



INCUBATOR PROGRAMME

Islands Incubator 2023

WELCOME TO THE INTO INCUBATOR



A LETTER FROM OUR SECRETARY-GENERAL CATHERINE LEONARD

Welcome to the INTO Islands 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 90 member organisations, INTO is the leading authority on the work and philosophy of national trusts globally.

In 2022, we received a second generous grant from the Helen Hamlyn Trust. This has enabled us to build on the experience of two earlier online programmes and create this special in-person 'Islands Incubator'. Our aim is to accelerate the establishment and growth of national trusts, and to communicate their value more widely.

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 conserve and manage property? How can 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 128-year history. But there will be at least as much to learn from your fellow representatives of national trusts in small islands.

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 continue to benefit from all the resources that INTO membership offers, including continued access to the knowledge that we'll explore.

So, a warm welcome to INTO and our Incubator from me. We look forward to hearing about your progress when we meet again at our conference in 2024. Good luck!

WHAT TO EXPECT

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- The Incubator is a workshop not a course. Expect to be learning actively, led by your own interests and strategic goals.
- This visit will focus on cultural heritage, visiting a selection of sites.
- Opportunities to reflect on your organisation's strategic planning. We will complete an online pre-programme course on 24 August.
- 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 share your perspectives as leaders of trusts in the Caribbean, some specifically relating to colonial collections owned by the National Trust.
- Meet people in the sector from the UK, but also your peers from other trusts. Refer to our participant list to see other organisations coming to the Incubator. Find this on pages 8-10.



Islands Incubator 2023

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 3 September

TIME	ACTIVITY	WHERE
ALL DAY	<p>ARRIVAL IN UK</p> <p>Make your own way from the airport to the hotel in Sevenoaks. We recommend taking the train.</p> <p>The train is at your own cost, but INTO can reimburse this with evidence.</p> <p>DINNER</p> <p>Dinner will be at your own convenience. many options are available in Sevenoaks.</p>	<p>London Airports (Heathrow and Gatwick)</p> <p>Premier Inn Sevenoaks, Hitchen Hatch Lane, Sevenoaks, Kent, TN13 3BE</p> <p>Sevenoaks</p>

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DAY 2 Monday 4 September

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WHAT YOU'LL NEED:

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

TIME	ACTIVITY	WHERE
7:30 - 9:30	BREAKFAST	Premier Inn (Dining Room)
09:30 - 10.00	WALK TO KNOLE Catherine Leonard will meet you at the Premier Inn at 9am, before going together to Knole.	Knole House, Sevenoaks TN15 0RP
10.00 - 12.30	Understanding Knole See how the National Trust manages Knole. Explore the membership model, commercial operations and possibly see the conservation studio.	Knole Café
12.30 - 13.30	LUNCH	
13.30 - 14.30	CARIBBEAN CONTEXTS 10 minute introductions to your organisations and your reasons for joining the programme. Discussions within the group.	Knole
14.30 - 16.30	BUSINESS MODELS AND PLANNING A session with Ben Dames on planning, with a focus on sustainable income generation via membership.	
16.30 - 17.30	INTO HERITAGE LEADERS TEAM Meet colleagues from Cultural Associate Oxford, our leadership programme partners.	
18.00 onwards	FREE EVENING Restaurant options are available in Sevenoaks.	Sevenoaks

DAY 3 Tuesday 5 September

WHAT YOU'LL NEED:

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

TIME	ACTIVITY	WHERE
07:30 - 9:00	BREAKFAST	Premier Inn (Dining Room)
9.00 - 10.00	TRANSFER TO SITE VISIT	Box Hill, Surrey
10.00 - 12.00	SITE VISIT Explore Box Hill, a National Trust outdoors site, together with Ben Dames, Georgia Goldsmith and the Box Hill staff.	
12.00 - 12.30	THE NATIONAL TRUST MODEL Hear from INTO Secretary-General Catherine Leonard on the National Trust model and how it has been implemented around the world.	
12:30 - 14:00	LUNCH	Box Hill café
14:00 - 16:30	PRIORITISING A workshop on how to prioritise development needs at properties with limited resources.	Box Hill, Surrey
16.30 - 18.30	TRANSFER TO BATH	9 Crescent Gardens, Bath
18.30 onwards	FREE EVENING	City of Bath

DAY 4 Wednesday 6 September

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WHAT YOU'LL NEED:

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

TIME	ACTIVITY	WHERE
07:30 - 9:00	BREAKFAST	9 Crescent Gardens, Bath
9.00 - 9.30	TRANSFER	
9:30 - 12.30	SITE VISIT: DYRHAM PARK Hosted by General Manager Tom Dyrham, visit Dyrham Park for an introduction to the site's operating model and its connections to the Caribbean.	Dyrham Park, Bath
12.30 - 14.00	LUNCH	Dyrham Café
14.00 - 16.30	Interpreting Empire: discuss how the team at Dyrham interpret their connections to the British Empire. Feed in your own perspectives on how this history should be interpreted now and in the future.	
16.30 - 17.00	TRANSFER FREE EVENING	City of Bath

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DAY 5: Thursday 7 September

WHAT YOU'LL NEED:

Workbook, pens and paper, camera, conference clothes

TIME	ACTIVITY	WHERE
07:30 - 9:30	BREAKFAST	9 Crescent Gardens, Bath
9:30 - 12.30	VISIT TO BATH PORTFOLIO Visit other sites within the National Trust's portfolio in Bath, a World Heritage Site city. See what the trust is doing to develop new opportunities for public visitation in this tourist hotspot. (on foot)	Around Bath
12.30 - 14.00	LUNCH	
14.00 - 16.00	BATH PORTFOLIO CONTD Tour the Bath Assembly Rooms and discuss the plans for the site's development.	Around Bath
16.00 - 18.30	MEET THE WIDER SECTOR Hear from representatives of different organisations around the Bath area who are working on establishing connections with the Caribbean. Take part in a short presentation of your own trust and its work and network with peers with an interest in building partnerships.	Bath Assembly Rooms, Bath
19.00	Dinner with INTO Trustees	Côte Brasserie 27 Milsom St Bath BA1 1DG

DAY 6: Friday 8 September

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WHAT YOU'LL NEED:

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

TIME	ACTIVITY	WHERE
07:30 - 9:00	BREAKFAST	9 Crescent Gardens, Bath
9:00 - 10:45	TRANSFER	
10.45 - 12.15	SITE VISIT: SNOWSHILL MANOR Hosted by General Manager Hayley Gaisford-Gotto and Curator Julie Reynolds, explore business models and interpretation at this beautiful site in the Cotswolds.	Snowhill, Broadway
12:15 - 13:00	Lunch	Snowhill café
13:00 - 15:45	Continued exploration of the Manor and gardens, with collections care & room guides to answer detailed questions.	
15:45 - 17:00	Return to the cafe & transfer to Bath	
	FREE EVENING Enjoy a free evening in Bath	City of Bath

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DAY 7: Saturday 9 September

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WHAT YOU'LL NEED:

Workbook, pens and paper, camera, outdoor clothes

TIME	ACTIVITY	WHERE
07:30 - 9:15	BREAKFAST	9 Crescent Gardens, Bath
9:15 - 10:00	Transfer	
10:00 - 13:00	Arrival at Newark Park - welcome and coffee on arrival Introduction to Newark, how it operates and developing the property offer. Newark has become pay for entry in the last 10 years, so we are developing the infrastructure to accommodate growing visitor numbers.	Newark Park
13:00 - 14:00	LUNCH	Newark Park café
14:00 - 15:00	Summing up session with Alex Lamont Bishop	Newark Park
15:00 - 15:45	Transfer to Bath	
	FREE EVENING	City of Bath

DAY 8: Sunday 10 September

TIME	ACTIVITY	WHERE
7:30 - 10.00	CHECK OUT Enjoy breakfast and then check out from the accommodation by 10.00. Make your way to the airport or enjoy your continued stay in the UK.	9 Crescent Gardens, Bath

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BEFORE ARRIVING...

Consider closely your reasons for attending, to ensure that you get the most out of the programme.

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 things that you'll see while you're in the UK?

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?

KIT LIST

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WHAT TO BRING:

- Comfortable clothes, our workshop days will be informal.
- Outdoor clothes.
- Shoes that can get muddy.
- Conference clothes.
- Pens and paper.
- A scarf, gloves and hat for cold weather.
- Enough cash for your dinners and trains, plus any personal needs
- 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



Lorna Bailey, Director Public Education,
Public Relations and Communication:
Jamaica National Heritage Trust



Denise Sandiford, Operations Manager:
Barbados National Trust



Adriana Rojas, Executive Director:
Grenada National Trust



Etsu Bradshaw-Caines, Executive Director:
St Christopher National Trust



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

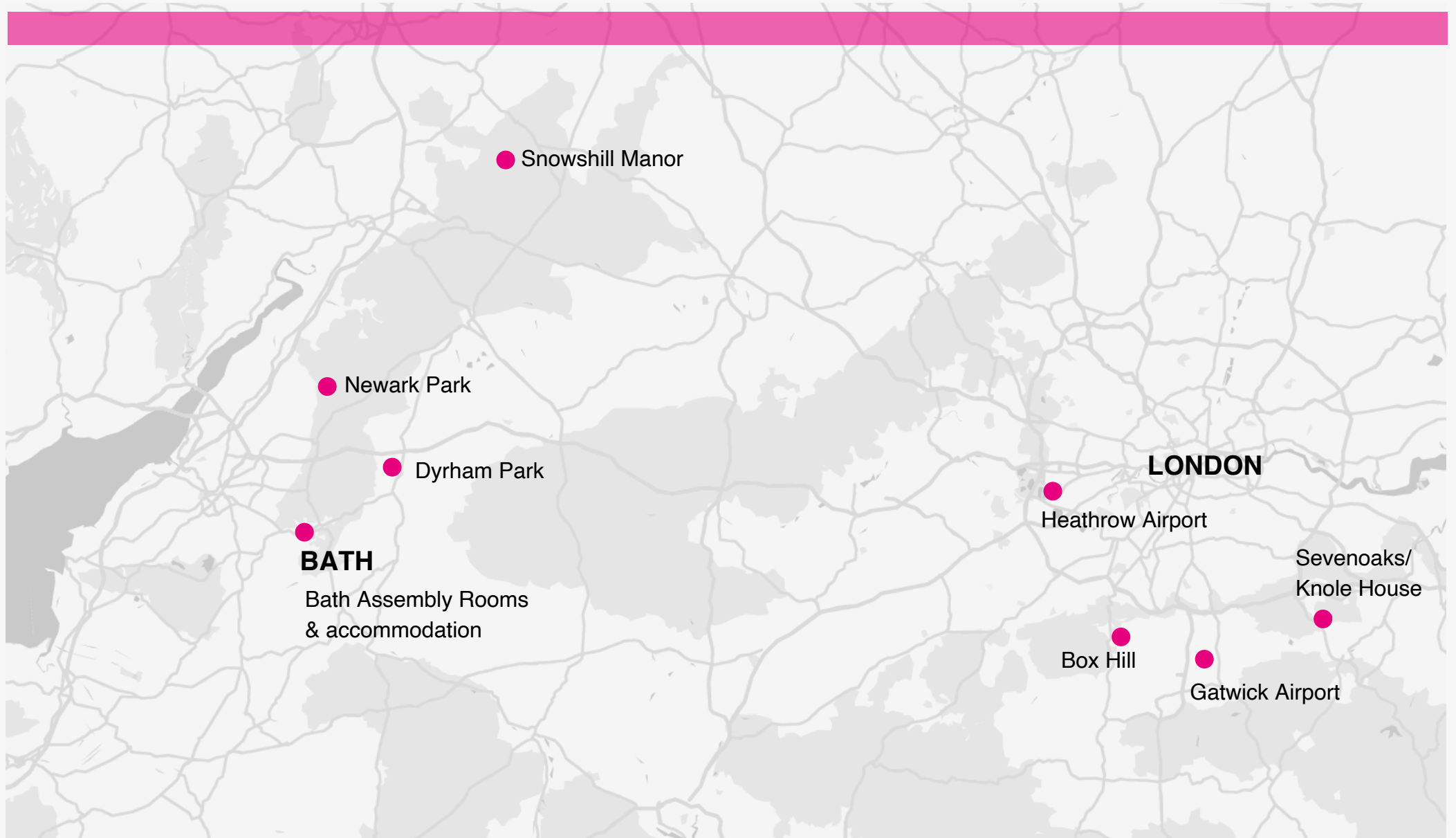
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OTHER IMPORTANT NUMBERS

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.

LOCATION MAP





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