



INTERNATIONAL
NATIONAL TRUSTS
ORGANISATION

*International
National Trust
Organisation
Annual Review
for 2015*

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Chairman's message

The highlight of 2015 for me was not surprisingly the International Conference of National Trusts in my adopted home town of Cambridge. What a wonderful week that was! So many inspiring people, places and stories all coming together under the banner of the National Trust movement. And as I listened to delegates' concerns and successes, three themes began to emerge around which we are now focussing our activities and programming: Family, growth and voice.



Family: We are a family, and families share values and look after everyone. Everyone matters, small and large, and our job is to help them all do their very best work. We're also exploring what it means to be a member of the INTO family, such as membership benefits and how we use our brand and logo

Growth: Building global capacity for conservation is vitally important. The more people that share the values of heritage – of identity, memory, diversity, humanity – the more chance there is that protecting our heritage will become integral to our global society's future. Our growth strand encompasses growing the capacity of National Trusts (existing and new) as well as the growth of INTO.

Voice: Delegates at Cambridge urged INTO to speak up more loudly and more often on behalf of the National Trust movement. We will continue to develop the role and position of INTO and its members as the growing voice for heritage. We have already instigated a new annual message to coincide with World Heritage Day in April each year

And while it's tough, I do believe there's reason for hope. We are trusted organisations and people like what we do. We stand for the things that matter but money can't buy in a world which risks thinking the only things that matter are what money can buy.

Beauty, identity, cultural heritage, nature, landscapes – these are the things that make us human. Our organisations stand for these things and bring joy to millions of people.

I'm hugely enjoying my term as INTO Chairman. Together with the new Executive Committee, we stand on the shoulders of the giants who have gone before us. We will work hard for you as members of our partnership; a family where everyone matters.

A handwritten signature in black ink that reads "Fiona Reynolds". The signature is fluid and cursive, with a long horizontal stroke at the end.

Fiona Reynolds
Chairman

What is INTO?

INTO is an international network of National Trusts and similar non-governmental organisations, globally diverse but united by a shared commitment to conserving and sustaining our shared heritage – built and natural, tangible and intangible.

Through cooperation, coordination and comradeship between the international community of National Trusts, INTO works to develop and promote best conservation practices, increase the capacity of individual organisations, establish Trusts where they do not exist, and advocate in the interests of heritage conservation. Our objectives are:

- To foster international cooperation and coordination between National Trusts and like heritage organisations;
- To formulate and promote conservation best practices;
- To increase and enhance the capacity of individual National Trusts;
- To encourage the establishment and development of National Trusts and like heritage organisations where they do not presently exist;
- To pursue advocacy in the interests of conservation of cultural and natural heritage; and
- To advance the objectives of the Edinburgh Declaration for the Improved Protection of Cultural and Natural Heritage at the National and Local Levels.

- INTO Charter Article 2.2



World in Flowers at the 2015 ICNT, Anglesey Abbey

“Having INTO behind us has been crucial to the successful establishment of a Czech National Trust. INTO has added credibility to our project and we have been able to make good use of their contacts and expertise. They have provided ideas, funding, advice, a shoulder to cry on ... It is not unlike having a fairy godmother!”

Irena Edwards
Chairman of the Czech National Trust



2015 Highlights



The Yangon Heritage Trust, the Trustees of Reservations, Swedish Society of Public Parks and Gardens, Manx National Heritage and British Columbia's Raincoast Conservation Foundation became our newest members



INTO used the opportunity of the COP 21 talks in Paris to highlight the impacts of climate change on the inspirational and beautiful landscapes, buildings and cultural heritage cared for by our member organisations



In 2015, even more wonderful volunteers joined the Secretariat team, enabling us to better serve our member organisations (Fortunate Ddungu, left above with Sdenka Fuertes from Bolivia is our Assistant Webmaster)



We shared expertise and advice with colleagues in Gothenburg considering setting up a Swedish National Trust – and also with Georgia, Malaysia and Slovenia



Our IT team supported INTO members in South Africa and Zimbabwe with the development of much needed new websites



The International Conference of National Trusts in Cambridge provided an opportunity to re-envision the role of the global National Trust movement



This year we developed further opportunities for sharing best practices, advancing cutting-edge heritage conservation issues and strengthening new Trusts, including a lively webinar programme



The INTO 2015 Working Holidays programme was the biggest yet with projects taking place in a range of countries from France and Spain to China and Japan

Our Members

INTO Members are 'independent, non-governmental, charitable, educational, not-for-profit, membership-based or like organisations that have as a principal purpose the conservation, enhancement, or promotion of cultural or natural heritage' (INTO Charter Article 5.1). In 2015, INTO had 65 member organisations:

Africa and the Middle East

African Union of Conservationists
Cape Town Heritage Trust (South Africa)
Conservation Trust (South Africa)
Cross Cultural Foundation of Uganda
Hout Bay Heritage Trust (South Africa)
Trust for African Rock Art (TARA)
Zanzibar Stone Town Heritage Society
Zimbabwe National Trust



Europe

An Taisce The National Trust for Ireland
Conservatoire du Littoral (France)
Czech National Trust
Din l-Art Helwa, National Trust of Malta
Europa Nostra
Falkland Island Museum and National Trust
Fondo Ambiente Italiano (Italian National Trust)
Friends of Czech Heritage
Gelderland Trust
Herita (Belgium)
International Centre of the Roerichs (Russia)
Malta Nature Trust
Manx National Heritage
National Centre for Heritage Trusteeship (Russia)
National Trust for Guernsey
National Trust for Scotland
National Trust of England, Wales and Northern Ireland
National Trust of Jersey
National Trust of Slovakia
Portugese National Trust
Pro Patrimonio (Romanian National Trust)
St Helena National Trust
Swedish Society of Public Parks and Gardens
Tájak-Korok-Múzeumok Egyesület, Hungary
Tesouros de Galicia (Spain)
Union Rempart (France)



Images from top: National Trust of Guernsey personnel at Les Caches Farm; National Trust of Zimbabwe education project funded by an INTO Small Grant; Gelderland Trust staff showing Doorwerth Castle to British guests

Oceania and Australasia

National Trust of Australian Capital Territory
National Trust of South Australia
Australian Council of National Trusts
National Trust of Fiji
Heritage New Zealand Pouhere Taonga

The Americas, including the Caribbean

Barbados National Trust
Raincoast Conservation Foundation, Canada
Bermuda National Trust
Grenada National Trust
National Trust for Canada
National Trust for Historic Preservation (USA)
National Trust for Land and Culture BC, Canada
National Trust for the Cayman Islands
Montserrat National Trust
Saint Lucia National Trust
The Trustees of Reservations (USA)
Trinidad and Tobago National Trust

Asia

Amenity 2000 Association (Japan)
Calcutta Tercentenary Trust
Indian Trust for Rural Heritage and Development
Indonesian Heritage Trust (BPPI)
Korean National Trust for Cultural Heritage
Malaysian Heritage Trust
National Trust of Korea
National Trust of Sri Lanka
Ruan Yisan Heritage Foundation (China)
Siam Society (Thailand)
Sumatra Heritage Trust
Taiwan Environmental Information Association
Taiwan National Trust
Yangon Heritage Trust



Images from top: Zanzibar Stone Town Heritage Society; Vermont, a property of the Bermuda National Trust; Dora Hsu of the Taiwan Environmental Information Association speaking at an NGO fair.

We aim to ensure that our decision-making process is a democratic one and to make the most of our members' specific skills and enthusiasm. We welcome and value their involvement. Some INTO members offer free entry to their properties upon production of a valid membership card from another National Trust. Most INTO member organisations offer at least a 50% reduction on admission fees and where they do not have properties open to the public can provide other services, such as reduced price heritage walks or assistance with travel plans. Please contact the National Trust in the country you intend to visit or the INTO Secretariat for further information.

Secretary-General's Report

2015 was another excellent year for INTO. Our role is to bring people together to share best practices and inspiration, to strengthen existing organisations and empower communities seeking to develop new Trust-like organisations. And we have done all of that in spades this year!



From providing opportunities for National Trust members across the globe to connect and feel part of a worldwide heritage movement through our working holidays and supporter benefits programmes to connecting individual Trusts with shared interests; from our continued support of the Czech National Trust (including helping secure the donation of land around their pilot project site) to advising on new Trusts in Georgia, Malaysia and Slovenia; from developing web-based case studies and 'how to' guides to supplying experts to provide more bespoke advice, INTO is the leading voice on the work and philosophy of National Trusts around the world.

We set out with a two-year strategy to increase the impact of the National Trust movement by providing an effective global focal point and supportive framework for advocacy and the worldwide growth of National Trusts. Our work is organised under five sub-strategies, which are summarised below.

Collaborate: Provide high value network opportunities to share best practices, to advance cutting-edge heritage conservation issues, and to strengthen newly-conceived and/or established Trusts in the global south.

Advocate: Lead a high-impact, goal-focused advocacy programme to address heritage conservation issues critical to INTO's membership.

Communicate: Inspire and engage the members of INTO and the supporters of its member organisations through a focused and robust 21st century communication effort.

Organisational Strength: Articulate and advance an agenda for a high efficiency/high effectiveness organisational culture for INTO.

Financial Strength: Build a financially stable INTO that maintains existing - and attracts new - resources, establishes an appropriately scaled fundraising effort, and provides strong financial oversight.

As this Report shows, we are making considerable strides towards these objectives, particularly around providing opportunities for our members to connect with other INTO members, or indeed to benefit from the experience and knowledge of our Secretariat team and Expert Network.

In September 2015, Simon Molesworth completed his term as INTO Chairman. We are hugely grateful for his leadership from the early days of our organisation and thank him for all he has done for INTO and for the wider conservation movement over many years. He has left a great legacy for the future.

We also thank our member organisations, supporters and volunteers without whom our achievements this year would not have been possible. We are particularly grateful to our Trustees, Executive Committee, Amicus donors and Secretariat team.

Thanks to you we ended the year stronger than ever and confident about our future. Here's to many more!

Catherine Leonard

Catherine Leonard
Secretary-General

Images: INTO Secretary-General and Secretary at the Winter Drinks; Delegates on the final day of the ICNT in Cambridge



Collaborate ...

We held our biennial conference, the International Conference of National Trusts (ICNT) in Cambridge from 7-11 September 2015, kindly co-hosted by the National Trust of England, Wales and Northern Ireland (NTEWNI).

With the theme, *Common threads; Different patterns*, the 16th ICNT set out to explore the question ‘what is the role and purpose of the National Trust movement in the 21st Century?’

“One-Hundred and twenty years after the establishment of the National Trust, the movement returns to the UK to draw on experience and lessons not only from our work here, but from across the world, and to develop new strategies and tools to combat the forces of globalisation, economic volatility and development that we face in the 21st Century.” *Ben Cowell, Director of the East of England, National Trust*

This was the first time the Trusts of the world had met in England since 1986 and things have changed a lot over the past 30 years, including the establishment of INTO.

INTO’s role is to make the National Trust movement greater than the

sum of its parts by providing a global focal point through which the movement, from every corner of the earth, comes together and works together. The ICNT provides the space for this to happen in real time and it was wonderful to see so many of INTO’s 65 member organisations and other delegates from across the world in Cambridge.

Participation at ICNT offers vital access to information, experience and resources enabling delegates to bring back new learning, which can be transformational for their organisation and country.

Feedback has shown that the ICNT helps Trusts (particularly the far flung and burgeoning ones) to feel part of an international movement and provides the opportunity to build partnerships with other Trusts.

Thanks are due to our sponsors, especially those who enabled attendance from such a wide range of countries, including American Express, the Helen Hamlyn Trust and the Headley Trust.

The ICNT has been bringing together the National Trusts of the world since the 1970s and is very much at the heart of our movement but it is not the only way for our members to collaborate.



“The ICNT gave much impetus to us here in Slovenia to go ahead and push for the eventual establishing of a National Trust for Slovenial. INTO’s inspiration, input and experience will be very beneficial in convincing our potential members and the local policy makers that such a Trust could be instrumental in managing our heritage.”

Jaro Ješe, Kultura-Natura Slovenija

As the year of two coastal celebrations: the golden jubilee of the NTEWNI’s Neptune Coastline Campaign and forty years of the Conservatoire du Littoral (CdL), the coast featured highly in 2015 and was the subject of our first networking event of the year. (Other popular webinars included the use of drones in conservation and beginners’ social media.)

At the end of September Oliver Maurice spent 2 days at the Meeting of European and Mediterranean Coastal Agencies and the Coast Day Celebration at the invitation of the CdL. It was an excellent opportunity to network, and to spread the word about INTO. Dame Helen Ghosh was also there and signed an MOU between the NTEWNI and CdL. Continuing the coast theme, we also joined a coalition of NGOs (including RSPB, Birdlife International, IUCN and Greenpeace) calling, successfully, for the designation of large-scale marine reserves in three British Overseas Territories.

2015 also marked the fiftieth anniversary of Din L’Art Helwa and the seventy-fifth of the Gelderland Trust. We were thrilled that Simon Molesworth was able to spend some time in Malta marking the occasion with Din L’Art Helwa and contributing to numerous discussions about environmental, planning and heritage issues with politicians, officials and Trust members.

Catherine Leonard attended similar celebrations in Gelderland. It was a wonderful opportunity to visit some of the Trust's properties and meet supporters and stakeholders. The seminar was well attended and included speeches by Dame Helen Ghosh as well as the President of the German NRW-Foundation - another group that has been inspired by the National Trust model and also celebrating their 30th anniversary in 2015!

Under Julie Thompson's leadership, the INTO Working Holidays programme celebrated its fifth year with a five-fold increase in the number of holidays since its inception. This programme brings volunteering opportunities to a much larger audience and increases the international profile of INTO members. Most holidays are a sell-out as a result.

We brought together all the documents and resources referenced during the Cambridge Conference into our ICNT Toolkit or Knowledge Base that allows INTO members to seek information and answers about best practices. The Toolkit will grow over time and become a valuable resource to members everywhere, but especially emerging Trusts. The ICNT was also an opportunity to strengthen collaboration across the INTO regional groupings.

Working Holiday organised by Pro Patrimônio, the Romanian National Trust, on learning blacksmithing & traditional crafts





ICNT debate on the threats to global heritage, Cambridge 2015

At the beginning of February INTO delegates joined a workshop hosted by the Union of Concerned Scientists and the National Trust for Historic Preservation in Pocantico, New York. The objective was to develop recommendations and priorities for policies and actions to respond to the impacts of rapid climate change on the United States' cultural heritage resources.

Catherine Leonard attended the European Heritage Alliance 3.3 meeting convened by Europa Nostra in Brussels in February and took the opportunity to connect with other cultural networks, as well as with

staff from the European Commission. As a result, Catherine was invited to contribute to a EU-funded 'Brainstorming Session' on Participatory Governance in Cultural Heritage later in the year.

In March, we released a statement on behalf of the global National Trust movement about the destruction of irreplaceable and universally significant cultural heritage in Iraq: We condemned the actions of ISIS in the strongest possible terms and called upon the civilised world to join us in speaking out against the destruction of our global

cultural heritage, which is a clear crime against all humanity: generations past, present and future.

In Cambridge, building on information collected by the National Trust for Scotland on how the global heritage landscape has changed since the 2003 Edinburgh ICNT, we involved our membership in a debate over the threats to global heritage, which we will develop over the coming months.

Our members' experience of a variety of issues from heritage-led urban revitalisation to the impacts of climate change on cultural and natural heritage can make a positive contribution and can highlight what is unique and special about the National Trust approach in order to influence decision makers in all aspects of policy making.

We were able to build on the

Pocantico workshop and discussions in Cambridge by sending a small team to COP 21 in Paris. Our presence and contribution showed INTO as an influential and valuable partner, providing added value to our member organisations with an interest in the COP negotiations and allowing our members to be represented at the event.

“At a conference with around 50,000 delegates and nearly 100,000 public attendees, one wonders whether an individual's voice will be heard above the chorus. However, there is no doubt that the voice of INTO was heard – loud and clear. Attendance at COP21 was immensely beneficial for INTO and INTO Farms and will have great benefit for the organisation and member Trusts over the coming years.



The signing of the Paris Agreement marked a moment in history where the world came together with a sense of shared purpose and responsibility for tackling climate change. And although now is a time to celebrate and feel proud of our achievements, the work doesn't stop here. It is up to INTO and member organisations to do what we do best – Innovate, share our stories, and work together to enhance the tangible and intangible assets of this world.”

Anika Molesworth, INTO Farms

Our thanks to Anika who contributed so well to the delegation during the two weeks; Andrew Potts of US/ICOMOS for organising the excellent Side Event and follow up with UNESCO; and to Keith Jones for his invaluable contribution as a practitioner and advocate for renewable energy.

Our Membership Director visited Stockholm from 25 - 28 March as the guest of the Swedish Society for Public Parks and Gardens (SSPPG). Oliver gave several talks about the work of the National Trust and INTO, promoting the idea of a National Trust for Sweden.

During his visit he saw three magnificent gardens all belonging to members of SSPPG who subsequently applied to join INTO as a Candidate member with a plan to form a National Trust for Sweden within 3 years.

INTO supported the Lake District National Park Authority with their nomination for World Heritage Site status by providing a summary of the history of the NT movement, its birth in the Lake District and how it has gone on to germinate National Trusts all around the world that now come together through INTO.

We continue to collaborate with international heritage organisations and colleagues from Europa Nostra, IIC - International Institute for Conservation of Artistic and Historic Works, International Land Conservation Network, UK Overseas Territories Conservation Forum, Bat Conservation International and Birdlife International, all of whom attended the Cambridge ICNT.

Catherine participated in the first Congress of the new International Land Conservation Network in Berlin alongside a large group of professionals working in the field (literally!). It was a great two days with a real buzz of positivity and creativity in the room. There was also much for INTO to learn from this new network, as well as a number of potential new members.

We have been backing the National Trust of South Australia's campaign to save Martindale Hall for the nation. We sent a letter of support from the INTO Chairman and also shared this with HRH The Prince of Wales prior to his visit to Australia.

Communicate ...

We all know how important it is for us to communicate effectively with our members (hub and spoke model) and provide effective communications between our members (internet model).

The National Trust for Jersey
September 2015

Love Plémont

Objective
The Love Plémont project has resulted in the safeguarding of a 11.3 acres of coastal headland located in the north west of Jersey, the Channel Islands. The site is of considerable strategic, landscape importance, archaeological significance and is adjacent to the last remaining colony of puffins on the Islands.
Plémont had been plagued with the development of a series of holiday camps from 1936 onwards and from when such holidays were illegal, the site became vulnerable to redevelopment proposals commencing with an application in 1998 for 117 residential units. In January 2000 The National Trust for Jersey (NTJ) began campaigning for the site to be "returned to nature".

Special points of interest:
NTJ not compromise your key objective
We focused on generating community engagement across the island
Partnership with government worked up with the right partners
Heads to work with a media partner to help raise profile
The public campaign resonated thanks to providing an excellent connection with supporters
"Have you got it from NTJ yet?"

Approach
During NTJ's campaign NTJ worked extensively with volunteers, local politicians, corporate sponsors, local media and other conservation bodies. Effective stakeholder engagement resulted in the submission of a 60,000 signature petition to the Chief Minister of the States in Jersey in 2006 calling for the site to be acquired for the benefit of the Islands and, in 2009, a demonstration was held in St. Omer's Bay whereby 7,000 people joined hands to form "a line in the sand" to halt inappropriate development on Jersey's coastline. This provided the stimulus for the subsequent creation of Jersey's Coastal National Park.
As well as organising the petition and demonstration, in 2006 NTJ launched a Coastline Campaign, sponsored by HSBC, which was promoted through a series of walks, talks and specially commissioned film entitled Wild North, Wild West and Wild East. The puffin was used as a logo for the Coastline campaign as Plémont is the only location in Jersey where a small population of 4 to 8 pairs regularly nest.
In 2012 the Trust launched Love Plémont in order to support a proposition being brought to the States of Jersey to acquire the site. The campaign encouraged local residents to send "heart-shaped cards" to their local politicians urging them to support the proposition. This was backed up by a Love Plémont website page, social media, car stickers, email and letter writing.
Although the proposition failed by one vote, the campaign provided a firm foundation for a successful subsequent bid in 2014.

INTERNATIONAL NATIONAL TRUSTS ORGANISATION
Plémont
NATIONAL TRUST FOR JERSEY

Our goals in 2015, on which we made steady progress, were to:

Research: Develop an evidence base demonstrating where and how NTs have made a difference

Articulate: Create inspirational resources to share our expertise & experience using 21st century communications techniques

Partner: Collaborate with organisations that share a common cause to achieve agreed goals

Influence: Lead targeted campaigns focussed on addressing issues critical to the NT movement

Resource: Increase capacity for INTO communications

As mentioned previously, we have been using multiple tools and media to communicate with our members and supporters. We have also used traditional methods such as publications, talks and press releases.

Oliver Maurice wrote a preface for a booklet produced by our members the Taiwan Environmental Information Association (TEIA) on the establishment of an Environmental Trust. Since his visit in 2010 when he was invited to speak at a meeting of government officials to advocate for the establishment of such a trust, TEIA has been working towards this goal and has now

環境信託
給大地一個永恆的承諾

1. What & Why
2. How
3. Case
4. Now in Taiwan

acquired its first property. The booklet (below right) features a number of case studies including one about INTO itself and some from our members. It was funded by an INTO Small Grant.

Secretariat volunteer John Martin has begun a series of case studies showing how INTO has made a difference to Trusts including the Czech Republic, Fiji, Jersey, Spain and Taiwan. These have been shared with our members and supporters in the Knowledge Base.

The INTO IT team has created a new website for the National Trust of Zimbabwe, which was turned over to the NTZ volunteer team in the first week of March. The NTZ is now responsible for their own content with INTO volunteers remaining involved for training and system support. We also built the basic framework for a new website for the Hout Bay Heritage Trust.

The Cambridge ICNT provided an excellent opportunity to position INTO at the centre of the global National Trust movement.

Catherine spent time with the National Trust of Guernsey team during a lecture tour around the UK and then returned to address their AGM in the autumn, which was featured in the local press.

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speakingup.com

SECRETARY PRESS

Number 20 October 2014

Speaking up for heritage

...it's what Catherine Leonard does every day in her role as secretary general of the International National Trusts Association. Now she wants the protectors of our own island heritage to raise their voices too, discovers **Martyn Teicher**



MEMBER OF the International National Trusts Association, Catherine Leonard is a woman who has spent her life protecting and promoting heritage. As secretary general of the INTA, she works to ensure that the voices of National Trusts across the world are heard. In this article, she shares her insights on the importance of heritage and how we can all contribute to its preservation.

What is INTO?

THE INTERNATIONAL National Trusts Association (INTA) is a global organization of National Trusts and other heritage organizations. It was founded in 1985 and has since grown to include over 100 member organizations in more than 50 countries. INTO's mission is to promote the protection and management of natural and cultural heritage for the benefit of present and future generations.

With a strong background in heritage, she worked on the INTA's European programme and was instrumental in the development of the European Heritage Convention. She has also been involved in the development of the INTA's Global Heritage Programme, which aims to promote the protection and management of heritage in all parts of the world.

She is currently working on the development of the INTA's Global Heritage Programme, which aims to promote the protection and management of heritage in all parts of the world. She is also working on the development of the INTA's Global Heritage Programme, which aims to promote the protection and management of heritage in all parts of the world.

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speakingup.com

SECRETARY PRESS

Number 20 October 2014



Operation Neptune

'The National Trust in England, Wales and Northern Ireland is enormous. It's a huge business with an annual turnover of half a billion pounds, but nobody knows all the answers and it has as much to learn from the smaller ones as they do from it'

Operation Neptune

DURING her years with the National Trust, Catherine Leonard has been involved in a number of major projects. One of the most significant was Operation Neptune, a major initiative to improve the management of the Trust's properties. This involved a comprehensive review of the Trust's operations and the implementation of a new system of management. The project was a huge success and has resulted in a number of improvements to the Trust's properties and services.

She is currently working on the development of the INTA's Global Heritage Programme, which aims to promote the protection and management of heritage in all parts of the world. She is also working on the development of the INTA's Global Heritage Programme, which aims to promote the protection and management of heritage in all parts of the world.

Organisational Strength ...

The first of our two more internally-focussed strategies is all about resilience and improving our business processes.

We have made progress on reviewing INTO governance arrangements which we will be enacting in 2016.



Another new member is the Trustees of Reservations, the oldest National Trust!

We prepared a new member growth strategy which takes a much more proactive approach to attracting Trusts not yet part of our network. One of our newest INTO members is the Yangon Heritage Trust (YHT), with whom we have been collaborating in the ASEF Heritage Cities project, amongst other things. INTO adviser Peter Mitchell visited them on a private visit to Burma in January.

Building capacity of the Secretariat is a constant driver and we welcomed several new volunteers in 2015.

Dora Hsu from the TEIA volunteered in the INTO office whilst on a study visit to the UK prior to the Conference. Her focus was the Conference Toolkit, as well as building capacity for the Asia-Pacific Regional Group and even visiting INTO members the Conservatoire du Littoral in France!

Putri Sasongko, BPPI Member, also volunteered with us after the Conference and spent three months developing our social media presence, managing the design, production and distribution of a series of promotional postcards and helping to organise our Winter Drinks.

Alice Macaire is leading our work building a network of advisers through the UK Foreign Office's Diplomatic Service Families Association (DSFA). The idea is that spouses of British diplomats help us identify 'national trust' like organisations, introduce us and act as continuing contact points. By the end of 2015, we were connected with people in places as diverse as Sierra Leone, South Africa, Bahrain, China, Tanzania and Quebec who have offered to act as 'ambassadors' for INTO.

Financial Strength ...

Reinforcing the previous strategy, our activity under this strand aims to improve budgetary oversight and increase financial sustainability.

Membership fees remain our most consistent source of income. Jackie Hunt manages our membership renewals and has developed a system to keep this timely and efficient.

We are deeply grateful to all our Amicus who make regular personal donations towards INTO's work, particularly as this is often a gift made with little expectation of return benefit.

We invited our INTO Amicus to a 'thank you' event in London on 14 December. There was a distinctly Indonesian feel to the evening as we also sought to spread the word about ICNT 2017, taking place in Bali, 11-15 September. The evening was full of the sights, sounds and tastes of Bali thanks to Putri, whose friends

provided Indonesian artwork and music to accompany the wonderful Asian food.

Our fundraising effort in 2015 was particularly focussed on the Cambridge ICNT and we were pleased to have raised £31,000 in grants towards the conference, added to the generous commitment of £40,000 from the NTEWNI for travel bursaries.

One new area of potential revenue is a pilot project offering 'beyond the velvet rope' holidays, hosted by INTO member organisations: An exclusive trip which raises awareness, revenue and potentially volunteering for the host Trust (the pilot being with the Barbados National Trust) and local economies; some income for INTO; potential engagement of new supporters through the positive buzz of supporting an overseas National Trust while on vacation abroad.



INTO Winter Drinks, December 2015

Report of the Directors

The Directors are pleased to present their Annual Report together with the consolidated Financial Statements of the charity for the year ending 31 December 2015 which are also prepared to meet the requirements for a Directors' Report and Accounts for Companies Act purposes. The Directors who served during the period are as follows:

Justin Albert

David J Brown

Emily Drani - from September 2015

Irena Edwards (Secretary) - from September 2015

Michaela Kubikova

SK Misra

Simon Molesworth AO QC (Chairman) - until September 2015

Fiona Reynolds - from September 2015

Martin Scicluna - until September 2015

Sarah Staniforth (Secretary) - until September 2015

William Turner CM (Vice Chairman) - until September 2015

William White

Robin Yarrow- until September 2015

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

Structure, governance and management

INTO is registered and regulated under UK law as a company limited by guarantee (No 06718966) and as a charity (No 1128224). It is governed by its Memorandum and Articles of Association, registered on 7 October 2008, and referenced by the INTO Charter, endorsed in Delhi on 3 December 2007. These documents are available on the INTO website. The members of the company are the Directors as detailed on page 2 of the Memorandum of Association. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

The INTO member organisations are part of the wider advisory body known as the INTO Charter Organisation, which meets every two years in person, appoints the INTO Executive Committee members and is governed by the INTO Charter.

For the year ended 2015 the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies. No members have required that the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006. The Directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts. These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

Organisation

The INTO Directors meet annually. They are supported and advised by the INTO Charter Executive Committee, representing the INTO Congress. The Executive Committee and Secretariat meet regularly by teleconference (and once a year in person), 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 Simon Molesworth, and since September 2015 by Fiona Reynolds.

The National Trust of England, Wales and Northern Ireland was appointed host of the Secretariat and employs a Head of the INTO Secretariat who manages the day-to-day operations of the charity. To facilitate effective operations, the Head of the INTO Secretariat delegates activity to a team of volunteer directors for operational matters.

INTO Charter Executive Committee members in 2015 (in addition to the Directors):

Terry Levinthal (National Trust for Scotland)

Luciano Mule'Stagno (Din L'Art Helwa, National Trust of Malta)

Catrini Pratihari Kubontubuh (Indonesian Heritage Trust)

Bishnu Tulsie (Saint Lucia National Trust)

Appointment of Directors

As set out in its Articles, the INTO Charity seeks and considers, but is not bound to follow, advice and recommendations that might be received from the INTO Charter Executive Committee regarding persons considered to be desirable candidates to be appointed a Director.

Risk Management

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

Objectives and Activities

The object of the Charity is to promote the conservation and enhancement of the natural and cultural heritage of all nations for the benefit of the people of the world.

In shaping our objectives and planning our activities for the year, the Directors have considered the Charity Commission's guidance on public benefit. The financial statements have been prepared in accordance with IAS/IFRS; the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006; the Charities Act 1993; the revised statement of Recommended Practice ('SORP 2005'), 'Accounting and Reporting by Charities', published in March 2005; and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008). The principal accounting policies of the charity are set out in the Notes to the Financial Statements below.

The financial statements that follow were approved by the Directors on 16 September 2016 and signed on their behalf by Dame Fiona Reynolds DBE, Chairman of INTO.

Statement of Financial Activities for the Year ended 31 December 2015

		2015	2015	2015	2014
	Note	General Funds	Restricted Funds	Total Funds	Total Funds
Income Resources					
Subscriptions received		28,373		28,373	29,824
Grants and donations	3	2,113	31,356	33,469	7,729
Total Incoming Resources		30,486	31,356	61,842	37,553
Resources expended					
	4				
Special conferences and projects			24,007	24,007	0
Small Grants awarded			1,214	1,214	2,730
Cost of generating funds and charitable activities		27,003		27,003	26,719
Total Resources Expended		27,003	25,221	52,224	29,449
Net income		3,483	6,135	9,618	8,104

There are no recognised gains and losses other than as stated above. All of the results above relate to continuing activities.

Balance Sheet As At 31st December 2015

		2015		2014
Current Assets				
Debtors		1,529		6,930
Cash at Bank		45,492		65,092
		66,621		52,422
Less Creditors falling due within one year	7	20,482		15,901
Net Current Assets		46,139		36,521
Reserves				
	8			
Unrestricted General Fund			26,276	22,793
Restricted Funds			7,262	0
ICNT				
INTO Foundation			12,226	12,226
Small Grants Programme			375	1,502
			46,139	36,521

For the year ended 31st December 2015 the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies. No members have required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006. The directors acknowledge their responsibility for complying with the requirements of the Act with respect to accounting records and for the preparation of accounts. These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies regime. These accounts have been prepared in accordance with IAS/IFRS.

Notes to the Statement of Financial Activities for the year ended 31 December 2015

1. Basis of accounting

The accounts have been prepared under the historical cost convention and in accordance with the Financial Reporting Standard for Smaller Entities effective April 2008.

Accounting period covered by this report

This report deals with the financial activities of INTO for the year ended 31st December 2015.

Incoming Resources

All incoming resources are included in the Statement of Financial Activities when the Charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Resources Expended

Expenditure is included on an accruals basis, inclusive of any Value Added Tax which cannot be recovered, and is recognised when there is a legal or constructive obligation to pay.

(a) Cost of generating funds includes costs of generating voluntary income.

(b) Governance costs are those incurred in connection with the administration of the charity and compliance with constitutional and statutory requirements.

Funds

Unrestricted funds are those funds for use at the discretion of the directors in furtherance of the general objectives of the Charity. Restricted funds are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes.

Foreign Exchange

Assets and liabilities held in foreign currency are translated to sterling at the exchange rate ruling upon receipt. Income and expenditure in foreign currency are translated to sterling at the exchange rate ruling at that time.

2. Cash flow statement

The size of the Charity is such that it is not required to present a cash flow statement.

3. Donations

During 2015, INTO received a donation from the Hamlyn Trust of £10,000, a donation from the Headley Trust of £5,000 and a donation from the Amex Foundation of £16,000. All of these donations were granted to the International Conference of National Trusts (ICNT) held in Cambridge UK.

4. Resources Expended

Unrestricted funds

	2015	2014
Cost of promotion	160	2,110
Meetings, communication and travel costs	6,099	3,973
Insurance	516	602
Salary and expenses	20,146	19,547
Loss on exchange	0	0
Bank interest and charges	82	167
Subscriptions	0	320
	27,003	26,719

Restricted funds

International Conference of National Trusts (ICNT)	24,007	0
Small Grants Programme	1,214	2,730
	25,221	2,730

5. Staff numbers and costs

There was one employee during the year.

Salary	17,986	17,451
Social Security costs	2,160	2,096
	20,146	19,547

6. Taxation

The Charity has no liability to Corporation Tax for the year.

7. Creditors falling due within one year

Amount owing to The National Trust of England, Wales and Northern Ireland	20,482	15,901
Other creditors	0	0
	20,482	15,901

8. Reserves

At 1st January 2015	22,793	13,169
Net income for the year	3,483	9,624
	26,276	22,793

Signed, 16 September 2016



Dame Fiona Reynolds DBE, Chairmān of INTO

Support INTO

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 the INTO Small Grants Programme. If you would like to get involved in any of our programmes either as a supporter, volunteer or member, please contact us at the address below.



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