

# INTO and Helen Hamlyn Trust Partnership

September 2022 - August 2025  
Full Report



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We are pleased to present a full report to accompany the summary, demonstrating to the Helen Hamlyn Trust trustees how the 2022-2025 grant has been used in detail.

Please review the 16-page summary report for the Secretary-General's introduction, executive summary and financial report.



## Organisation

Over the three years of the reporting period, we have benefited from the enormous energy and expertise of a fantastic team, under the brilliant leadership of our Secretary-General, Catherine Leonard. Thanks to the HHT funding of the Deputy Secretary-General (DSG) role, our team has flexed and grown to include project teams, embedded National Trust roles working in tandem with INTO and development opportunities that have enriched the expertise we can offer.

In 2022, Alex Lamont Bishop, serving as Deputy Secretary-General, played a pivotal role in securing funding and assembling a highly skilled project team. INTO was awarded nearly £1.6 million from the British Council's Cultural Protection Fund for the 'Withstanding Change' project. Dave Simpson, our Programme Manager at the time, brought outstanding project management expertise and deep regional knowledge of the MENA (Middle East and North Africa) region, including speaking in Arabic. Jacqui Sealy joined the team from the National Trust, contributing exceptional skills in budgeting, reporting and organisation.

In addition, the project funded a National Trust Project Manager role, where Dr Katherine Shingler worked side by side with the INTO team. The twinning aspect of the project and development and sharing of the National Trust Climate Adaptation guidance were very successful thanks to Katherine's hard work.

In 2025, Dave returned to the humanitarian sector, and we were fortunate to secure Charlotte Thomas as the Programme Manager. Charlotte spent seven years managing international sustainability and inclusivity projects - from inclusive low carbon energy in

Southeast Asia, to land and resource access for indigenous peoples in African forests, to circular economy partnerships in North Africa. This kind of experience is an incredible boost to our team.

Additionally during the reporting period, we were able to support Alex Lamont Bishop to undertake a 12-month sabbatical at INTBAU (the International Network for Traditional Building, Architecture and Urbanism). We recruited Vanessa Targett as our interim DSG, who also increased our international base with her experience working for Raleigh International in Africa.

Alex returned to his role in Spring 2025, with new insights and energy for the INTO mission. An additional UKRI project funding success in 2025 in partnership with the University of Bristol, also secured by Alex, has brought on board Dr Zakiya McKenzie, who is working with the INTO team on invigorating and supporting the RISE network. Dr McKenzie's work will also involve seed grants from the UKRI funding for our RISE members to test interpretation.

With the addition of our Communications Manager Ellie Oliver, we are a transformed team, working together for the benefit of all our members and the longevity of INTO. The Helen Hamlyn Trust funding of the DSG role unlocked enormous potential, raising INTO's profile, reputation as a high-level funding partner and position on the international heritage stage. This aspect of the grant has been truly transformational for INTO, our members and partners. The original investment from the Helen Hamlyn Trust more than doubled our workforce - the capacity and capability it unlocked was many times greater.

## Programmes

### TAP INTO

**The TAP INTO programme** is one of INTO's most impactful and heartfelt initiatives, designed to foster collaboration, learning and solidarity across the global National Trust movement. Since its inception, TAP INTO has become a lifeline for heritage organisations, enabling them to share expertise, build capacity and strengthen their missions through small but powerful grants.

At its core, TAP INTO is about connection. It brings together members of the INTO family - heritage organisations from five continents - who might otherwise never have the opportunity to meet, learn from one another or work together. These grants support everything from strategic planning and fundraising to community engagement, business models and visitor experience. Few areas of cultural heritage and nature conservation have gone untouched.

The programme has fully achieved its intended goals and exceeded expectations. TAP INTO has become a vital support mechanism for heritage organisations, especially during times of challenge. The activities delivered align closely with our original proposal, which aimed to:

- Foster collaboration and solidarity across the global National Trust movement
- Provide targeted support for capacity building and resilience
- Encourage shared learning and mutual support

Feedback from participants and sector leaders confirms the programme's effectiveness in revealing common challenges and building a sense of community across diverse organisations.

The main outputs of the programme include:

- 57 grants awarded over three years
- Over £80,000 distributed to heritage organisations globally
- Development of new visitor experiences
- Strengthened organisational resilience and volunteer motivation

These outputs are consistent with the expected activities and outcomes outlined in the application. The programme has evolved to include expanded regional cooperation and new rounds of funding, demonstrating its adaptability and long-term sustainability.

*TAP INTO group at Lake Balaton, Hungary*



## Heritage Leaders

The **INTO Heritage Leaders** programme was developed and delivered by INTO in collaboration with Cultural Associates Oxford, whose extensive experience in delivering high-quality leadership training greatly enriched the programme. Over a 3-month period across different cohorts, participants from 30+ countries and territories engaged in a dynamic curriculum that included:

- Live online workshops
- Pre-recorded learning modules
- Peer learning groups
- Networking sessions

These activities were designed to build leadership capacity in the global heritage sector, focusing on both professional development and personal growth.

In addition to the pilot, a second programme was completed during the reporting period. The detailed evaluation showed both sessions very successfully achieved their aims. It provided a rich blend of learning, reflection and connection for individuals working to protect and promote cultural and natural heritage. The activities delivered were in line with the original proposal, which aimed to:

- Nurture emerging leaders in the heritage sector
- Build confidence and deepen purpose
- Foster a sense of community among isolated leaders

Participant feedback confirmed the programme's success, with testimonials describing it as 'enriching and inspiring' and highlighting its dual impact on professional skills and personal insight.

The main outputs of the programme included:

- Development of six leadership modules covering topics such as global heritage context, organisational sustainability, audience engagement, impact measurement and external relationship management
- Creation of a supportive international network for heritage leaders
- Enhanced leadership capacity among participants

The programme successfully connected individuals from small or emerging organisations with global best practices, fulfilling the goal of fostering inclusive and accessible leadership development in the heritage sector.



## Heritage Leaders

*Know yourself and where you're going*

## INTO Incubator Programme 2023-2025

Over the past three years, the **INTO Incubator** has grown into a dynamic and responsive programme, tailored to meet the evolving needs of heritage organisations across the globe. Each year has brought new themes, new partnerships and new energy, reflecting INTO's commitment to capacity building and international collaboration.

### 2023: Caribbean Incubator

Partnered with local trusts to explore cultural heritage, colonial legacies, tourism and climate resilience among island nations.

### 2024: Islands Incubator

Hosted in southwest England, this residential programme focused on nature conservation and sustainable tourism, featuring site visits and practical workshops.

### 2025: European Heritage Residency

Delivered at Hardwick Hall in partnership with Europa Nostra and the National Trust,

this residency focused on inclusion and sustainability in European heritage work.

Each programme included workshops, site visits, peer learning and content creation, tailored to the needs of participating organisations.

The programme has successfully met and evolved beyond its original aims. The activities closely align with the proposal's goals to:

- Build leadership and organisational resilience
- Foster international collaboration
- Address region-specific heritage challenges

Participant feedback and continued engagement confirm the programme's effectiveness. For example, a delegate from Bermuda described the Islands Incubator as 'packed with insight' and a source of lasting support.

### Impact and support

Across all three years, the Incubator has helped heritage organisations build confidence, forge connections and take strategic steps toward sustainability. The generous support of the Helen Hamlyn Trust has been instrumental in enabling these programmes to flourish, providing funding not only for delivery but also for travel, content creation and follow-up support.

As INTO looks ahead, the Incubator remains a vital tool for nurturing leadership, strengthening organisations and growing the global heritage movement.



European Heritage Residency at Hardwick Hall, National Trust

## INTO Places

The INTO Places reciprocal visiting programme continues to go from strength to strength. The 31 INTO member organisations involved report very high levels of satisfaction and often note that this membership benefit is, in some parts of the world, the second-most popular reason for joining after cause.

Member organisations in Australia, Scotland and New Zealand are trialling digital membership cards, and we have been working

in partnership with them and the National Trust to ensure guidance is clear and relevant for visitor-facing teams.

As part of our future plans for accessibility, we will translate the INTO Places promotional film captions into nine additional languages\*. This film is shared annually on World Heritage Day (18 April) and our communications data shows it is a very effective way of sharing information about the programme.



\*INTO Places languages:

- Flemish - Belgium
- Malay - Malaysia
- German - Germany
- Dutch - Netherlands, Belgium
- French - Canada
- Korean - South Korea
- Romanian - Romania
- Polish - Poland
- Slovak - Slovakia

## Communities of practice

During the reporting period, our **RISE** (Re-imagining International Sites of Enslavement) and **INTO CAN** (Climate and Nature) communities of practice have continued to develop and demonstrate increasing impact.

### RISE

Under the leadership of Dr Zakiya McKenzie, **RISE** provides a space for connection and knowledge exchange, supporting site managers, curators and community partners in creatively and respectfully interpreting difficult histories. RISE is now partnered with the University of Bristol's UKRI-funded research project, 'Plants, Enslavement and Public History', which runs from 2024 to 2028.

This initiative explores how plants, gardens and green spaces can serve as powerful tools for commemorating the legacies of slavery, shifting focus from narratives of exploitation to those of agency and resilience. By bridging academic research with public-facing heritage work, the partnership aims to surface hidden histories and support heritage organisations in designing inclusive programming and interpretation strategies that honour the lived

experiences of enslaved African people. The partnership offers INTO members several meaningful benefits:

- **Access to research and expertise:** INTO members will be able to engage with cutting-edge academic research that explores the role of plants and landscapes in interpreting histories of enslavement. This can enrich site narratives and help members develop more inclusive and nuanced storytelling approaches.
- **Collaborative opportunities:** Members may be invited to participate in workshops, pilot projects or knowledge exchange activities that connect heritage professionals across borders. This fosters peer learning and strengthens international networks.
- **Support for interpretation and programming:** The partnership aims to co-create resources and strategies that help heritage sites sensitively and effectively engage with difficult histories. INTO members can benefit from guidance on interpretation, community engagement and programme design that reflects ethical and inclusive practices.



INTO's RISE community gathered at Dyrham Park, National Trust

## INTO CAN

As part of the INTO CAN programme, a dedicated webinar series brought together INTO members and global experts to explore the intersection of heritage and climate adaptation. These virtual sessions have focused on practical responses to climate challenges, including case studies on building adaptation, collaborative climate-themed projects and strategies for specialist conservation techniques and engaging and policymakers.

Topics have ranged from storytelling and advocacy to sustainable land management and biodiversity restoration. The webinars provide a platform for sharing knowledge, building capacity and inspiring action across the INTO network, reinforcing the role of heritage organisations in addressing the global need to centre heritage and climate in the same conversations.

Building on the success of the 2025 programme, in 2025 and early 2026, INTO will host a new webinar series in partnership with the National Trust (England, Wales & Northern Ireland), exploring how nature recovery efforts intersect with heritage management.

This series examines how historic landscapes - such as woodlands, wetlands and peatlands - can inform ecological restoration and climate adaptation. Each session features international case studies and expert insights, highlighting the role of cultural heritage in shaping sustainable futures. The webinars are designed for land managers, conservationists and heritage professionals working to restore ecosystems while respecting the historical and cultural fabric of landscapes.

## Tropical gardens

Launched in 2025, the INTO Tropical Gardens community of practice is a vibrant, cross-continental initiative that brings together INTO

members working in tropical environments to explore the intersection of heritage, horticulture and climate resilience.

Sparked by a proposal from the Geoffrey Bawa Trust in Sri Lanka, the group includes participants from across Asia, Africa and the Caribbean, united by shared challenges and aspirations. Through regular online meetings, members exchange knowledge on topics such as climate adaptation, ethnobotanical plant use, colonial legacies and community engagement. The group positions tropical gardens as living archives and tools for education, healing and cultural renewal, with inspiring case studies from Barbados, Ethiopia and beyond.

## Youth committee

As part of our commitment to gaining diverse perspectives and making heritage work relevant to younger people, in 2024 INTO announced a new Youth Trustee role. Julian Menko, a young Caymanian living and studying in Singapore, joined the board and spoke at our Jordan conference.

At the time of reporting an open call for the new INTO Youth Committee has just closed. The response rate of 90+ applicants from across the world indicates the high enthusiasm for this opportunity among young heritage students and practitioners.

The committee is a new initiative aimed at empowering the next generation of heritage leaders and amplifying youth voices across the global INTO network. It will help shape INTO's youth engagement strategy, contribute to youth-focused events and initiatives, and represent regional perspectives. This effort reflects INTO's commitment to more intersectional and inclusive programming, fostering a global community of young professionals passionate about heritage and conservation.

## Support for new National Trusts

A key strand of INTO's mission is to nurture and empower new and developing National Trusts around the world. Over the reporting period, we have provided tailored support to several burgeoning organisations, helping them build confidence, capacity and credibility.

In Georgia, in addition to the Tsiskarauli Tower restoration, we also facilitated a three-month sabbatical placement for a senior National Trust (England, Wales and Northern Ireland) staff member. This secondment focused on helping the Georgian National Trust team develop sustainable financial models, strategic planning frameworks and volunteer engagement approaches. The placement provided hands-on mentoring and practical tools to support the next stage of the organisation's growth.

This tailored, embedded support model exemplifies INTO's commitment to capacity building through peer exchange and long-term partnership. Similar efforts are underway in Portugal, where we have worked closely with local stakeholders to draft a constitution for the proposed Fundação National Trust Portugal, offering legal and governance advice and convening a seminar to build sector-wide engagement.

In the Czech Republic, we continue to support the Czech National Trust - which we helped

establish ten years ago - through staff exchanges, co-hosted events, collaboration on European project proposals, and active participation in INTO programmes such as Heritage Leaders.

INTO has also supported the development of the National Trust for Aruba. The transformation of Stichting Rancho into the National Trust for Aruba marks a significant milestone in heritage protection and community empowerment, made possible through years of collaboration with INTO.

Support began with Clifford Rosa's participation in INTO Bermuda 2019 and continued through his involvement in the inaugural INTO Incubator programme, which provided strategic planning, peer learning, and tools for sustainable growth. Clifford also engaged in the INTO Heritage Leaders programme and collaborated regularly on outreach, capacity building, and advocacy.

INTO's guidance and global network have played a vital role in shaping Aruba's heritage leadership, culminating in the launch of the National Trust and its recognition at a national symposium attended by the Prime Minister of Aruba.

These initiatives demonstrate INTO's unique ability to foster the growth of National Trusts in diverse contexts, turning aspiration into action through collaboration, mentoring and practical support.

## INTO digital library

As INTO's membership and programme delivery have grown, so too has the need for robust digital infrastructure.

We are currently exploring the development of a combined CRM (Customer Relationship Management) and DAMS (Digital Asset Management System) to streamline member engagement, programme reporting and resource sharing.

This system will support more efficient communications, billing, grant tracking and impact measurement, while also enabling members to access a centralised library of case studies, toolkits and media assets. The CRM/DAMS initiative is a key component of our 'Unlocking Potential' bid and reflects our commitment to operational excellence and scalable support for a growing global network.

## Projects

During the reporting period INTO has delivered one award-winning conservation and community building project, a multi-country accessibility project and is in the final phase of the 'Withstanding Change' programme.

### Tsiskarauli Tower restoration

One of the most symbolic achievements was the restoration of the Tsiskarauli Tower in Georgia, a 17th-century defensive structure located in the remote mountainous region of Tusheti, which was damaged during the 2001 Chechen conflict.

The restoration was carried out in partnership with the National Trust of Georgia and local craftspeople, using traditional techniques and materials. It served as a model for how heritage sites impacted by war and conflict can become beacons of hope, resilience and peacebuilding. Funded by the Swiss foundation ALIPH, this project also engaged INTO members REMPART in France, the Chudow Castle Foundation in Poland and the National Trust.

### SEECHT: Staff Exchanges in European Cultural Heritage Trusts

The 'SEECHT' project, coordinated by the Czech National Trust with INTO and six European member organisations, enabled staff and volunteers to take part in short professional exchanges across Europe, supported by Erasmus+ funding. Participants shared expertise and explored inclusive strategies for heritage engagement, focusing on accessibility, audience diversity and welcoming international visitors. These exchanges fostered fresh thinking and practical experimentation, helping participants implement new approaches at their own sites.

The project's key legacy is the **Broadening Access Toolkit**, developed by INTO to capture and share the learning. Featuring 12 case studies across four themes - physical access,

inclusive storytelling, community engagement and reciprocal visitor programmes - the toolkit offers actionable insights for heritage organisations. It has empowered participants and the wider INTO network to rethink access, deepen community connections and embed inclusive practices across their work. The toolkit continues to be actively used and shared among INTO members and partner organisations, serving as a practical resource for improving accessibility and inclusion across the sector.

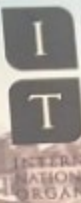
### Withstanding Change

The 'Withstanding Change' project, funded by the British Council's Cultural Protection Fund, was a flagship initiative for INTO during this period. It focused on building climate resilience across heritage sites in the Middle East and North Africa (MENA) region. The project included:

- Twinning partnerships between INTO members and the National Trust
- Development and sharing of climate adaptation guidance
- Capacity building through workshops, exchanges and expert-led training
- Advocacy and storytelling to raise awareness of heritage under threat

'Withstanding Change' helped heritage organisations in Jordan, Egypt, Ethiopia, Uganda, Tanzania and Syria to assess climate risks, engage communities and implement practical conservation strategies. It also laid the groundwork for future collaboration and policy influence, positioning INTO as a leader in heritage-based climate action.

All our projects have fully achieved their intended goals and exceeded expectations, cementing relationships with funders, political institutions, local communities and other heritage bodies. The profile-raising aspect, for both INTO and the members participating, has been enormous and we plan to capitalise on this for future projects.



# WELCOME TO THE OLD CUSTOMS HOUSE

## REVIVAL OF ZANZIBAR CONSERVATION CENTRE

WITHSTANDING CHANGE: HERITAGE AMONGST CLIMATE UNCERTAINTY

FUNDED BY: BRITISH COUNCIL CULTURAL PROTECTION FUND

9TH OCTOBER 2024

“LET US SAVE OUR HERITAGE TOGETHER”



INTERNATIONAL TRUSTS ORGANISATION

www.ito.org  
@intoheritage

### Zanzibar Stone Town Heritage

**OUR VISION...**  
To have a well conserved Stone Town with a living heritage.

**OUR OBJECTIVES**

- To create and raise awareness of the heritage and raise a
- To provide technical support and sustainable improvement
- To promote and coordinate sustainable development enhancing economic and
- To support and create jobs in the Stone Town's heritage sector to enhance the divers

**CONNECT**  
@zanz\_heritage

The 'Withstanding Change' project partners meeting in Zanzibar

## Conferences

During the reporting period INTO has delivered two dynamic and impactful international conferences. Both conferences were praised for their inclusive atmosphere, strategic focus and lasting impact, helping INTO strengthen its global network and advance its mission.

### INTO Dundee 2022 - 'Heritage Now'

Held in Scotland, INTO Dundee 2022 brought together over 100 delegates from across the global National Trust movement. The conference focused on community, collaboration and the future of heritage organisations. Key achievements included:

- Strengthening international relationships through workshops, site visits and shared learning sessions.
- Launching new initiatives, including the next phase of TAP INTO and the development of the Incubator programme.
- Celebrating member achievements, such as INTO award winners and innovative community projects.
- Spotlighting youth engagement and climate action, with sessions on how heritage organisations can respond to global challenges.
- The conference helped reaffirm INTO's role as a convenor and catalyst, connecting members and amplifying their work on a global stage.

“

*The challenges the delegates thought were unique to their organisations were in fact common to many.*

- John Orna-Ornstein, National Trust  
(England, Wales and Northern Ireland)

“

*We all left Dundee feeling braver, taller and richer. Knowing that we are not alone.*

- Catherine Leonard,  
INTO Secretary-General

**INTO DUNDEE**  
**HERITAGE NOW: RELEVANCE & COMMUNITY**



## INTO Jordan 2024 - 'Facing Change'

Hosted in Amman and Petra, INTO Jordan 2024 was a landmark event focused on cultural heritage, climate resilience and inclusive storytelling. Highlights and impact included:

- Bringing together heritage leaders from across the Middle East, Africa, Europe and the Caribbean, fostering cross-regional dialogue.
- Showcasing Petra as a living example of heritage under pressure, with discussions on conservation, tourism and climate adaptation.
- Launching the 'We are INTO' film, capturing the voices of INTO member heritage practitioners, their challenges and opportunities.
- Deepening partnerships, laying the groundwork for future collaborative conferences.

*As soon as I arrived, I realised it wasn't a typical conference, it was more a gathering of approachable, well-informed, inquisitive and dynamic professionals all passionately looking to share and develop practices for protecting and promoting cultural heritage.*

- Frazer McDonald Hay,  
Jordan conference speaker

*Protecting cultural heritage is not going to save the world, but it's the kind of thing that makes the world worth saving.*

- Dan Snow,  
Historian and Broadcaster

*There was deep curiosity and respect for one another's work, wherever in the world it may be.*

- Ellie Oliver,  
INTO Communications Manager

**FACING  
CHANGE  
INTO JORDAN**





*Delegates at the 'Facing Change: INTO Jordan' conference*

## Growth of INTO

INTO's global network has grown to include 105 member organisations, reflecting increased relevance and reach. New members include National Trusts in the Philippines, Sri Lanka, Norway, the Comoros and Belgium, demonstrating INTO's ability to engage diverse regions and support heritage organisations at various stages of development. This growth strengthens the collective voice of the global National Trust movement and expands opportunities for collaboration and shared learning.

## Leadership development

The INTO Heritage Leaders programme achieved a 100% recommendation rate from participants, highlighting its value and impact. Over 80 established and emerging leaders completed a rigorous three-month training programme, gaining skills in strategic leadership, sustainability, audience engagement and impact measurement. The programme not only built individual capacity but also fostered a global peer network, particularly benefiting leaders from smaller or under-resourced organisations.

## Advocacy and visibility

INTO's profile has significantly increased, with features in the National Trust Magazine (readership of over 6 million), helping to raise awareness of international heritage issues. INTO also launched a new film and celebrated three Europa Nostra Awards won by its members, including a prestigious €10,000 Grand Prix in 2024. These achievements underscore INTO's growing influence in the global heritage sector and its ability to spotlight member successes on international platforms. In addition, INTO played an instrumental advocacy role as the quiet architect behind

the landmark Memorandum of Understanding signed in July 2025, uniting heritage leaders from the UK and France in a bold commitment to international collaboration. Through years of relationship-building, visits and strategic dialogue, INTO facilitated the exchange of ideas and practices that laid the foundation for this agreement.

By connecting organisations such as the Centre des Monuments Nationaux, the National Trust, English Heritage and the National Trust for Scotland, INTO has helped shape a shared vision for civic participation, sustainable heritage management and the potential creation of a 'French National Trust' - demonstrating our unique ability to turn heritage dialogue into action.

## Financial impact

INTO successfully leveraged its core funding to raise over £3 million in additional income. These funds supported a range of initiatives, including project delivery, research and a major conference partnership in 2024. This demonstrates INTO's strong fundraising capacity and the catalytic role of the Helen Hamlyn Trust's support in unlocking further investment.

## Digital reach

INTO's digital presence has grown dramatically, with website visits increasing by 1262% between 2022 and 2024. Social media reach has grown by 106% annually, with over 50,000 account views. The INTO film 'We are INTO' received nearly 900 views on YouTube, helping to communicate the organisation's mission and values to a wider audience.

In total, INTO produced:



2

FILMS



2

PODCASTS



15

WEBINARS



32

SOCIAL MEDIA  
REELS



64

BLOGS

These outputs have strengthened engagement with members, partners and the public, while consistently recognising the Helen Hamlyn Trust as a key funder and supporter, particularly in relation to:

- TAP INTO
- Heritage Leaders
- Incubator
- Film production and conference support



Filming at the Hungarian Gardens Foundation conference

## Staffing and capacity building

The Helen Hamlyn Trust's funding of the Deputy Secretary-General role has been a game-changer for INTO. This strategic investment unlocked new potential by adding senior-level capacity, bringing fresh energy and deepening expertise across the organisation.

In a short time, this role has driven a marked increase in project delivery, member engagement and global outreach. It has also contributed to financial stability, enabling INTO to secure new funding and partnerships and develop and deliver programmes to respond more effectively to member needs.

## Membership insight

INTO's recent membership survey provided valuable feedback, confirming the relevance and impact of its services. Members highlighted the importance of shared learning, collaboration and the catalytic effect of small-scale support - such as mentoring, tailored advice and TAP INTO grants. These interventions often unlock new opportunities, build confidence and lead to long-term organisational growth, reinforcing the value of continued investment in member-focused programmes.

## Staff development

INTO has supported staff sabbaticals and exchanges, which have strengthened leadership skills and broadened organisational capacity. These opportunities have introduced new expertise into the team and expanded professional networks.

Staff have returned with fresh perspectives and practical insights that have directly enhanced programme design and delivery.

## Knowledge sharing

Insights gained from INTO's programmes are now systematically fed back into future planning and strategy development. This feedback loop ensures that new initiatives are more responsive, inclusive and aligned with member needs.

It also helps INTO refine its approach to leadership development and capacity building.

## Fundraising intelligence

Through ongoing engagement with partners and funders, INTO has refined its approach to project design, delivery and reporting. This has led to stronger alignment with donor priorities, improved proposal quality and enhanced long-term sustainability.

The organisation is now better equipped to secure funding for innovative and impactful heritage and conservation initiatives.

## Programme evaluation

INTO has embedded evaluation frameworks into all major programmes, improving its ability to measure impact and report outcomes. This has strengthened accountability and transparency, while also providing valuable data to inform future programme development and funder engagement.

## Process improvements

Reporting processes for key programmes like TAP INTO and the Incubator have been streamlined, making them more efficient and engaging. Member blogs and alumni talks are now integrated into reporting, offering authentic voices and real-world stories that illustrate programme impact and foster ongoing learning across the network.

**We're driven by a bold ambition to grow INTO, elevate the support we offer our members and fully harness the strength of our global network and reputation. With the continued support of the Helen Hamlyn Trust and other partners, INTO plans to:**

## **Launch 'Unlocking Potential'**

The Helen Hamlyn Trust Heritage Fellowship. This new flagship programme will support restoration, leadership development and youth engagement across INTO's global network. Designed in direct response to member needs, the Fellowship will offer flexible, embedded opportunities within existing core programmes such as TAP INTO, Incubator and Heritage Leaders. It will enable individuals and organisations to access tailored support, build capacity and deliver impactful heritage projects that align with local priorities and global challenges.

## **Deliver two strategic international conferences**

These high-profile events will serve as platforms for knowledge exchange, partnership building and sector innovation.

- In 2026, INTO will partner with Kulturerbe Bayern, one of our younger members, to host a conference focused on growing a new National Trust, with themes including membership development, visitor experience and building restoration.
- In 2028, INTO will collaborate with RISE (Reimagining International Sites of Enslavement) and the University of Bristol's 'Plants, Enslavement and Public History' project. This conference will bring together members from Europe, the Caribbean, the USA and the Indian Ocean to explore the intersection of heritage, memory and justice, connecting deep academic expertise with community-led practice.

## **Celebrate INTO's 20-year anniversary in 2027**

INTO will mark this milestone with a major nature summit and Incubator, convening members who are leading landscape-scale nature restoration. This event will showcase the role of heritage organisations in addressing the climate and biodiversity crises and will foster collaboration across regions and disciplines to scale up impact.

## **Conclude the 'Withstanding Change' project**

This final phase will focus on embedding the understanding that heritage and climate are deeply interconnected. The goal is to ensure that this link becomes a core principle in how INTO members manage their assets and engage with their communities, influencing both local action and global policy.

## **Cement a new Memorandum of Understanding with the National Trust**

This agreement will provide INTO with a secure and strategic foundation for the future, reinforcing its role as a global convenor and advocate for the National Trust movement.

## **Work with funders and partners to generate new multi-year, multi-million-pound projects**

Building on INTO's strong track record of delivery, trusted relationships and global network, the organisation will co-develop ambitious heritage and climate initiatives.

These projects will be designed to deliver long-term impact, support local leadership and demonstrate the power of international collaboration in addressing shared challenges.

**Direct beneficiaries include 105 member organisations spanning more than 80 countries and territories.**

These organisations benefit from INTO's tailored support, funding opportunities, leadership development and access to a global network of peers. Specific programme beneficiaries include:

- 80+ Heritage Leaders who completed a three-month leadership development programme, gaining skills in sustainability, audience engagement and strategic planning. Many of these leaders come from small or emerging trusts and now play a more confident and connected role in their organisations.
- 20+ Incubator participants who engaged in intensive, regionally focused workshops on topics such as climate resilience, sustainable tourism and organisational growth. These sessions have led to new partnerships, practical action plans and long-term capacity building.
- 60 TAP INTO grantees, who received small but catalytic grants to support collaboration and knowledge exchange. These grants have enabled new visitor experiences and collections research.

Indirect beneficiaries include tens of thousands of staff and volunteers working within member organisations, who benefit from the training, tools and shared learning facilitated by INTO. Additionally, millions of members and visitors to National Trust properties worldwide benefit from improved heritage experiences, more inclusive interpretation and better stewardship of cultural and natural sites.

Wider impact is achieved through INTO's role in public engagement and global collaboration. For example:

- The organisation's digital reach - including webinars, blogs, podcasts and films - has amplified member voices and shared best practices across continents.
- INTO's strategic partnerships with institutions like Europa Nostra, the University of Bristol and the National Trust have extended its influence and enabled cross-sector collaboration on issues such as enslavement legacies, nature restoration and youth engagement.
- INTO's advocacy has helped position heritage as a key player in climate action, with programmes like 'Withstanding Change' and participation in global events such as the United Nations climate change COP summits.



*COP28 delegates visiting the INTO booth*

**Over the past three years, INTO's communications have undergone a remarkable transformation, evolving from a modest outreach function into a strategic pillar of the organisation's global impact.**

At the heart of this growth is a commitment to storytelling and connection - ensuring that the voices of INTO and its members are heard across borders and sectors.

In 2022, INTO welcomed Ellie Oliver as Communications Manager, marking a turning point in the organisation's approach to engagement. Her arrival brought renewed focus to content creation, social media strategy and member support. As Ellie fine-tuned the monthly newsletter and expanded INTO's digital presence, the organisation began to see measurable results. The newsletter became a key driver of website traffic, with open rates reaching 53% in January 2024 - well above industry averages - and click-through rates peaking at 26.1%, demonstrating strong audience interest.

Social media also saw steady growth. By the end of 2024, INTO had reached 5.8k followers (reaching 6.9k at the time of writing), with Facebook engagement up 247% and Instagram reels consistently performing well.

The launch of INTO's new film, supported by the Helen Hamlyn Trust, was a communications highlight. It was showcased at the UN Climate summit COP29 in Baku and the Facing Change conference, and helped articulate INTO's mission in a compelling, visual format. The film's success was echoed in the podcast space, where INTO's twinning stories - such as Cairo and Blickling - reached over 11,000 listeners in their first month.

Website analytics reflected this upward trajectory. In 2024, INTO recorded 344,000 unique visits, a 32% increase from the previous year, and a 225% rise in web referrals. These figures underscore the effectiveness of INTO's integrated communications strategy, which links newsletters, social media and web content to drive engagement and amplify impact.

Beyond metrics, INTO's communications have played a vital role in advocacy and thought leadership. Participation in three high profile UN climate change summits, media coverage across Europe the Middle East and Africa\* and features in member publications, have positioned INTO as a global voice on heritage and climate. The organisation's ability to tell stories - whether through blogs, data or conference coverage - has strengthened its brand and deepened its relationships with funders, partners and members.

The support of the Helen Hamlyn Trust has been instrumental in this journey. Your funding has enabled INTO to commission films, expand communications capacity and develop new tools for engagement. This investment has not only elevated INTO's visibility but also empowered its members to share their work more widely and effectively.

As INTO looks ahead, communications will continue to be a cornerstone of its strategy. With a growing audience, a vibrant content pipeline and a clear sense of purpose, INTO is well-positioned to inspire action and celebrate the global heritage movement.

\*including features in the Financial Times, Country Life, Jersey Post, The National (Jordan and Egypt), Zanzibar local press and Georgia national media.

**INTO publicly thanks the Helen Hamlyn Trust across multiple pages of its website, acknowledging the Trust's transformational support for several key programmes.**

**General organisational support**

INTO credits the Helen Hamlyn Trust with transforming the organisation, enabling key developments such as:

- Appointment of a Deputy Director
- Launch of technical assistance programmes
- Strengthening INTO's global advocacy
- Publicly thanked in the blog post 'An Interview with Lady Helen Hamlyn'.

**TAP INTO programme**

The Trust is repeatedly acknowledged as the primary funder of the TAP INTO programme.

Mentions appear on multiple pages, including:  
 - TAP INTO 2025

- TAP INTO - now we are 3
- TAP INTO Grantees Announced

INTO highlights the Trust's role in enabling small grants, crisis support and capacity building.

**Incubator programme**

The Helen Hamlyn Trust is credited with funding the **Caribbean Incubator, Islands Incubator** and **European Heritage Residency**. Support included programme delivery, travel, content creation and follow-up support.

**Heritage Leaders programme**

INTO thanks the Trust for supporting the development and delivery of this leadership initiative, which reached participants from 29 countries.

Please refer to the summary report for images of the full range of acknowledgements.



**As this reporting period draws to a close, INTO stands bigger, stronger, more connected and more impactful than ever. With the transformational support of the Helen Hamlyn Trust, we have expanded our global reach, deepened our leadership programmes and delivered innovative, inclusive initiatives that respond to the evolving needs of our members.**

**From strategic conferences and small-but-mighty grants to digital storytelling and leadership development, INTO continues to turn heritage into action - building a resilient, collaborative movement that protects and celebrates cultural and natural heritage worldwide.**



*'Withstanding Change' partners on a study visit in the UK*

