



INTERNATIONAL
NATIONAL TRUSTS
ORGANISATION



INCUBATOR PROGRAMME

#GROWINGNEWTRUSTS

WELCOME TO THE INTO INCUBATOR



A LETTER FROM OUR SECRETARY-GENERAL CATHERINE LEONARD

Welcome to the INTO Incubator! We look forward to working alongside you as you begin your journey with us.

INTO is the umbrella body for the worldwide family of national trusts which come together to:

- share experience, ideas and resources
- grow the capacity of existing trusts
- establish new trusts in countries where they don't currently exist, and
- be a global voice for matters of common concern.

Today there are trusts in countries and territories ranging from Australia and Bermuda all the way through the alphabet to Yangon City and Zimbabwe. With more than 80 member organisations, INTO is the leading authority on the work and philosophy of national trusts globally.

Last year, we began a capacity building programme generously funded by the Helen Hamlyn Trust. Our aim is to accelerate the establishment

and growth of national trusts, and to communicate their value more widely. Thus, with additional support from the 1772 Foundation, we launched our Incubator programme. **1**

You'll be working together 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?

But perhaps more importantly it will connect you to people around the world who share your aspirations. We cannot do this alone and there is huge value in collaboration, connectivity and learning together.

Which is why we will be introducing you to more newly established INTO members. The National Trust of England, Wales and Northern Ireland has acquired much wisdom over its 125-year history. But it is the experience of our younger trusts who have been through it all more recently, that will be valuable as you set off on your own journey.

You have a busy week ahead, but one we hope will be inspirational, enjoyable and the beginning of a successful transformation. On completion, you will automatically become members of INTO and continue to benefit from all the resources that membership offers.

So, a warm welcome to INTO and our Incubator from me. We look forward to hearing about your progress when we meet again in a year's time at INTO Antwerp 2021. Good luck!

Catherine Leonard

WHAT TO EXPECT

- The Incubator is a workshop not a course. Expect to be learning actively, led by your own interests and strategic goals.
- Opportunities to reflect on your organisation's strategic planning. Please complete the pre-programme task on page 6 before you arrive.
- Keep a record of your learning that will inform your strategic development as an organisation.
- Go outside and get into the action! Come dressed for all types of weather in the UK. See our full kit list on page 7.
- Opportunities to take some time out and reflect on your organisation's strategic direction in an uninterrupted way. Your accommodation is residential and cloistered with plenty of space to think.
- Meet people in the sector from the UK and around the globe. Refer to our participant list to see other organisations coming to the Incubator. Find this on pages 8-10.
- Support from the INTO team in achieving your objectives for the programme. Our contact details are included on page 10.



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TIMETABLE

The following is a schedule for the Incubator. Please make note of the kit list for what you will need each day.

DAY 1 SUNDAY

TIME	ACTIVITY	WHERE
UNTIL 16:00	<p>ARRIVAL IN UK</p> <p>Travel to RAU ready for the programme.</p> <p>Taxis provided by INTO from London or Bristol.</p>	<p>Royal Agricultural University (RAU)</p> <p>Stroud Rd, Cirencester, GL7 6JS</p>
16:00 - 19:00	<p>ARRIVE AT RAU</p> <p>Meet the INTO team & settle in.</p>	
19:00 - 21:00	<p>DINNER</p> <p>Informal talk from Dame Fiona Reynolds on the National Trust ethos and what to expect from the Incubator.</p>	RAU Dining room

DAY 2 MONDAY

WHAT YOU'LL NEED:

Outdoor clothing, sturdy footwear, umbrella, workbook, pens and paper, camera.

TIME	ACTIVITY	WHERE
7:30 - 9:00	<p>BREAKFAST</p>	RAU (Dining room)
09:00 - 9:30	<p>WORD OF WELCOME</p> <p>An introduction to the INTO team and the shape of the programme.</p>	RAU Classroom (Frank Garner 02)

DAY 2 MONDAY

3

TIME	ACTIVITY	WHERE
9:30 - 10:45	<p>PRESENTATIONS FROM PARTICIPANTS</p> <p>5 minute introductions to each participating organisation.</p>	
10:45 - 11:00	<p>COFFEE BREAK</p>	
11:00 - 12:00	<p>PRESENTATIONS FROM PARTICIPANTS</p> <p>5 minute introductions to each participating organisation.</p>	RAU Classroom (Frank Garner 02)
12:00 - 12:45	<p>TRANSFER TO FIRST SITE VISIT</p>	Newark Park Wooten-under-Edge
12:45 - 14:00	<p>LUNCH</p>	
14:00 - 16:30	<p>125 YEARS INTO THE FUTURE</p> <p>Site visit to Newark Park. A tour of site & an opportunity to talk to site staff and volunteers.</p> <p>Themes:</p> <ul style="list-style-type: none"> - Volunteering - Property management - Rangers and conservation - Partnership models <p>Read more about Newark Park here.</p>	Newark park Wooten-under-Edge
16:30 - 17:30	<p>TRANSFER BACK TO RAU</p>	
17:30 - 18:15	<p>FRESHEN UP</p>	RAU
18:15 - 18:30	<p>TRANSFER TO DINNER VENUE</p>	
18:30 - 21:00	<p>DINNER</p> <p>Hosted by Dame Fiona Reynolds</p>	Cirencester
21:00 - 21:15	<p>TRANSFER BACK TO RAU</p>	RAU

DAY 3 TUESDAY

WHAT YOU'LL NEED:

Outdoor clothing, sturdy footwear, umbrella, workbook, pens and paper, camera.

TIME	ACTIVITY	WHERE
07:30 - 8:30	BREAKFAST	RAU (Dining room)
8:30 - 9:30	TRANSFER TO SITE VISIT	Avebury, Wiltshire
9:30 - 12:30	125 YEARS INTO THE FUTURE Site visit to Avebury Tour of site & opportunity to talk to site staff and volunteers. Themes: - Engaging with local communities - Legacies - Commercial activity - Bottom - up interpretation	
12:30 - 14:00	LUNCH	Avebury Circles Restaurant
14:00 - 16:00	ASK AN EXPERT Meet senior National Trust figures Themes: - Governance - Communicating the importance of heritage - Advocacy towards government - Volunteering - Business models - Interpretation	Avebury Tea Room
16:00 - 17:00	TRANSFER BACK TO RAU	
17:00 - 18:00	PLENARY Reflecting on the first two days.	RAU
18:00	FREE EVENING	Cirencester

DAY 4 WEDNESDAY

4

WHAT YOU'LL NEED:

Outdoor clothing, sturdy footwear, umbrella, workbook, pens and paper, camera.

TIME	ACTIVITY	WHERE
07:30 - 9:30	BREAKFAST	RAU (Dining room)
9:30 - 10:30	INTRODUCTION TO DAYS 3&4 Identify key themes from days 1&2	RAU Classroom
10:30 - 11:30	MANY WAYS TO DO THE SAME THING: What does an INTO member look like?	
11:30 - 12:30	INTERNATIONAL INSPIRATION Case studies from around the world	
12:30 - 14:00	LUNCH	
14:00 - 15:00	GLOBAL GOVERNANCE Presentations from existing INTO members. The diversity of governance models within the INTO membership	RAU Classroom
15:00 - 16:30	PANEL DISCUSSION: 'Innovating within the model' joined by representatives of existing INTO members.	
16:30 - 17:30	PLENARY	
17:30 - 19:00	FREE TIME	CIRENCESTER
19:00 - 21:00	DINNER	RAU (Dining room)

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DAY 5 THURSDAY

WHAT YOU'LL NEED:

Workbook, pens and paper, camera, celebration clothes

TIME	ACTIVITY	WHERE
07:30 - 9:30	BREAKFAST	RAU (Dining room)
9:30 - 10:15	FUNDING MODELS: What categories are you? <ul style="list-style-type: none"> Public funding Private funding Grants Membership Property visits / use 	RAU Classroom
10:15 - 10:30	COFFEE BREAK	
10:30 - 12:30	HERITAGE SURGERY SESSION: Peer-to-peer problem solving.	
12:30 - 13:30	LUNCH	RAU Dining hall
13:30 - 14:00	FRESHEN UP	
14:00 - 14:45	TRANSFER TO AFTERNOON VENUE	
14:45 - 17:45	AN ENGLISH HIGH TEA A celebratory afternoon tea. Presentation of certificates and speeches from National Trust Director-General Hilary Mcgrady and INTO Chairman Fiona Reynolds.	Lodge Park Aldsworth
17:45 - 18:30	TRANSFER to RAU	Cirencester
18:30 - onwards	FREE EVENING	

DAY 6 FRIDAY

WHAT YOU'LL NEED:

Workbook, pens and paper, camera.

TIME	ACTIVITY	WHERE
07:30 - 9:00	BREAKFAST	RAU Dining Room
9:30 - 10:00	PLENARY Lessons from the Incubator: your personal takeaways from the week's workshop.	RAU Bathurst Lounge and Dining Room
10:00 - 12:00	LOOKING AT THE YEAR AHEAD: What is next: strategic planning and implementation.	
12:00 - 14:30	EXTENDED LUNCH Visit to Cirencester market.	Cirencester
14:30 - 15:30	NEXT STEPS: A LOOK AT INTO How can I make the most of membership?	RAU Bathurst Lounge and Dining Room
15:30 - 17:00	CLOSING PLENARY Final reflections and future plans.	
19:00 - 21:00	DINNER	Venue TBC

DAY 7 SATURDAY

TIME	ACTIVITY	WHERE
7:30 - 9:00	BREAKFAST	RAU Dining Room
09:00 - onwards	DEPARTURES FROM RAU Speak to the INTO team about onward journeys. Taxis provided to Bristol and London airports	

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BEFORE ARRIVING...

Think back to your application and motivations for attending the Incubator. Reflect and make notes on the following:

Why are you interested in the programme?

What do you feel you have to learn from the National Trust model?

What is your organisational vision and how does it relate to the questions above?

What is your existing strategic plan and how do you hope the Incubator will influence the current strategy?

What does your organisation hope to achieve in the next three years?

What is your organisation's first priority for the next twelve months?



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ACCOMMODATION AT THE RAU



WHERE:

Royal Agricultural University

Stroud Rd
Cirencester
GL7 6JS

[Find a map of the site here.](#)

ABOUT:

The Royal Agricultural University (RAU) is a prominent institution in agricultural education and has been an important presence in the land-based sector for 175 years. Based in Cirencester Gloucestershire, the University is home to 1000 students gaining a leading education in land-based subjects.



ABOUT YOUR ROOM:

Single room for visiting lecturer
(with a single bed)
Private en suite bathroom
Situation in the Main Building
([map figure no.6 here](#)).

ALSO ON CAMPUS:

- A small shop for amenities
- 24 hour security
- A restaurant with options for all dietary needs.

KIT LIST

7

WHAT TO BRING:

- Comfortable clothes, our workshop days will be informal.
- Outdoor clothes.
- Shoes that can get muddy.
- Celebration clothes.
- Pens and paper.
- A scarf, gloves and hat for cold weather.
- Enough cash for two dinners and a lunch.
- A UK plug adapter - [see here](#).
- A camera.



A NOTE ON DRESS-CODE:

The National Trust is a practical organisation and we will spend a lot of time outside. There will be a celebration event on the Thursday afternoon. Otherwise, the dress code for the programme will be very informal. Please bring clothes that you are comfortable in.

WHAT WILL THE WEATHER BE LIKE?

We just don't know. British weather is notoriously unpredictable. Check the forecast before you leave, but be prepared to experience anything from snow, rain, fog to brilliant sunshine in one week!

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PARTICIPANT LIST

Click on the logo to visit each organisation's website



arché

Irina Leca - Vice President

ARCHÉ - Romania

Record contact details for Irina:

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.....

Anna-Paula Johnson - Project Leader

Ax:son Johnson Foundation - Sweden

Record contact details for Anna-Paula:

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.....



Adisa Dzino Suta - Executive Director

Cultural Heritage Without Borders BiH

Record contact details for Adisa:

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.....

Mirian Bllaci - Program Manager

Cultural Heritage Without Borders Albania

Record contact details for Mirian:

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NoI Bikinaj - Deputy Director

Cultural Heritage Without Borders Kosovo

Record contact details for NoI:

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Omniya Abel Barr - Project Manager

Egypt Heritage Rescue Foundation

Record contact details for Omniya:

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Silvia Martiniz Rocher - International Affairs Assistant

Fundem Enrique Montoliu

Record contact details for Silvia:

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Evelyn Thompson - Conservator

Jamaica National Heritage Trust

Record contact details for Evelyn:

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.....



PARTICIPANT LIST



Claire Montado - Chief Executive
Gibraltar Heritage Trust

Record contact details for Claire:

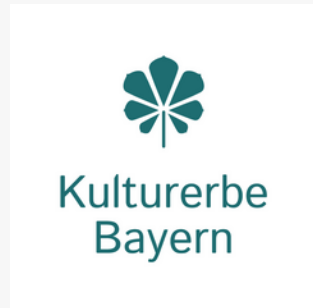
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Queen Quet - Chieftess

Gullah/Geechee Sea Island Coalition - USA

Record contact details for Queen Quet:

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.....



Rudolf Himpsl - Executive Director
Kulterbe Bayern - Germany

Record contact details for Rudolf:

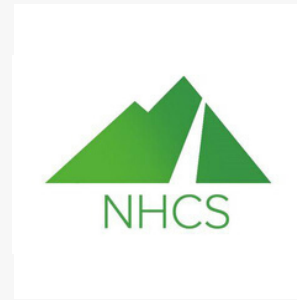
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Slavko Mežek - President

Kultura Natura - Slovenia

Record contact details for Slavko:

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Pauline Ngunjiri - Executive Director
Nevis Historical and Conservation Society

Record contact details for Pauline:

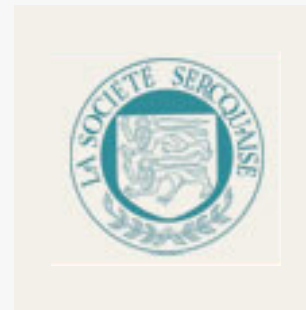
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Abdullah Abu Rumman - Executive Director

Petra National Trust - Jordan

Record contact details for Abdullah:

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Christopher Beaumont - Seigneur of Sark
La Société Sercquoise - Sark

Record contact details for Christopher:

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Ai Lin Chua - Executive Director

Singapore Heritage Society

Record contact details for Ai Lin:

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PARTICIPANT LIST

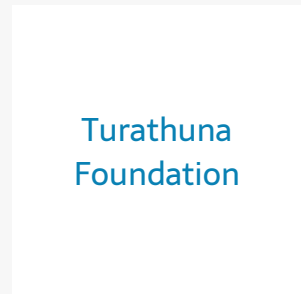
Clifford Rosa - Chairman

Stichting Rancho - Aruba

Record contact details for Clifford:



.....
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Lama Abboud - General Director

Turathuna Foundation - Syria

Record contact details for Lama:

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Artem Demidov - Chairman of central council

VOOPIK - Russia

Record contact details for Artem:



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.....



Przemysław Nocuń - Chairman

Association Ducal Tower in Siedlęcin - Poland

Record contact details for Przemysław:

.....
.....

KEY CONTACTS

If you need to reach the team when in the UK, use the details below.

FIRST POINT OF CONTACT

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BACK UP CONTACT

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Secretary-General of INTO

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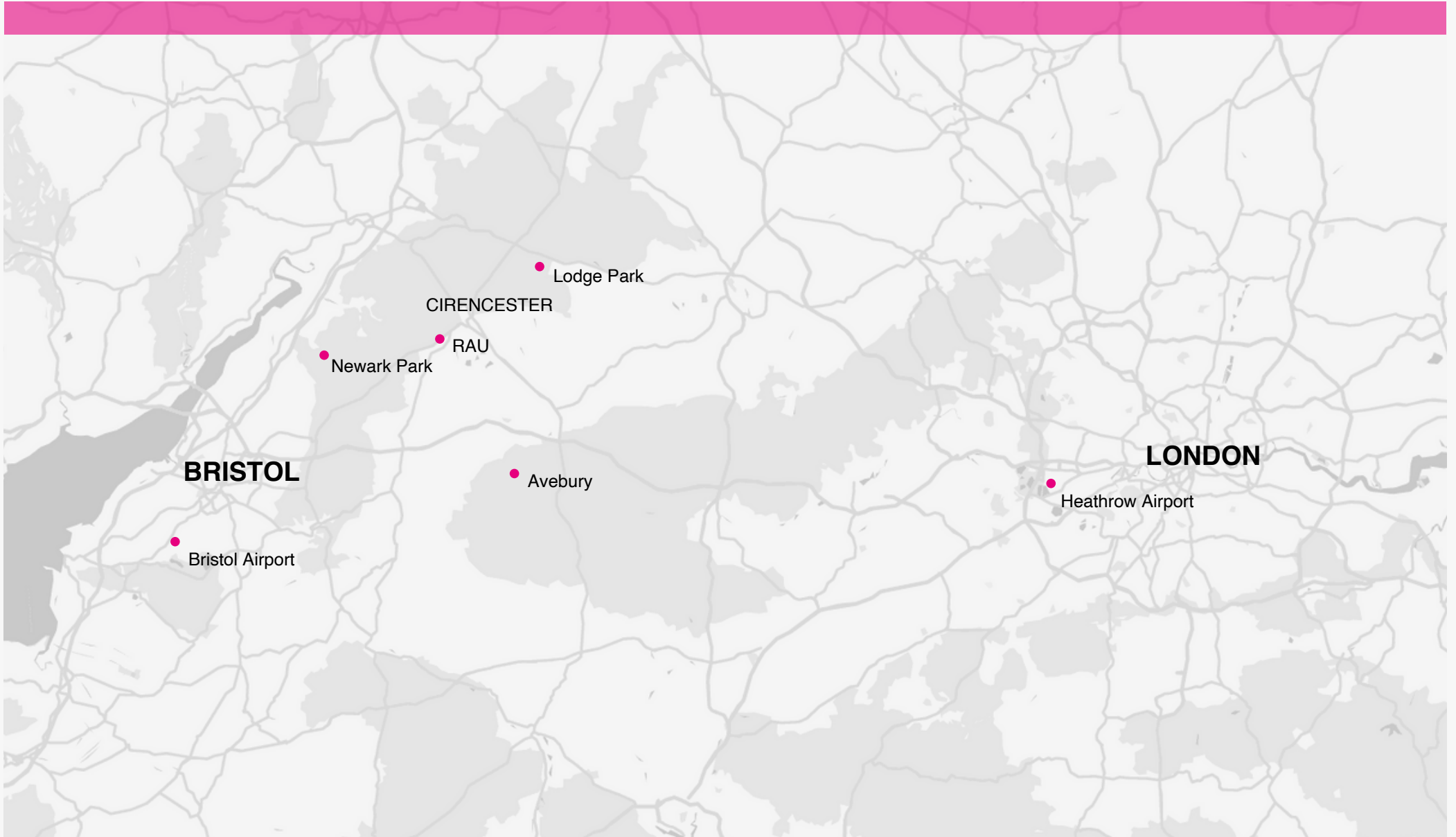


OTHER IMPORTANT NUMBERS

In the UK, if you experience an emergency you should call 999. Emergency services at the point of service are all free to UK residents. If you are visiting, you should ensure that you have comprehensive health insurance that is valid for travel in the UK.

- RAU +44 (0)1285 652531
- Cirencester Taxi service +44 (0)1285 652388

LOCATION MAP



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THANK YOU TO OUR SPONSORS

HHT THE HELEN HAMLYN TRUST



THE 1772 FOUNDATION