



# Capacity Building for the National Trust Ideal

A final report to the Helen Hamlyn Trust

April 2019 - June 2022



Dame Fiona Reynolds DBE  
INTO Chair

## Chairman's report

Over the last three years, we have benefited enormously from a transformational capacity-building grant from the Helen Hamlyn Trust.

With your generous support, we have achieved all our activity targets from the original grant and have raised significant new sums for project work. Helen Hamlyn Trust support has been nothing short of transformational for INTO, for which we are extremely grateful – thank you.

We began our capacity building project by hiring our new Deputy Secretary-General, Alexander Lamont Bishop. This was a very important appointment for INTO and Alexander has brought invaluable energy and pace to our Secretariat team, along with considerable skill in developing partnerships and projects. Alexander's network and personal connections across the sector have also helped us engage with the wider heritage community. This new role has freed up time to spend on core work supporting Trusts around the globe and delivering programmes, services and advocacy work.

We have engaged and built better relationships with our members through the TAP-INTO programme of expertise sharing, as well as significant externally funded project activity, coordinated by Alexander. Through our Incubator programme, we have helped new Trusts in countries where they do not currently exist and supported the growth of existing ones. And we have improved the effectiveness of our campaigns through such initiatives as the INTO Places scheme.

In this impact report, we seek to bring forwards stories from individuals for whom Helen Hamlyn Trust support has been invaluable; case studies that go some way towards illustrating the richness of work that has taken place. As we seek to grow the National Trust movement worldwide, these are the stories that tell us that we are moving in the right direction.

We are deeply grateful to Lady Hamlyn for her personal championing of our organisation and work, and the Helen Hamlyn Trust for their confidence and support.

# 3 Journeys through the National Trust Movement

Please find our report on our Syrian member by separate attachment, marked 'Sensitive' and not for sharing onwards.



## Growing New Trusts

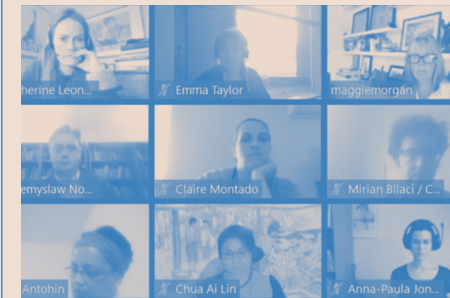
### Spotlight on: Ethiopia

**As with any fledgling organisation, consistent guidance and mentorship is invaluable.**

INTO both supports small heritage trusts as they grow, as well as supporting the establishment of new ones. We use a personal, nurturing approach, a model that has been markedly enhanced thanks to the generous support of the Helen Hamlyn Trust. Our Deputy Secretary-General has led on the design of programmes that serve the needs of new members, with thorough subsequent support that shows the ongoing value of our network.

Princess Esther Sellassie Antohin's young organisation, Heritage Watch Ethiopia, joined INTO in 2020. The Princess' journey with INTO speaks to the consistency of support and opportunities we are now able to offer our membership.

# 2020



## The INTO Incubator

Princess Esther joined us for the pilot INTO Incubator - an immersive capacity-building learning lab aimed at new and growing trusts, designed by our Deputy-Secretary General Alexander Lamont Bishop. Founded in 2018, Heritage Watch Ethiopia was the ideal participant for the Incubator, positioned to nurture establishing trusts keen to learn from the National Trust model.

Taken online in the midst of a worsening global pandemic, the Incubator was adapted to become an engaging digital programme. Princess Esther spoke of her efforts to save heritage sites in Addis Ababa in the face of increasing development pressures, exploring the National Trust model and its capacity to support those efforts.

*“I discovered so many unexpected similarities among other organisations, and also the barriers I had deemed peculiar to my organisation turned out not to be the case.”*



## TAP-INTO

Helen Hamlyn Trust support has allowed us to expand our offer of small grants, reaching 43 members around the world who are inspired by others within the INTO family. Following the Incubator, Esther was awarded a grant of £1,192 to produce innovative virtual tours of historic monuments, engaging digital audiences in Addis Ababa and beyond, in order to bring them the vibrant heritage of the city during the pandemic.

*“We think the next phase of planning and implementing virtual tours could be a viable business idea where companies could promote their products along with these heritage buildings for national and international consumers and potential tourists to Ethiopia.”*

# 2021



## Exploring collective histories

Our network is full of surprising connections. As the direct descendent of Emperor Haile Sellasie, we connected Esther to National Trust staff at Dunham Massey, where the Emperor spent much time and whose collection includes a ceremonial shield that he presented to the Earl of Stamford.

We later facilitated a visit, and subsequent collaborative ‘Connecting Collections’ seminar between Heritage Watch Ethiopia and the National Trust of England Wales and Northern Ireland, as part of our World in a Historic House partnership with Oxford University and the Institute of Historic Research.



## A vision for Pan-African heritage education

Heritage Watch Ethiopia have been enthusiastic participants in our INTO Africa regional group, exploring common interests and challenges in heritage for the African continent. Princess Esther joined her debut meeting in 2020 in Nairobi, exploring how culture can contribute to growth as part of a collaboration with the British Council, attended by more than 150 people from around Africa.

Princess Esther has now begun her own education programme that responds to the needs of the Ethiopian sector. As this work grows, we will continue to support further trusts to develop activity in the education space, under the umbrella title of HEPPA (Heritage Education Project Pan Africa.)

*“A few interested countries with guidance from INTO began to work together to hone our ideas to prepare project proposals for our respective countries. I am happy to share that this project is in its 2nd year and is about to launch as a pilot heritage club programme in five high schools in Addis Ababa.”*



# A vision for Qbajjar Battery

## Spotlight on: Malta

**The TAP-INTO programme allows our members to form long-lasting collaborations and focus the lens on common areas of interest or expertise.**

Often following ASK-INTO requests for expertise from within our network, members can develop ideas sparked through conversation into reality, with the help of practical support.

This TAP-INTO partnership between Din L-Art Helwa and the National Trust for England Wales and Northern Ireland paints a picture of the immeasurable value of cross-border learning exchanges. It also shows the strength of the National Trust's famed expertise in sustainable models for heritage sites, which unlock the potential to care for places for ever for everyone.

# Din L-Art Helwa



## An interview with Martin Galea

In 2021 Martin Galea, council member for Din L-Art Helwa and INTO Trustee was presented with the opportunity to acquire a new coastal fortification. Keen to benefit from the National Trust of England Wales and Northern Ireland's ability for storytelling and creative spatial design of its sites, Martin enlisted the help of INTO.

INTO responded to Martin's request for expertise by partnering Din L-Art Helwa with Emma Thomas, a dynamic General Manager at Seaton Delaval Hall in Northumberland. Together, they took advantage of TAP-INTO support to explore potential imaginative development options for the coastal fort.



### How did Emma's visit impact development and acquisition plans for Qbajjar Battery?

Emma brought her incredible knowledge and experience with the transformational 'Curtain Rises' project at Seaton Delaval Hall as well as earlier roles in contemporary art to help Din L-Art Helwa develop a creative and relevant concept for using the Qbajjar Battery as a cultural heritage site.

### Can you speak to some of the ideas that came from this exchange that you were most excited by?

We were really excited about Emma's ideas to create a venue for outdoor cultural events inspired by examples from Cornwall, Sweden and Turkey, a contemporary observation post and a space to learn about the history and local area.

### What sort of impact do you think having a vibrant cultural hub at this site would mean for the local community?

Close to a local town, there is potential for a small café at Qbajjar, as well as restoring and reusing the beautiful nearby salt flats. To keep audiences returning and interested, we need to have a changing, developing offer with strong local connections. Our teams have been considering who our potential partners might be. We think some of the facilities could be used by local groups, particularly during the winter months.

### What does this ongoing relationship with the National Trust mean for Din L-Art Helwa?

Din L-Art Helwa is almost entirely volunteer-run and so having Emma join the team was a great boost to our capacity. Her visit acted as a catalyst for action and gave us the opportunity to reach out to potential partners and political supporters. Since then, we have continued to liaise and the fact that we are working with the National Trust has opened doors across all of our work. The visit has also initiated a staff exchange between National Trust rangers in Exmoor and colleagues at the Majjistral Park on Gozo.





# Culture cannot wait

## Spotlight on: Syria

**The work we have been able to support in Syria demonstrates the breadth of engagement that Helen Hamlyn Trust support has made possible, preserving priceless heritage sites in places where the need is most acute.**

Heritage, though defined by the past, is most powerful when it remains dynamic. Our membership holds some of the most passionate heritage educators in the world, sharing history and culture with this, and the next generation.

INTO does not typically communicate about work in Syria publicly, as association with a British partner organisation carries with it a risk to both staff and stakeholders of Turathuna. We received special dispensation from our Syrian member Turathuna to publish this report alongside our main narrative.

*We kindly ask that this case study, shared under separate cover and marked sensitive, must remain strictly confidential. Please do not share onwards.*



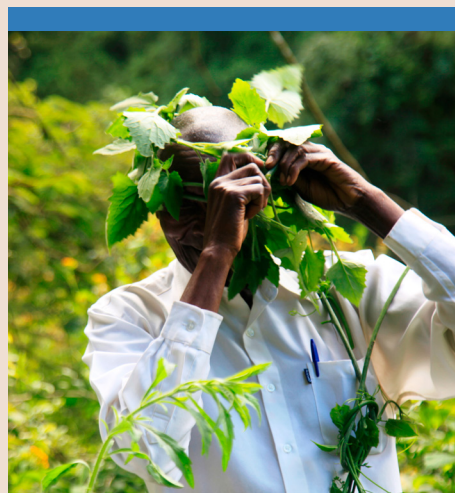
## Raising INTO's profile

INTO speaks out with authority and purpose on global conservation issues critical to our membership, celebrating what is unique about the National Trust approach.

Helen Hamlyn Trust support has enabled us to grow our voice, speaking with greater authority as our reach and depth of relationship with our members grows.

Our campaigns have focussed on two core themes, led by our membership.

# Communicating the culture-climate nexus



### Climate change is one of the most pressing global issues of our time.

In the global family of National Trusts we look after sites of natural and cultural heritage – tangible and intangible. Often a bridge between nature and culture, our work is affected by the climate crisis at every angle. We're committed to promoting the work of our members in climate action in the best way we know how – facilitating opportunities to exchange expertise, and sharing their story.

Support from the HHT has not only increased our capacity to tell these stories, but has also enabled us to broaden our work to produce new stories of success, resilience and collaboration in the face of the climate emergency.

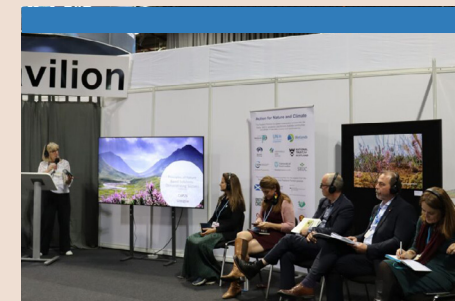


Our British Council project 'Melting Snow and Rivers in Flood' saw us deliver innovative flood management methods in East Africa. Our communications outputs highlighted the unique experience of cultural groups watching the dismantling of their cosmology through climate catastrophe, and revealed these stories to new audiences.

Our story gained coverage in VICE, BBC and Ugandan national media.

Our 12 minute film painted a visual story of the relationship between intangible heritage and the climate crisis. Screened at COP26, in the Commons to the APPG for Africa, American Embassies across the globe, and at numerous conferences and digital events in the sector, it has now been seen by some 1000 people.

[Watch it here](#)



We have made the most of high-profile platforms of global events and partnerships with other bodies to raise our voice. In 2021, we represented the network at COP 26 in Glasgow, with a delegation from across the INTO family.

We spoke with the combined voice of 19 National Trusts on the need to ban horticultural peat, gaining national coverage in the media, highlighting this international call to action.

We featured on panel events in partnership with the RSPB, Climate Heritage Network, IUCN and the British Council sharing the efforts of our members to fight the climate crisis.

Our presence at COP26 highlighted the work of our members through three short films, made possible through this grant. We chose to draw out key themes in the climate work of National Trusts, focussing on education and community engagement, nature-based solutions and policy and advocacy.

[Watch them here](#)

# Thinking local acting global



Elsewhere we focussed on our second key campaign: strengthening local community ties to enhance global heritage.

In 2020 we were gearing up to write our sustainable tourism report when the world changed very suddenly. With the emergence of the COVID-19 pandemic, the landscape of heritage tourism became something entirely different.

This forced us to reassess what was most valuable to our membership, and we redefined our research to highlight how National Trusts were, like everyone, thinking more locally about their impact.



We launched the full 'Putting the Local in Global' report with a panel at INTO Online 2021 - our digital conference that too, had to adapt to the demands of the pandemic.

The case studies featured, demonstrated how INTO members have re-thought relationships with their local communities and how their work had been enriched by that process.

This launch event proved to be amongst the most popular events featured at our conference and led us to continue to develop this campaign through a series of webinars, online articles and the development of INTO Places.



In 2022 as the world reopened its doors, we launched INTO Places - our reciprocal visiting scheme. Reconnecting the dots of international heritage tourism - it is an opportunity for our members to both raise their profile globally, but also embed the learnings from this campaign as to what a sustainable, and inclusive heritage destination looks like, serving both local and international audiences.



## Your impact

None of these vast improvements to our international brand recognition would have been possible without the support of the Helen Hamlyn Trust, and our pursuit to raise the voice of global heritage will continue to grow as we do.

# KPIs

**10** | successful TAP-INTO interventions per year

Result: 63 TAP-INTO interventions serving 43 members

**3** | candidate members properly established with fantastic processes, resources, governance and 3 new National Trusts established

Result: 9 new candidate members and 3 organisations established with INTO support

**2** | new ambassadors recruited every year  
Result: 6 new INTO ambassadors

**100** | new INTO members  
Result: 92 new INTO members

**2** | new reports/documents per year with associated multi-level communications strategies

Result: 3 reports published with 4 key communications outputs

# Finance

In our last formal submission to the HHT, we agreed to report on a 15 month period, from April 2021 to June 2022, having re-allocated our year 2 underspend to extend the grant lifetime by three months. This gave us a total budget of £113,346 to spend.

We are delighted to report that we have spent our full allocation within the given period, as detailed below.

Category	Detail	Spend	Notes
Salary Deputy Secretary-General	Original allocation	£53,468	
	Spend at end of Y3	£64,965	Allowing for 3 month extension gives an allocation of £64,162, difference due to pay rise at start of NT FY in April 2022.
	<b>Subtotal salary costs</b>	£64,965	
TAP-INTO programme, including small grants	Original allocation	£25,000	
	2021 TAP-INTO Grants	£17,192	10 grants involving 15 members
	2022 TAP-INTO Grants	£16,621	12 grants (4 co-funded by INTO via NTHP collaboration)
	<b>Subtotal TAP-INTO</b>	£33,813	Extra costs from extension budget
INTO Profile building including travel	Original allocation	£15,000	
	Egyptian knowledge exchange, London and Cairo	£2,621	
	Climate Change campaign at COP 26	£4,582	Costs shared with INTO
	Conference travel costs	£4,333	
	Filming equipment	£770	
	RISE programme costs	£300	Costs shared with INTO
	Portugal knowledge exchange	£1012	Hosted by Lady Hamlyn
	Design work for communications	£950	
	<b>Subtotal profile raising and travel</b>	£14,568	Difference of £432
	<b>Total spend</b>	£113,346	All allocated budget spent