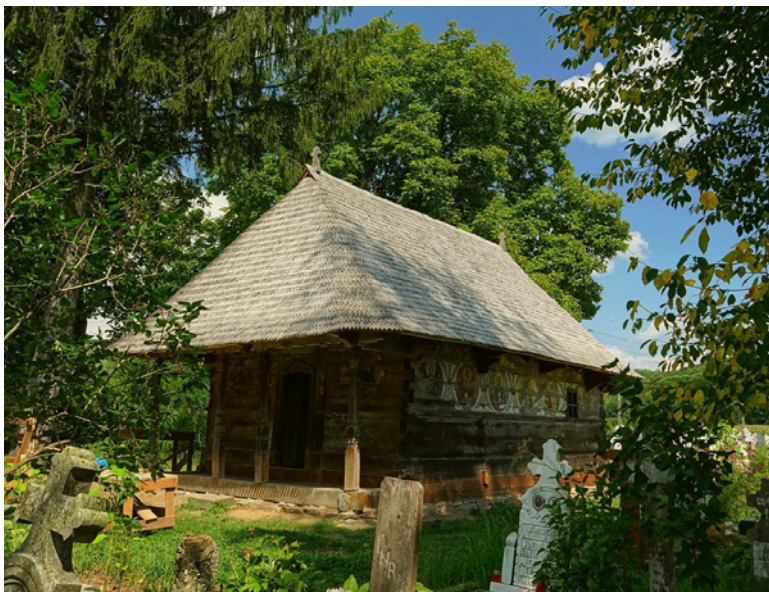


Conferences

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: Craigmarrach 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 difference 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.



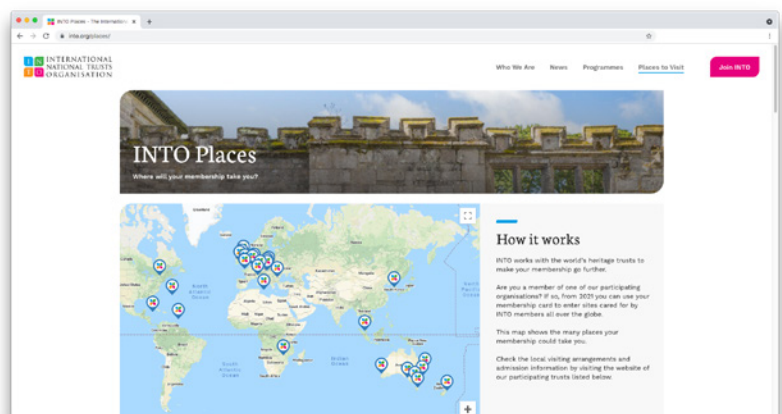
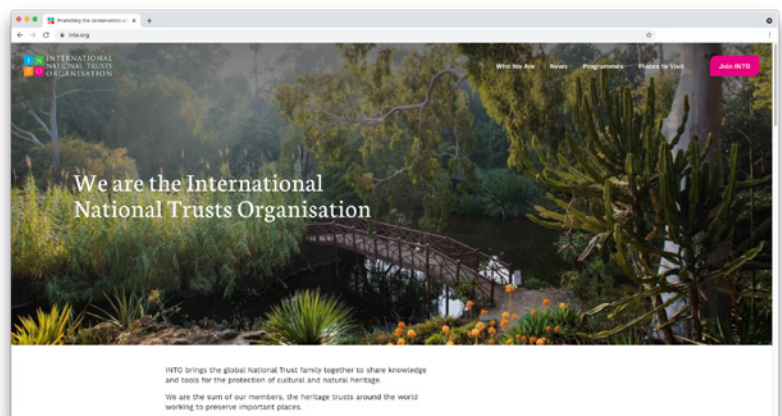
Communications

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 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."

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.

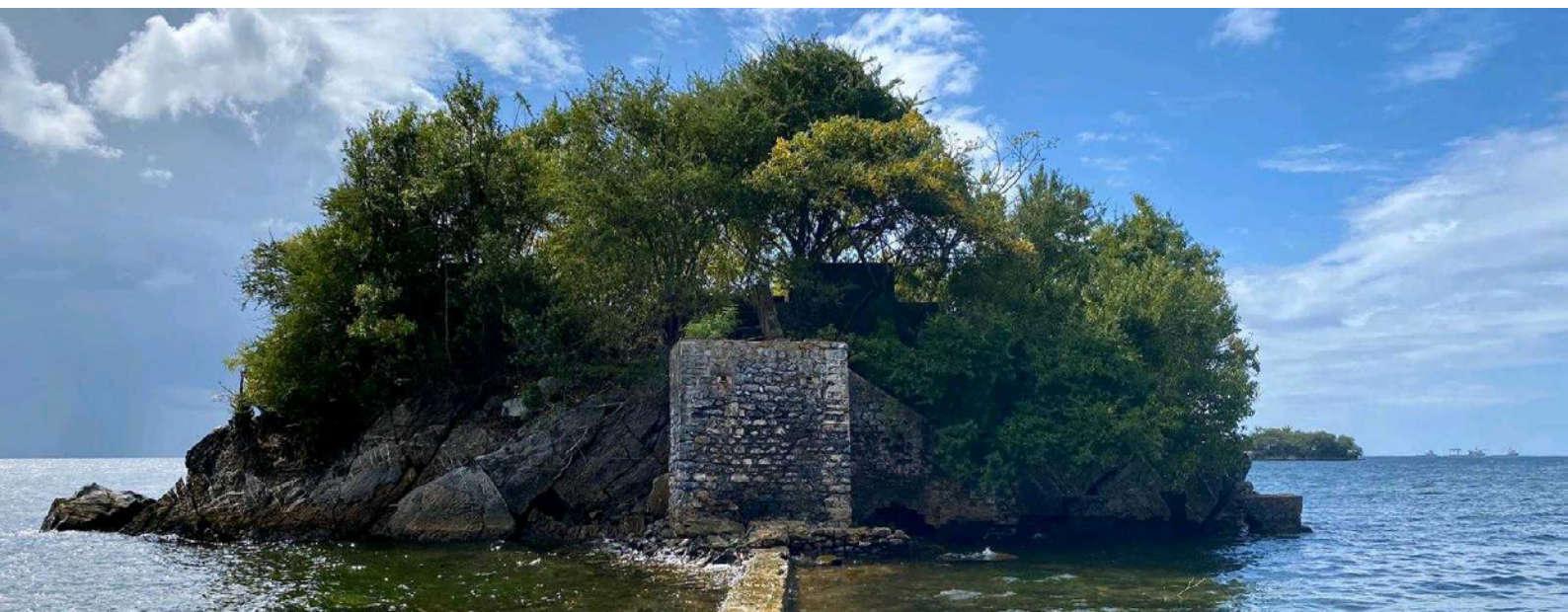
Webinars

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



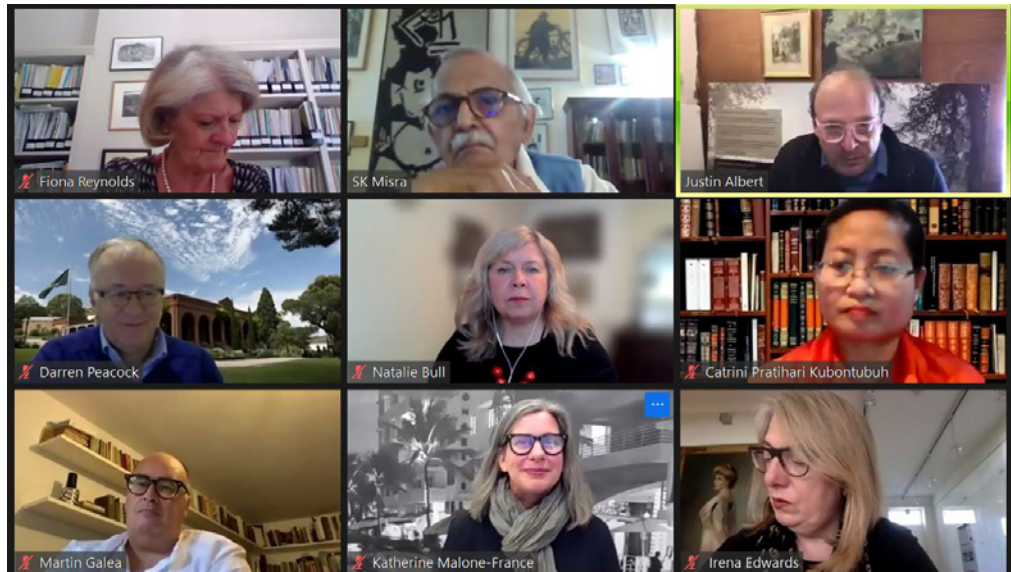
4 Strength

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.



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



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.

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

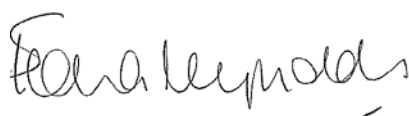
Full Financial Statements are available on bit.ly/INTOAccounts2020

			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).

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**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**

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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
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**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 'Fiona Reynolds'.

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
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**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 Freiräume (Austria)
Herita (Belgium)
Czech National Trust o.p.s.
Friends of Czech Heritage

**INTERNATIONAL NATIONAL TRUSTS
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**REPORT OF THE TRUSTEES
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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
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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.

**INTERNATIONAL NATIONAL TRUSTS
ORGANISATION**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2020**

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 Gjirokastrë, 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.

**INTERNATIONAL NATIONAL TRUSTS
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**REPORT OF THE TRUSTEES
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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

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2020

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 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.

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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.

**INTERNATIONAL NATIONAL TRUSTS
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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.

INTERNATIONAL NATIONAL TRUSTS ORGANISATION

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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
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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
		<u>93,315</u>	<u>53,313</u>	<u>146,628</u>	<u>134,718</u>
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					
		121,066	79,375	200,441	146,628
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
	<u> </u>	<u> </u>	<u> </u>
Total	66,276	132,656	198,932
	<u> </u>	<u> </u>	<u> </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
	<u> </u>	<u> </u>	<u> </u>
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	-	40,615	-	40,615
	<u>26,432</u>	<u>(16,281)</u>	<u>43,162</u>	<u>53,313</u>
TOTAL FUNDS	<u>134,718</u>	<u>11,910</u>	<u>-</u>	<u>146,628</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>210,842</u>	<u>(198,932)</u>	<u>11,910</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>134,718</u>	<u>65,723</u>	<u>-</u>	<u>200,441</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>502,910</u>	<u>(437,187)</u>	<u>65,723</u>

**INTERNATIONAL NATIONAL TRUSTS
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**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.