



I N INTERNATIONAL
T O NATIONAL TRUSTS
ORGANISATION

BUSINESS PLAN 2018-2020

What is INTO

The International National Trusts Organisation, or INTO, is the umbrella body for the worldwide family of National Trusts which come together to share experience, ideas and resources; to grow the capacity of existing trusts and establish new trusts in countries where they don't currently exist; and to be a global voice for matters of common concern.

Over the last ten years INTO has made significant progress against its driving mission to 'promote the conservation and enhancement of the natural and cultural heritage of all nations for the benefit of the people of the world'.

There is still a way to go and we do not underestimate the challenges to achieving this vision. INTO is not able to achieve this alone. But by drawing on the combined experience, talents and resources of the worldwide National Trust movement and our global partners and supporters, we can contribute to achieving this outcome.

“By joining INTO, you are effectively employing a new team member, one with a wide range of experience and expertise to help your organisation grow and flourish.”

Martin Scicluna
Din l'Art Helwa, National Trust of Malta

76 Trusts in
more than **50**
countries
representing
over **8** million
people

5 conferences
in **4** continents
involving over
700 delegates
from more than
70 countries

120 working
parties bringing
much needed
volunteer power
to INTO member
projects

4 new Trusts
established and
9 transformative
small grants
awarded

Cover images: With the Regent of Gianyar at the opening of the Bali Conference, Participants in the INTO Africa project, a party of volunteers restoring a mosaic in Romania and presenting an award to the National Trust for Historic Preservation

Why INTO is important now

There have been many changes and developments in the heritage environment over INTO's first ten years, including reduction in government support for heritage, growth of civil society organisations, and the new challenges posed by migration, changing demographics and other societal trends.

When we asked INTO member organisations what they saw as the greatest threat to heritage, the response was surprising. We had expected climate change, war and conflict, bad planning or even tourism to be on the list. But there was one resounding and clear answer from them - apathy on behalf of both governments and people.

INTO members are the canaries in the coal mine. From Fiji to South Korea and Canada to Uganda, our local National Trusts see every day and at first hand the effects of these threats. And yet many of them are tiny organisations. Dedicated and passionate, big on ambition and hope,

they are often struggling with limited funding, insufficient political support and a lack of public awareness.

The danger is clear. Unless we act and work towards significantly changing public and official attitudes to heritage then, largely through neglect and apathy, we risk letting a large proportion of our built and natural heritage disappear.

In our 2018-2020 strategy, INTO sets out how we will increase awareness of the social, spiritual and economic value of heritage sites across the globe. By committing to a long-term strategy that both highlights the benefits of a thriving heritage sector and provides innovative capacity building assistance to countries and territories, INTO will enable its members to extend their outreach and tackle the very real threats on the ground.

We believe that with international support, local empowerment and joined up working we can make a difference.

“Beauty, identity, cultural heritage, nature, landscapes - these are the things that make us human. Our organisations stand for these things that bring joy to millions of people. The more people share these values, the more chance there is that protecting our heritage will become integral to our global society’s future.”



Entrusted to the nation by a donor in 1950, the future of Martindale Hall, South Australia, came under threat as the local government decided to sell it off to a property developer. Inspired by their visit to Wimpole Hall during the 2015 ICNT, the National Trust of South Australia put together a plan to develop it into a heritage-based tourism attraction.



Since the 1930s, the coast at Plémont had been scarred with the development of a series of holiday camps. When such holidays went into decline the site became vulnerable to redevelopment proposals commencing with an application in 1998 for 117 residential units. The National Trust for Jersey successfully campaigned for the site to be “returned to nature” and Plémont came under its ownership in 2014.



Malaysian Independence was proclaimed in 1957 at the Merdeka Stadium in Kuala Lumpur. Etched on the psyche of all Malaysians, it was nearly demolished in the 1990s. INTO members, Badan Warisan Malaysia were able to help save Merdeka as part of a public-private partnership, which today holds sporting events and concerts alongside “The Road to Nationhood” museum.



Sdenka Fuertes, a young Bolivian architect, received death threats when trying to save and protect the Bickenbach country house in Cochabamba. Built in the Moorish style, the house and its garden setting became neglected and at risk of redevelopment. After a lengthy and menacing battle, the Bolivian Society for Historical Studies, Heritage and Restoration lobbied for the house to be expropriated and put to cultural use for the benefit of the city.

INTO's 2018-2020 Business Plan

The National Trusts of the world care about special places, protecting them for ever and for everyone. Together as INTO, they unite people in their concern for heritage and make the National Trust movement greater than the sum of its parts.

Our key objective for 2018-2020 is to 'increase the impact of the National Trust movement by providing an effective global focal point and supportive framework for the worldwide growth of National Trusts and similar heritage organisations'.

Drawing on ten years' practical experience, our strategic direction is grounded in three overarching principles: Family, growth and voice.

Firstly, we are passionate believers in the transformative power of international collaboration and we are prioritising programmes which enable the sharing of experience, expertise and resources across the INTO Family.

Whether at our biennial conference (like the *Bali ICNT* pictured above right) or through joint ventures like the "Encourage African youth to embrace their heritage" project or this year's exchange between the National Trusts of Canada and Australia, our individual and joint ventures build the impact of the conservation and heritage movement across the globe.



Secondly, we understand the need for institution building to engage the public and private sectors in growing global capacity for heritage conservation.

Our Small Grants Programme has supported awareness-raising on Bunce Island, Sierra Leone; sending a volunteer heritage adviser to the National Trust of Fiji; and the National Trust of Slovakia's rebranding exercise. We have helped establish new Trusts in the Czech Republic (*opening their first property, below*), Portugal and Georgia and are in similar discussions with partners from Slovenia to South Africa; Thailand to Taiwan; Germany to Galicia.





Finally, we believe in the importance of speaking out and raising our collective voice.

INTO's State of Global Heritage Report, presented by INTO Chairman, Fiona Reynolds on World Heritage Day (*above*), highlighted five primary threats to our global heritage: poor planning, climate change, war

and conflict, insufficient funding and lack of public awareness. The last, which manifests itself in apathy and indifference, is by far the greatest threat.

INTO also supports its members' influencing campaigns, such as in Malta, Uganda and Saint Lucia.

There is a fourth strategy too, around strengthening INTO as an organisation. The Business Plan 2018-2020 focusses on growing our internal capacity: From a lean mean Secretariat fuelled by passion, determination and donation into a properly resourced executive capable of delivering this plan.



Oliver Maurice, our Hon Director of Membership and Advocacy, speaking at an event at COP 23 with The Rt Hon Claire Perry MP, Minister of State at the Department for Business, Energy and Industrial Strategy. Catherine Leonard, INTO Secretary-General addressing the 2nd Caribbean Conference of National Trusts in Port of Spain, Trinidad.

Family: Delivering services & building the brand

Today there are heritage trusts in countries and territories ranging from Australia, Bermuda and China all the way through the alphabet to Trinidad and Tobago, Yangon City and Zimbabwe. With more than 70 member organisations, we need to focus on what holds us together and to develop our global brand and visibility.

In the 2018-2020 period, INTO will build on its successful track record of transferring knowledge and expertise from more established Trusts to the smaller, younger ones.

Our members are always happy to share their experience but resource constraints at home can limit the assistance they are able to offer. By building INTO's capacity to provide opportunities for them to collaborate, we can better support our members in the achievement of their goals.

This means an increase in Secretariat staffing and a 'war chest' of funding and other support to call upon, through our new Technical Assistance Programme (TAP-INTO), as well as more tools and resources like the INTO Handbook.

We will invest more in our Regional Groups, INTO Youth and other focus groups. We will continue to grow our existing successful programmes such as the biennial International Conference of National Trusts (ICNT), working holidays and the mentoring pilot.

Our vision for future ICNTs is as 'an unmissable event that INTO members are proud to attend and take part in, and which showcases to the world what is unique and special about the National Trust approach whilst providing excellent learning opportunities for our member organisations'.

INTO emphasises what is special about the National Trust approach and helps build the brand nationally and internationally. Our 2018-2020 Strategy focuses on developing INTO's identity and key messages. We will also draw more on the wisdom of the INTO family to crowdsource solutions to shared challenges, test these through TAP-INTO and showcase the results.



Delegates at the International Conference of National Trusts in Bali

Growth: Developing capacity in the NT sector

The very recent establishment of National Trusts in the Czech Republic, Georgia, Portugal and Yangon, and discussions about similar processes in Malaysia, Slovenia, Thailand and Uganda show that the National Trust approach, born in Victorian England and built on community engagement and sustainability, is viewed by many as an important model.

Linked to Family above, our 2018-2020 goals under the Growth strategy are to mobilise our combined expertise and resources towards developing the technical, business and operational capacities of our Candidate and other smallest Trusts, through our Technical Assistance Programme (TAP-INTO).

INTO's support will typically include advisory visits, strategic planning and training in technical areas like membership growth, communications,

internet and social media technology, volunteering and engaging new audiences.

INTO has an ambitious membership target for 2020 of 100 members. Over the course of the plan we will therefore be developing our membership benefits package to help us deliver our membership growth strategy. We will also expand our successful Small Grants Programme with outside funding.

TAP-INTO will also enable us to respond quickly to groups seeking to establish a National Trust, thereby growing the movement reactively. We will aim to be more proactive in growing the INTO network by using our Voice strand to catalyse conditions that would make it easier to establish a Trust. Growth will also be achieved through more alliances with complementary international networks.



In 2017, we facilitated a valuable exchange between the National Trust of Canada and the National Trusts of Australia. In 2016 we began advising a group seeking to establish a National Trust in Thailand.

Voice: INTO as a global thought-leader

In seeking to counter the threats outlined above and to achieve our goal of establishing more and better functioning Trusts, INTO is uniquely positioned as the leading authority on the work and philosophy of National Trusts around the world.

Indeed INTO is the only organisation that represents the interests of the National Trust movement at the global level.

In 2018-2020, we will develop a credible evidence base underpinned by data, research and learning to support our advocacy work. This will enhance INTO's ability to influence and strengthen the enabling environment for heritage conservation, to work with governments and international institutions to improve policy and practice, and to help create favourable conditions for heritage trusts.

Building on our successful World Heritage Day Lectures, we plan to develop messages and policy papers in collaboration with our members, which we will share more regularly with the media.

INTO will develop a Biennial Survey of Excellence to showcase the work of our members.

We will continue to support our members' individual national campaigning and influencing activities, whilst also acting as a combined voice for the whole membership on specific global issues such as climate change and sustainable development.

Voice is also about raising INTO's global profile in line with our new Communications Strategy and 'INTO Ambassadors' programme.

“INTO serves as an indispensable resource for sharing information, best practices, inspiration and encouragement among National Trusts and like-minded non-governmental organisations. It takes the aspirations, visions and missions of the individual Trusts and leverages those on the global stage.”

Strength: Building a strong organisation

Over the course of 2018-2020, INTO will continue to build internal capacity to ensure that we remain relevant, ambitious and resilient. We will do that by developing our strong people culture, diversifying sources of income and improving our communications. We will complete the final steps of our governance review.

The Strength themes that cut across all four Strategies are People, Communications, TAP-INTO and Funding:

People: Over the past ten years, INTO's operations have grown in scale and impact. We have seen a concomitant increase in complexity as our membership has more than trebled and our programme and activities increased. These developments have taken place in the context of enhanced accountability

with the new governance structure, and improved delegation to both regional groups and a disbursed volunteer team.

Our goal is to grow the Secretariat team from its present one part-time paid member of staff to two in 2018, and three by 2020. Additional members of staff will focus on communications and fundraising. We will also identify some new Secretariat volunteers and will also strive to capitalise on the amazing experience, knowledge and generosity of the existing leaders of this great movement.

Finding, retaining and developing talented and committed people throughout our operations and creating an environment that empowers them to perform and deliver is another objective.



INTO volunteer Directors being thanked by our Secretary-General

We plan to grow a small group of very high-level ‘INTO Ambassadors’ to help us raise our profile among key stakeholders as well as current and emerging audiences, including major donors. By harnessing the influence of charismatic individuals who are willing to help us, we also hope to speak out more often and more loudly on global conservation issues.



Mary Robinson with delegates at our International Conference of National Trusts in Dublin

We will continue to extend our Amicus programme, the wonderful group of individuals who generously support INTO’s work with regular donations.

Communications: INTO aims to be more strategic in its communication positioning and implementation. Central to this will be the development and delivery of a targeted, organisation-wide communications strategy that clearly articulates INTO’s identity, values and uniqueness.

This integrated approach will facilitate engagement with increasing numbers of prospective members, partner organisations and supporters.

At the same time, improved internal communications will better connect INTO’s global network of members, volunteers and staff, embedding knowledge management and shared learning. Investment in systems will create increasingly robust structures for use in fundraising and development initiatives.

TAP-INTO: Our Technical Assistance Programme brings together elements of INTO’s more tailored support over the past ten years such as the help given to Candidate members to grow into fully-fledged National Trusts (such as the Czech National Trust); our Expert Network of advisers (like INTO volunteer Maggie Morgan providing detailed advice and on-going support to the

National Trust for Jersey) and tech solutions we have provided (to the Zimbabwe National Trust for their website, for example).

The idea behind TAP-INTO is to have sufficient capacity to support new National Trusts that want to form as quickly as possible and to help get our smallest Trusts properly established with fantastic processes, resources and governance. Initially funded by grants and mobilising the expertise of our larger members (the benefit to them being staff development and the opportunity to showcase their experience), we will explore the idea of selling expertise more commercially as our track record and reputation builds.



The first property of the newest National Trust (of Georgia) in Tbilisi

A plan will be developed for each organisation, co-ordinated by a member of the Secretariat, drawing on the skills and expertise of the whole INTO membership. By giving a geographical focus to our capacity building, we hope to be able to make a more demonstrable difference on the ground, while also providing a learning space for both INTO and its member organisations.

Linked to the above, an area where we see INTO making a real difference is in administrative and communications systems.

INTO members around the globe are crying out for technical support, training, even access to such systems. In turn these facilities would make global mentoring and communications between members much more practical and frequent, sustaining the movement between face-to-face collaborations at events like the ICNT.

This investment by INTO would involve dedicated support and training staff, group purchases of software and facilities (such as the GoToWebinar system, membership management software and safe hosting facilities). This programme would be ongoing and would ensure that INTO member organisations make optimum use of the latest in safe, reliable administrative and communications facilities.

Funding model: Our aim is to deliver sustainable resourcing that responds directly to INTO and its members' needs; nurtures existing mutually beneficial relationships with members, supporters, partners and constituencies; and enables expansion.

While membership fees will remain a vital and stable foundation, specific strategies will be used to mobilise three different sources of funding – domestic and international – for the National Trust movement: grants, major donors and corporate sponsorship.

We will also build on the generous contribution of the National Trust for England, Wales and Northern

Ireland, which from March 2017 committed significant additional support to INTO. This covers the Secretary-General's salary and expenses, as well as funding for bilateral exchange projects for three years.

A blended model for project financing will see us participating in funding bids that contribute to our strategic aims. We also plan to extend our funding base through selling expertise and other services outside the INTO family and developing an increasingly sustainable earned-income model, drawing on our technical expertise, innovative solutions and proven best practices.

Working holiday collaboration project between INTO's French members Union Rempart and the Ruan Yisan Heritage Foundation in China © Union Rempart



2018-2020 Budget

EXPENDITURE	2018	2019* (ICNT year)	2020
Salaries			
Secretary-General salary and expenses	£57,000	£59,000	£60,000
Administrator	£5,000	£8,000	£18,000
Development Officer**	£45,000	£47,000	£50,000
Administration			
Communications and outreach	£10,000	£10,000	£10,000
INTO website and systems development	£14,000	£11,000	£5,000
Membership growth	£2,000	£3,500	£5,000
Governance and Board meetings	£8,500	£5,000	£8,500
Insurance and bank charges	£1,000	£1,100	£1,225
Legal expenses	£2,000	£1,500	£1,000
INTO Ambassadors and major donor programme			
Cultivation**	£20,000	£20,000	£20,000
Advocacy development and research**	£12,000	£13,000	£14,000
Opinion former meetings**	£12,000	£12,000	£12,000
Programmes			
TAP-INTO (Technical Assistance Programme)**	£15,000	£25,000	£30,000
Working holidays development	£2,000	£2,500	£3,000
International Conference of National Trusts (ICNT)	£15,000	£20,000	£10,000
Biennial Survey of Excellence	£2,500	-	£2,500
Mentoring Programme	£2,000	£3,000	£5,000
Regional, INTO Youth and other Focus Groups	£7,000	£7,000	£7,000
Other membership services not specified above	£5,000	£5,000	£5,000
INNOCASTLE Project (EU Interreg)	£31,630	£62,129	£22,000
25% match funding for INNOCASTLE	£7,908	£15,532	£5,500
Total	£276,538	£331,261	£294,725
INCOME			
	2018	2019	2020
Membership fees	£47,000	£58,000	£67,000
National Trust (England, Wales and Northern Ireland)	£80,000	£71,000	£23,500
Helen Hamlyn Trust**	£100,000	£100,000	£100,000
Major donors and events	£5,000	£15,000	£30,000
Other trusts, foundations and corporates	£15,000	£30,000	£50,000
INNOCASTLE project	£31,630	£62,129	£22,000
Earned income	-	-	£10,000
Total	£278,630	£336,129	£302,500

** These elements are associated with our proposal to the Helen Hamlyn Trust and could not happen otherwise

The International National Trusts Organisation (INTO) is a non-profit organisation registered as a limited company in England and Wales (No 06718966) and a registered charity (No 1128224). Our registered address is 20 Grosvenor Gardens, London SW1W 0DH, UK