

# Annual Report

2024





# INTO in brief

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INTO brings the global heritage family together, creating a movement of people who care about nature and heritage and are inspired to celebrate and protect it.

At the heart of everything we do is exchanging expertise, promoting best practice and supporting collaboration, to increase global capacity for heritage protection.

We use our shared knowledge to support new organisations to grow and lend our voice to key discussions in the heritage sector.

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## Message from the Chair and Secretary General

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We live in uncertain times. The world faces significant challenges and many of us feel apprehensive about the future. As we look back at 2024, it feels more important than ever to come together as a global community.

Here at INTO, we have found strength, hope and resilience in our unity. And despite the unpredictability, 2024 has been another rewarding year for the national trust movement. We have continued to work together to deliver meaningful membership services and projects, creating an ecosystem of international connections.

Our strategy is built around four main pillars: Family, Growth, Voice and Strength. Family is about fostering international connections and collaboration. Growth focuses on expanding international heritage conservation efforts and nurturing young leaders. Voice means advocating for global issues and highlighting how heritage can help address problems like climate change. Strength is about ensuring financial sustainability and demonstrating best practice.

At the heart of all this activity is our vision of a global movement of people who care about nature and culture and are inspired to celebrate and protect it.

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 2024 was my last year as Chair of INTO and I have loved every minute of it. It’s been a joy to see the organisation grow in capability and confidence over the past ten years. I’ve also relished experiencing the positive impact of INTO on the dedicated and passionate efforts of our members worldwide.  
 ”  
**Dame Fiona Reynolds, INTO Chair**

2024 has seen us make remarkable progress against our strategy. There is an energy and confidence about INTO and our members which is exciting and is propelling us to great success – in project delivery, amplifying member benefits, in funder relationships and more. We are both very proud of our Secretariat team, who bring this energy every day and who believe passionately in the cause INTO represents.

We are delighted to present this report on our activities in 2024. Not only have we made great headway in our programmes and projects, but we have also scrutinised what we do, how we do it and how we can consolidate and grow. We are hugely grateful to everyone who has played their part in our collective achievements: our members, volunteers, funders, donors and partners.

Thank you for everything you do for heritage trusts worldwide.

**Catherine Leonard, INTO Secretary General**

I am enormously proud of the strides forward we have made on the themes I set out back in 2015. We set out to provide more expert support and encouragement by sharing best practice and capacity building so that INTO members grow in size and effectiveness. Our amazing programmes and projects deliver this in spades.

We wanted to expand our own reach, and I was thrilled we recruited our 100th member in 2024.

Lastly, we sought to speak out more loudly on matters of common concern, which we have also achieved through our effective and visible campaigns.

Whilst I am sad to leave, I am honoured to hand over to HRH Princess Dana Firas of Jordan. Princess Dana has a deep commitment to global heritage and the INTO movement. She will be a brilliant Chair and INTO will continue to flourish under her leadership.

**Dame Fiona Reynolds, INTO Chair**





# Introduction



In 2024, we have harnessed our energy, knowledge and extensive network to amplify the positive effects of our work. Through careful planning, efficient use of resources and thoughtful curation of groups, we have exceeded our expectations and garnered impactful learnings from all our programmes and projects.

This annual report highlights our key accomplishments and the impact of our work across our four main themes: Family, Growth, Voice and Strength.

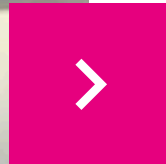
**Family**

**Growth**

**Voice**

**Strength**





# Family: Delivering services and making connections

INTO is an ecosystem of international connections. We deliver programmes, projects and activities that help build sustainable, confident and empowered organisations around the world. This year, we have seen significant progress in our efforts to foster collaboration and share knowledge among our members.

One of our major initiatives, TAP INTO, awarded grants involving 15 different INTO members. These exchanges included projects from St Kitts and Nevis to Malta; Mexico to the Netherlands, highlighting the global reach of our network.

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These exchanges included projects from St Kitts and Nevis to Malta; Mexico to the Netherlands, highlighting the global reach of our network.

We continued our highly successful working group offer, which includes RISE (Reimagining International Sites of Enslavement) and the Membership Directors, adding a new group of Conservation Officers to the schedule in 2024.





Partnerships have been instrumental in driving our mission forward. Working with the British Council's Cultural Protection Fund on the Facing Change conference and planning staff exchange projects with the National Trusts of Georgia and Fiji, are prime examples of how we are creating opportunities for collaboration and growth.

We also celebrated significant milestones, such as the successful mid-term conference of the Withstanding Change project in Cairo and the re-release of the INTO Places promotional video on World Heritage Day. These events not only showcased our achievements but also provided platforms for our members to engage and share their experiences.





➤ Outcome: INTO members are connected, learning and sharing with one another.

## Growth: Increasing global capacity for heritage conservation

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We are committed to growing global capacity for heritage conservation through skills development, helping establish new heritage trusts in countries where they do not currently exist and nurturing emerging leaders for nature and heritage. This year, we have made advances in all these areas.

Our Heritage Leaders programme has been a cornerstone of this growth strategy. We recruited the first cohort in 2024 and saw significant interest, with 55 Heritage Leaders participating. This programme is designed to develop the next generation of conservation leaders and provide them with the skills and knowledge needed to make a lasting impact. In November we launched a recruitment campaign for the 2025 cohort.

We welcomed four new members to the INTO family in 2024, Fortidsminneforeningen – the oldest organisation in the INTO movement, established in 1844 in Norway – the Heritage Conservation Society from the Philippines, the Maldives Heritage Society and the African Conservation Trust. These new members bring diverse perspectives and expertise, enriching our network and expanding our reach.

The enrolment of our 100th member was a landmark achievement for INTO in 2024. This milestone underscores the growing recognition of our work worldwide and strengthens our collective ability to share knowledge, resources and best practices across borders.



Our efforts to support emerging heritage organisations have also been fruitful.

This year the idea of a National Trust for Portugal really started coming to life thanks to a group of visionary and determined leaders. Over the past two and a half years, we have worked with them to examine different approaches from across the INTO network. This included trips to the UK and Italy, as well as meetings in Portugal, all with the generous support of the Helen Hamlyn Trust.

In November 2024, Portuguese colleagues gathered in Mateus to discuss the future of the country's rich cultural heritage. We were delighted to contribute to the discussions with insights from INTO members – the National Trust, Kulturerbe Bayern and FAI – Fondo Ambiente Italiano.

The event underscored the importance of good governance, community engagement and diverse funding models. Hosted by the Fundação da Casa de Mateus and Santar Vila Jardim, these two days together successfully built consensus around the idea of a National Trust for Portugal, setting the stage for future developments. We look forward to continuing this collaborative work in 2025.

INTO also hosted a residential programme for a team from the Czech National Trust (CNT) in London. The aim was to learn more about membership, volunteering and community engagement, whilst exploring innovative methods of income generation and different business models.

It was also an occasion to celebrate the accomplishments of the CNT which has over the past decade achieved remarkable success in preserving Czech cultural heritage. We were delighted to chair a panel discussion at the Czech Embassy focusing on Heritage! Stories of Revival and Resilience as a public engagement element of the study visit.

We continue to work with parliamentarians and high-level stakeholders to create a more favourable operating environment for heritage protection.

INTO's advice has also been sought by government bodies in France, Guyana, Kuwait, Saudi Arabia and Sweden on the National Trust model and approach. These activities are part of our broader strategy to nurture and support new and developing heritage and around the world.





Another highlight of our growth initiatives has been the INTO Incubator programme. This immersive learning experience supports heritage organisations seeking to make strategic change by adapting successful trust models to their own contexts.

In May 2024, we hosted the Islands Incubator in southwest England, focusing on islands and coastal environments and balancing the needs of visitation, member experience and conservation for biodiversity. Participants engaged in intensive workshops, discussions and strategic planning, gaining valuable insights into growing successful trusts.

Thanks to the Helen Hamlyn Trust, we awarded £34,000 grants for TAP INTO projects and the Islands Incubator in 2024.



**Outcome: Our Trusts – big and small, old and young –  
grow stronger and flourish.**



# Voice: INTO as a global thought-leader and building the brand



INTO speaks out with authority and purpose on global conservation issues critical to our membership. This year, we have continued to position ourselves as a global thought-leader, drawing on the wisdom of the INTO family to crowdsource solutions to shared challenges.

The Withstanding Change project has provided numerous stories and guidance to share, raising INTO's profile among prospective members, partner organisations, supporters, funders and opinion formers.

A new National Trust podcast featuring the twinning relationship between Cairo and Blickling Estate for the Withstanding Change project, received the second-highest listener numbers of the year, reaching an audience of approximately 11,000 in the first month of release.

A second podcast recorded in 2024 will be aired in February 2025, focusing on the twinning between Tsegereda Garden in Addis Ababa and the national rose collection at Mottisfont Abbey in England. We were delighted that the National Trust featured the project in their member magazine, circulated to 2.6 million member households, which is a real success story for the team.



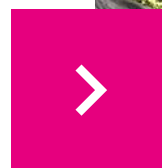


A highlight of the year was commissioning a new short film to tell the story of INTO – who we are and what we do. We grasped the opportunity to film 10 of our member organisations while they were taking part in the Islands Incubator.

The film was launched on our channels and shown in the Blue Zone at COP29 in November, as well as showcased at the Facing Change conference. We are very grateful to the Helen Hamlyn Trust for supporting this film commission.

Participation in COP28 at the end of 2023 and COP29 this year in Baku was a high point of our advocacy efforts. We successfully hosted side events and exhibits in collaboration with the British Council and other partners, showcasing the work of our members and advocating for the importance of heritage conservation in addressing global challenges.

This year, HRH Princess Dana Firas of the Petra National Trust and youth climate advocate Noelle Young of the Bermuda National Trust represented INTO at various events and opportunities, building on the excellent progress made in Dubai.



Responses to climate chan  
 otation, resilience & yout



### Examples of increasing INTO's profile:

- INTO film launch campaign in November 2024
- Europa Nostra Awards coverage across Europe, the UK and Georgia
- Withstanding Change visits to Cairo, Zanzibar and Addis Ababa featured in local press and television
- Withstanding Change twinning video featuring Zanzibar and Wales
- Future Proofing Heritage conference at the V&A
- Speaking at The Heritage Alliance conference in London
- Coverage of Modernist houses conference in Mexico, featuring three INTO members
- Showcasing INTO on a global stage and working with partners at COP29
- Driving traffic to our website with our Heritage Leaders launch campaign
- Articles in member publications, including National Trust of Australia (Victoria) magazine, Herita (Flanders), Geldersch Landschap & Kasteelen (Netherlands), Heritage New Zealand

INTO's membership includes many islands, both big and small, and they have a key role to play protecting natural and cultural heritage worldwide. We were therefore very happy to collaborate with SMILO (Small Islands Organisation) this year through their conference in Marseille.

Attended by representatives of the National Trust, National Trust for Scotland and Conservatoire du Littoral, we also enabled INTO members to feed thoughts into a common position on Marine Protected Areas (MPAs), building on the outcomes of the Islands Incubator.

**Outcome: There are more favourable external conditions for heritage trusts to thrive in**



## Strength: Creating a strong organisation



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We are growing financial sustainability for INTO and creating projects that build capacity within our member organisations. We have made significant strides in strengthening our organisation and ensuring long-term sustainability.

This year has focussed heavily on project delivery, but we have also had fundraising success including a UKRI grant to fund a research project we will deliver in partnership with the University of Bristol. The project 'Plants, Enslavement and Public History: Re-imagining green spaces as places of heritage and healing' will enable us to host a senior researcher who will lead on management of the RISE programme over the next three years.

We will also disburse a series of grants to members in the Caribbean and Africa, enabling them to test hypotheses on how to interpret histories of slavery in outdoor spaces.

We also secured an additional £114,000 for the Withstanding Change project, demonstrating our ability to attract funding for critical initiatives.

We are grateful for a grant from the Great Britain Sasakawa Foundation who supported a visit to Japan in 2024 (funds received in 2023). Delivered in partnership with the National Trust and INTO's Japanese members, the Amenity 2000 Association and the Cultural Heritage Trust Research Association, the aim of the project was threefold.

Firstly, to connect with the heritage and nature conservation sector in Japan. Secondly, to deepen understanding of the cultural phenomenon of Hanami, which has inspired Blossom, the National Trust's largest annual public engagement campaign.

And thirdly, to scope out opportunities for future collaboration and projects together, which we hope will blossom in coming years.

At INTO we are passionate believers in the power of international collaboration. We've seen the impact we can have, using our global network to share knowledge and deliver projects which will protect built and natural heritage for generations to come. Even the smallest injection of funds, expertise and advocacy can have a huge impact.

We are thankful therefore to Joannah Bodden Small whose company Caraleya is making regular quarterly donations to INTO in support of our staff exchange and capacity building. Helping to connect the National Trust for the Fiji Islands with the National Trust via a small grant for knowledge sharing, resulted in the creation of a new film.

This will enable the Trust in Fiji to communicate and celebrate the importance of caring for veteran trees, as well as indigenous ways of relating to trees that are slowly fading from view there and around the world.

Caraleya supported the St Helena National Trust in their exchange programme to learn more about management of coastal sites for nature and tourism. They have also adopted Leya, a Blue Iguana, and support the work of the Blue Iguana Conservation Programme and the National Trust for the Cayman Islands.

Our thanks also go to Trevor and Sandie Johnson who have made generous gifts to INTO since 2019. We are deeply grateful for your continued support and engagement.





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Governance and strategy have been key focus areas in 2024. We inducted four co-opted Trustees and evolved our governance arrangements leading up to the INTO Congress in Amman. Our 2023 Accounts and Audit were completed, and we have recruited our RISE researcher who begins work in March 2025.

Together with the INTO Board, we have refreshed our strategy and vision with three overarching themes.

The first part of our 2030 Strategy is amplifying youth voices. By rejuvenating our network, governance and programming, we will increase intergenerational exchange, creating more opportunities and engagement. In addition, INTO seeks to increase equality, diversity and inclusion (EDI) across all our work.

And the third component is a pledge to do all we can to inspire people to take action against climate change, invigorate nature recovery and build community.

At an operational level, our new approach to project planning, new risk register and new book-keeping service are increasing efficiency and confidence.

We bade farewell to our esteemed Chair, Dame Fiona Reynolds, at the end of 2024. Fiona has been involved with the National Trust movement in one way or another for the past forty years. We've known her best since she became Director General of the National Trust in 2001, and she has always been incredibly supportive and interested in all things international.

Fiona was with us at the launch of INTO in 2007 and spoke at conferences and events in Canada, Dublin and Gelderland in the Netherlands. In 2015 we took the INTO conference to Cambridge and she became our Chair – in those 10 years she has been nothing short of fantastic.

Not only has Fiona chaired all our meetings brilliantly, but she's led and steered INTO with skill, dedication and lots of love. She has encouraged us to raise our voice more loudly. She started the World Heritage Day Lecture as a platform for speaking out and challenged us to create more reports and resources to underpin our campaigns.

INTO has flourished under Fiona's leadership and we are deeply grateful. She will continue to act as an INTO Ambassador.

We took the opportunity of meeting in Jordan to also express our gratitude to Irena Edwards and Natalie Bull for their invaluable contributions on the INTO Board. At the same time, we were excited to welcome new Trustees: Julian Donaldson, Omar Eaton-Martinez, Fauzy Ismail, Julian Menko and Patricia Kell. And a new Chair, HRH Princess Dana Firas of Jordan.

HRH Princess Dana Firas is a global advocate for heritage protection and preservation. We first got to know her when she spoke at INTO Bermuda in 2019 and she had been a staunch supporter of INTO ever since, regularly speaking on our behalf and becoming an INTO Ambassador in 2021.

We have also been proactive in building relationships with donors and partners. Our engagement with the Helen Hamlyn Trust, Cultural Protection Fund and 1772 Foundation has been instrumental in securing funding and support for our projects.

INTO was also shortlisted for the International Association of the Year Award at the Associations World Congress in Graz this year.



Outcome: INTO itself is relevant, ambitious, resilient, united and financially sustainable



# Our programmes

## Islands Incubator 2024

**Dates:** 13 - 18 May 2024

**Location:** Swindon, Holnicote Estate, Lundy Island, Dunster Castle, Woolacombe, North Devon

**Programme development:** Alex Lamont Bishop and Vanessa Targett

**Delivery team:** Vanessa Targett, with support from Ellie Oliver and Catherine Leonard

The delegates arrived in Swindon on Sunday 12 May and began their week at Heelis, the National Trust head office, on Monday, 13 May. After a tour of the building, the group participated in a workshop to set objectives for the week and introduce themselves and their work. This initial session fostered a strong sense of community and collaboration among the participants.

Throughout the week, the group engaged in presentations and discussions with National Trust staff and INTO supporters. The group travelled to the National Trust's Holnicote Estate, where they stayed in two National Trust holiday cottages. The programme included various elements of learning, such as exploring potential income from holiday rentals and tenanted cafés, allowing attendees to consider new business models for their own organisations.



Over the next four days, the cohort delved into topics such as sand dune restoration, coastal grazing, grassland restoration, tourism, community engagement and inclusivity.

The week concluded with a visit to Dunster Castle and Water Mill, focusing on natural play, visitor experience, watermill operation and income generation. This immersive experience provided valuable insights and fostered new connections and advocates for INTO's work.

“ It really has been an amazing week of amazing places, great people, and packed with insight that is sure to make Bermuda and the world a better place. I feel like I gained a new support team. Thank you everyone!

**Myles Darrell, Head of Natural Heritage,  
Bermuda National Trust**





## Heritage Leaders

**Dates:** May – July 2024

**Programme development:** Catherine Leonard and Ellie Oliver

**Co-Development partner:** CAO - Cultural Associates Oxford

“We are so lucky to have such a brilliant faculty supporting this learning and network development. Who can fail to have been moved by Barbra Batweteera's leadership journey, taken note of Omar Eaton-Martinez's five propositions for leading EDI work or learned from Diane Lees' top tips for team building?

**Catherine Leonard, INTO Secretary-General**

The Heritage Leaders programme attracted significant interest from our members and beyond. The course welcomed 55 delegates over an 8-week period, featuring respected INTO leaders and associates as speakers and facilitators.

The evaluation of the pilot programme was overwhelmingly positive, with participants praising the content, tools and personal growth opportunities. One participant noted, 'This programme was as much about learning useful content and getting introduced to helpful tools as it was about learning about myself within the bigger picture of our sector'.

A new round of applications opened in November and the programme was showcased at the Facing Change conference in Jordan. The next cohort will focus on emerging leaders, preparing organisations for future sustainability.

## TAP INTO

**Dates:** Throughout 2024

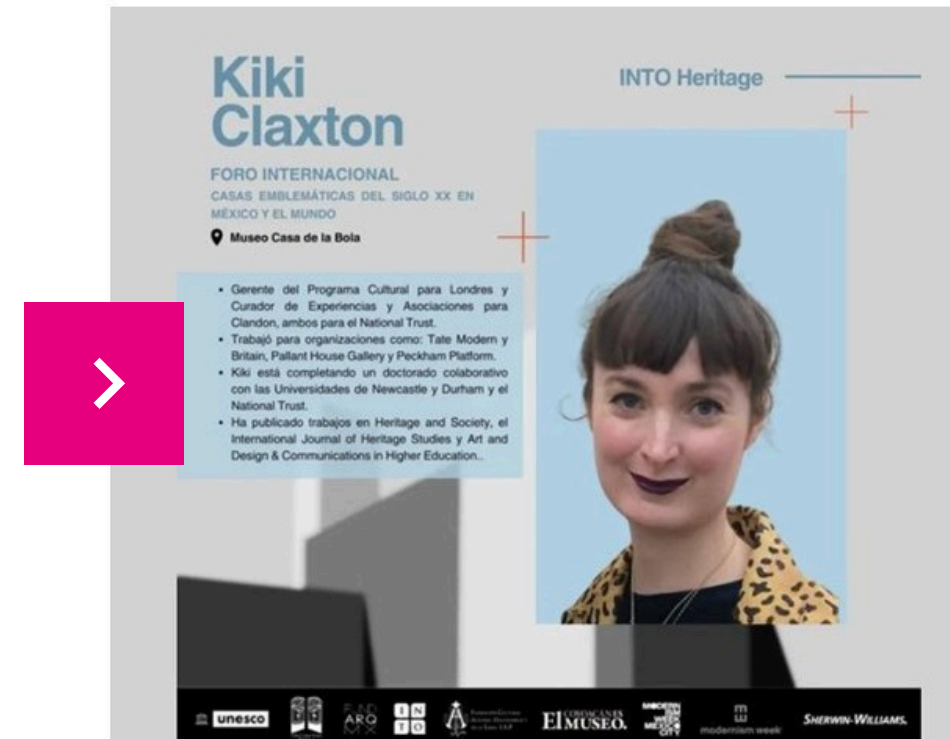
**Programme development and delivery:** Vanessa Targett

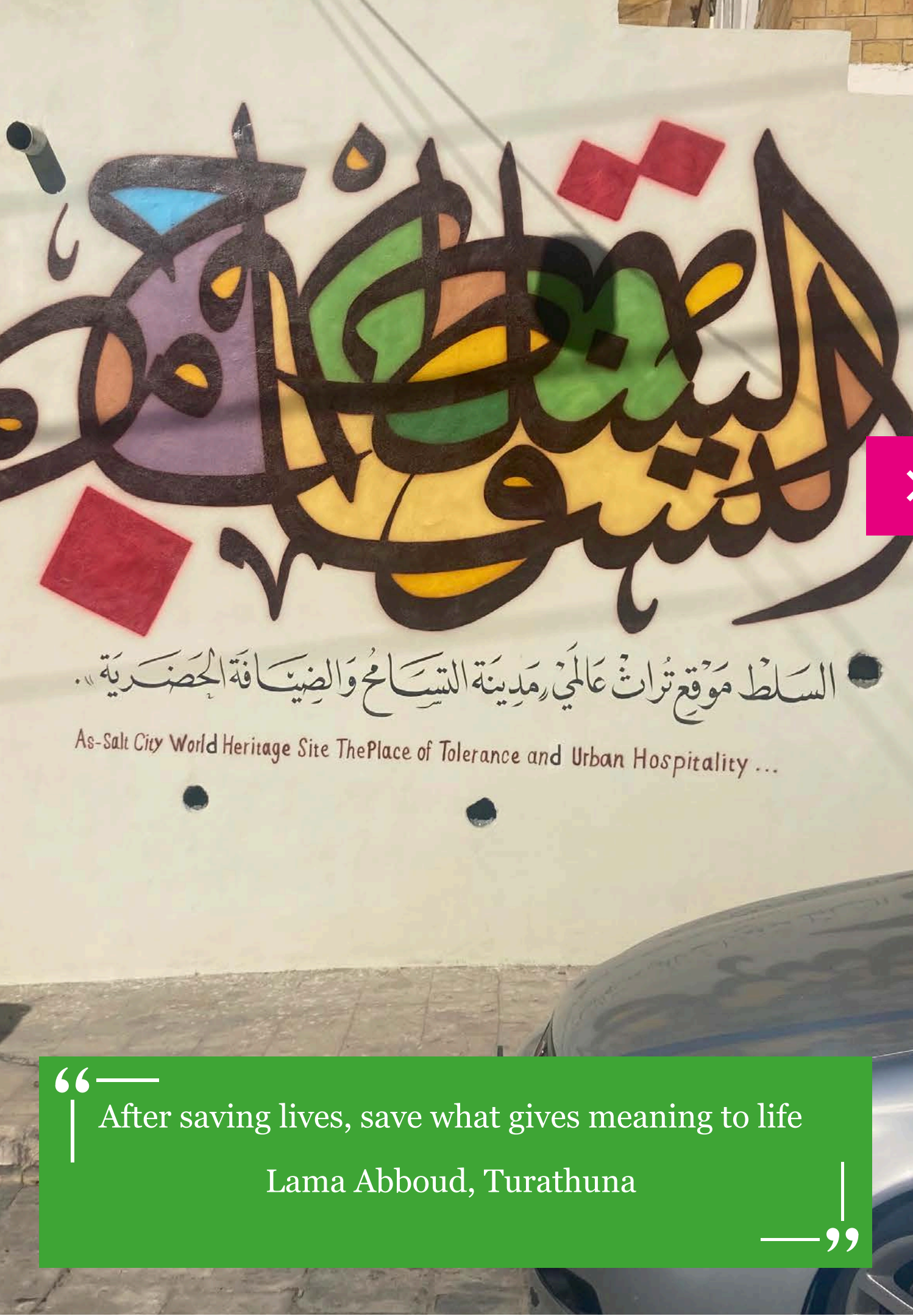
The TAP INTO programme has undergone a process review developed by Vanessa and is now a well-established part of the INTO offer. The new reporting process allows us to share learning and inspiration through a series of reports and blogs.

This programme fosters strong relationships among members with historic connections, enabling knowledge exchange and hands-on conservation efforts.

### Examples of Success:

- A TAP INTO grant to the Montserrat National Trust facilitated the preservation of archives through digitization.
- A 3-month sabbatical for Eva Stuetzenberger, Visitor Experience Manager at Avebury, National Trust, with the National Trust for Georgia, provided support in developing business models, communications and volunteering.
- Joining together three INTO member organisations at the Fundarqmx '20th Century Houses' conference in Mexico, establishing new links and learning exchanges between specialists in the conservation and interpretation of 20th century architectural heritage in the USA, UK and Mexico.





## Facing Change: Jordan 2024 Conference

**Dates:** 2 - 5 December 2024

**Location:** Amman, Jordan

**Programme development:** Vanessa Targett, Stephanie Grant (Cultural Protection Fund - CPF), Zeina Khashashneh (Petra National Trust - PNT)

**Delivery team:** Vanessa Targett, Zeina Khashashneh, Ellie Oliver and Catherine Leonard with support from Dave Simpson, Jacqui Sealy, Katherine Shingler, Farah Alhasan (CPF) and Farah Nahar and the PNT delivery team, Mirna Musharbash, Husam Abu Afifeh, Ghaith Nofal, Huda Amareen, Aya Hamdan, Taimaa Faouri, Marah Yaghi.

We held our biennial conference, Facing Change, in Amman, Jordan, in partnership with the Petra National Trust and the British Council's Cultural Protection Fund. The conference focused on heritage adapting to climate change, how to build strong community engagement, facing challenges of heritage preservation at times of conflict and the role of heritage in peacebuilding.

### Key highlights

- HRH Princess Dana Firas, President of Petra National Trust and UNESCO Goodwill Ambassador, delivered an inspiring opening speech, emphasising the importance of heritage conservation in Jordan and globally.
- Historian and broadcaster Dan Snow highlighted the significance of protecting cultural heritage, stating, 'Protecting cultural heritage is not going to save the world, but it's the kind of thing that makes the world worth saving'.
- Lama Abboud of INTO member organisation Turathuna, also emphasised the important role of heritage in post-conflict community rebuilding with her powerful presentation on the restoration of a theatre in Homs, Syria. Her quote, 'After saving lives, save what gives meaning to life' was a brilliant call to action, which brought the delegates to their feet.

“After saving lives, save what gives meaning to life

Lama Abboud, Turathuna

### **Sessions and workshops**

The conference featured a series of breakout sessions and workshops led by experts from INTO, the Cultural Protection Fund and Petra National Trust. These sessions provided practical takeaways and fostered deep discussions on heritage resilience, climate adaptation and community engagement.

The Withstanding Change project was showcased, demonstrating how heritage and climate adaptation can go hand in hand, with a strong focus on community involvement.

### **Networking and collaboration**

Delegates had the opportunity to network and collaborate with professionals from around the world, sharing knowledge and best practices in heritage conservation.

The sense of unity was palpable, creating a collaborative environment where ideas and experiences were freely exchanged as participants came together with a shared commitment to protecting and promoting cultural heritage.

### **Cultural experiences**

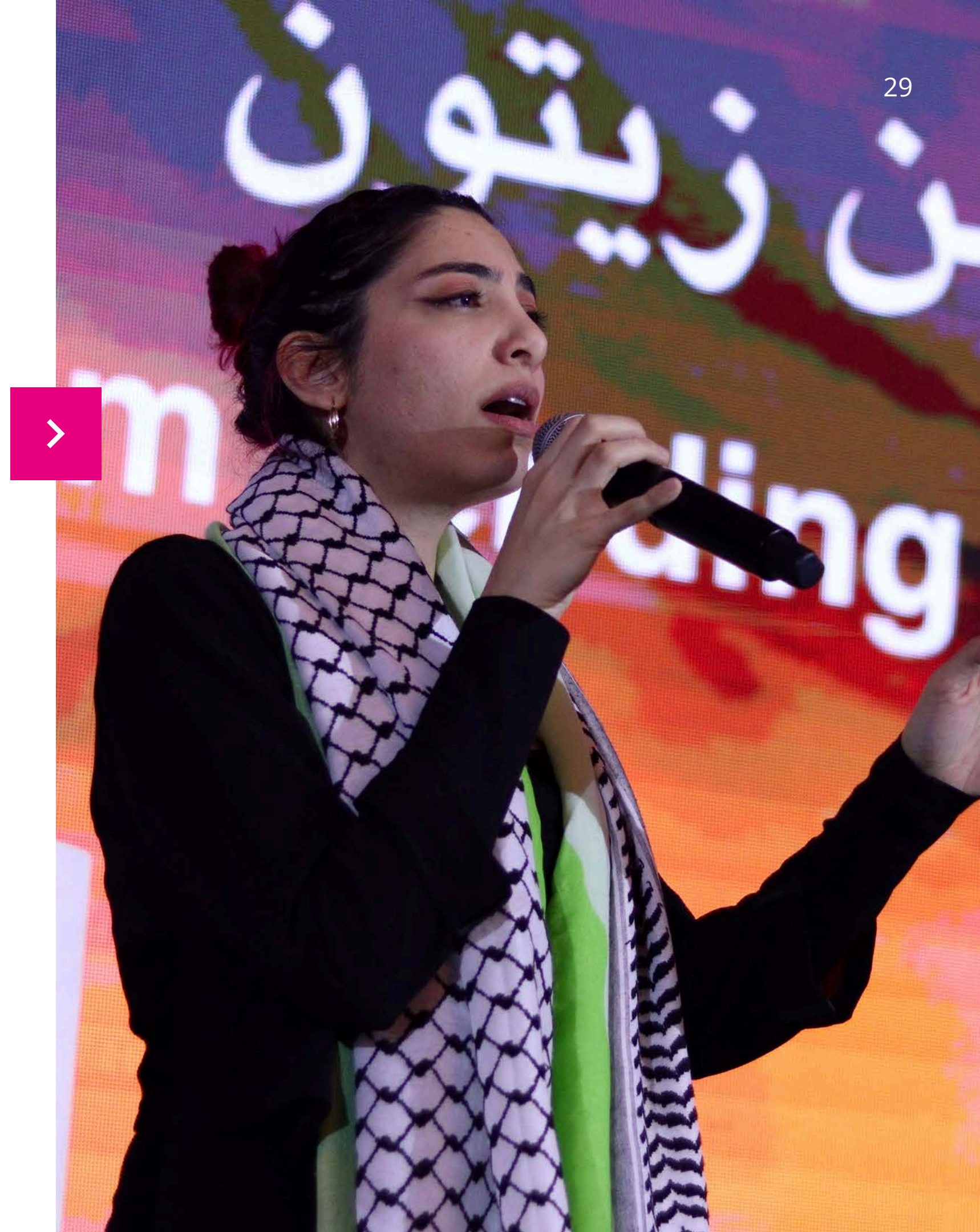
The event included cultural performances, such as a moving performance by Palestinian musician Hiya, adding a rich cultural dimension to the conference.

The conference delegates visited the UNESCO city of As-Salt to view first-hand the work of the Petra National Trust within the Withstanding Change project.

An additional visit to the ancient Nabatean site of Petra was organised and led by Petra National Trust, showcasing their work on this exceptional World Heritage Site.

### **More speakers**

- Hilary McGrady, Director-General of the National Trust
- Sneška Quaedvlieg-Mihailovic, Secretary General of Europa Nostra
- Sofya Shahab, IDS Research Fellow in Power and Popular Politics
- Ayooob Thanoon, President of the Mosul Heritage Foundation





## INTO Climate Communications Webinar Series – INTO CAN

The series, which began in September 2023, featured engaging sessions on climate communication and was extended in 2024. Created and led by Katherine Shingler, this series was themed around newly released chapters of the National Trust's Climate Adaptation Guidance, which are aimed at helping heritage organisations worldwide care for their important sites and collections in the face of ever-increasing climate-related challenges.

### The series included:

- 'Safeguarding paper & books in the context of climate change' with Nicola Walker, National Trust Senior Paper Conservator and Helena Bennett, Director of St Helena National Trust.
- 'Climate resilient gardens and parks' with Emma McNamara, horticulture development specialist at the National Trust and Esther Selassie Antohin, Founder and Executive Director of Heritage Watch Ethiopia.
- 'Climate adaptation in historic buildings' with Alan Gardner, Senior Buildings Conservation Manager at the National Trust and Hoshil Dhanji, Project Capital Coordinator of Zanzibar Stone Town Heritage Society.

## RISE Sessions - Re-imagining International Sites of Enslavement

Supported by Alex Lamont Bishop and Vanessa Targett, the RISE sessions have secured funding through a partnership with the University of Bristol.

A new fellowship, 'Plants, Enslavement and Public History: Re-imagining green spaces as places of heritage and healing', will explore green heritage spaces as sites of memory related to transatlantic enslavement histories.

Working closely with Dr Jessica Moody, Vanessa Targett supported the recruitment of Dr Zakiya McKenzie as Senior Research Assistant. Zakiya will join the INTO team part time in March 2025.

In May 2024, the RISE co-organisers Dr Elon Cook Lee and Laura Van Huss met with Tom Boden and Lucy Caesar, General Manager and Curator of Dyrham Park, National Trust, along with Dr Jessica Moody and Catherine Leonard at Dyrham Park.

Additionally, our RISE team participated in a V&A/National Trust event in London, further strengthening connections.

As the fellowship progresses in 2025, we look forward to more connections in person.



# Our projects



## Highlights:

- The Withstanding Change project is achieving significant success, including climate resilient physical interventions, community engagement to raise awareness of climate change impacts on heritage and regional and international advocacy.
- A Europa Nostra Award for the restoration of the Tsiskarauli Tower in Georgia, in partnership with the National Trust for Georgia, REMPART and Chudow Castle Foundation, supported by the ALIPH Foundation.

## Withstanding Change project

The Withstanding Change project, funded by the British Council's Cultural Protection Fund, has been one of our most impactful initiatives this year. Launched in 2022 with £1.6 million in funding, the project's success has been rewarded with additional funds in both of the last financial years.

The project is addressing the challenges posed by climate change to heritage sites across the Middle East and Africa. Our international partners are restoring historic sites threatened by climate change in six countries, with international sites each being paired with a National Trust property in the United Kingdom.





Key highlights of the project include the mid-term conference in Cairo, where partners reviewed progress, shared best practices and exchanged knowledge.

The twinning relationships between sites, such as the Cross-Cultural Foundation of Uganda with Stourhead and the Egyptian Heritage Rescue Foundation with the Blickling Estate, have deepened, fostering collaboration and mutual support. An extra special moment in the relationship between Blickling and Cairo, was a residency for Egyptian artist Nesreen Shahara.

Nesreen explained, 'This residency offered me a unique opportunity to connect with a different culture. My art project, four wooden boxes inspired by the motifs of Blickling House and Bayt al-Razzaz, celebrates the collaboration between the two houses as part of the Withstanding Change project. I had the pleasure of engaging in interesting conversations with visitors and received positive feedback about my artwork.'

Local MP for Broadland Jerome Mayhew also paid a visit to meet Nesreen and to learn more about the work that has been done to make Blickling Estate more resilient to climate change.

In October, the project culminated in a conference in Tanzania, hosted by the Zanzibar Stone Town Heritage Society. This event provided an opportunity to reflect on the achievements and challenges faced, and to celebrate the resilience and dedication of our partners.

The group was treated to lively Zanzibari cultural events in the newly restored Old Customs House and a very warm welcome which included President Hussein Ali Mwinyi and the Minister for Tourism and Heritage, Mudrik Ramadhan Soraga.





As part of the project, the National Trust has developed comprehensive climate change adaptation guidance, now published on the INTO website.

This guidance is designed to help heritage sites become more resilient to climate hazards and support teams in making informed decisions.

The guidance includes chapters on caring for photographs, managing visitor operations in wetter weather and safeguarding roofless ruins and standing masonry.

It provides practical advice, case studies and detailed options for implementing adaptation measures, ensuring that heritage sites can effectively respond to the challenges posed by climate change.

Thanks to the team's excellent promotion and skill with communications, the project featured in a nine-page article in the National Trust autumn magazine, which reaches an audience of 2.6 million in both print and digital formats .

Additionally, a National Trust podcast highlighting the twinning between Bayt al-Razzaz in Cairo and Blickling in England, was the second most-listened episode of 2024 on the National Trust channel.

This very strong outcome has led to a second podcast for 2025, featuring the Tsegedera Garden in Addis Ababa and the National Rose Collection at Mottisfont in Hampshire and discussions for more INTO podcasts are under way.

The project continued to share learning and highlight the progress of all the partners at the Facing Change conference in December, further solidifying our commitment to protecting cultural heritage in the face of climate change.

Dave Simpson and Emily Drani gave a keynote presentation, Imogen Wood led a panel discussion and project partner organisations gave engaging breakout sessions.



## Reflection on Europa Nostra Award



One of the most significant recognitions this year was our ALIPH-funded project winning a prestigious Europa Nostra Awards Grand Prix. This award celebrates the Citizens' Rehabilitation of the Tsiskarauli Tower in Georgia, a project that exemplifies the power of heritage conservation in fostering community engagement and peacebuilding.

The project, which involved international volunteers and local communities, overcame numerous challenges, including geopolitical tensions and the COVID-19 pandemic. The award highlights the importance of collaborative efforts in heritage conservation and underscores the impact of our work on both local and international levels.

Among the 26 award winners across 18 countries, two other INTO members were also recognised: the National Trust for its conservation of the Gideon Tapestries at Hardwick Hall Boulouki for their 'Travelling Workshop on Traditional Building in Greece'. These prestigious awards underscore the significance of such heritage projects in Georgia and across Europe.

Catherine Leonard and representatives from all partner organisations were honoured with the Georgian Medal of Honour, by the President of Georgia during a ceremony in Tbilisi. The award has received extensive coverage on Georgian television, online and in print media.



# Governance and Strategy



INTO is a registered charity in England and Wales. It is governed by an international board which met virtually throughout 2024 and in person at the Facing Change conference.

We are grateful to all our Trustees for their time, guidance and support.

The National Trust of England, Wales and Northern Ireland hosts the INTO Secretariat and employs a Secretary-General who manages the day-to-day operations of the charity. This delegated framework is set out in a by law. In 2024, INTO continued to benefit from the generous support of the National Trust (up to £100,000 per year in cash and in kind).

When planning our activities, the Trustees consider the Charity Commission's guidance on public benefit, which is written into INTO's charitable purpose, to 'promote the conservation and enhancement of the natural and cultural heritage of all nations for the benefit of the people of the world'.

Our definition of heritage is very broad and it can cover everything from land and biodiversity to buildings and landscapes, collections and intangible things like language and traditional practices.

In fact, what makes something part of our heritage is not whether it is a building or a landscape, but the value we place on it.



In 2024, we reviewed and revitalised our strategy and vision, aligning and focusing the organisation under overarching themes, through which we seek to:

- **Amplify youth voices: We will work with our members and partners to ensure young people are heard.**
- **Encourage intergenerational exchange: Our programmes and projects will bring different generations together, creating more opportunities to connect and engage.**
- **Boost equality, diversity and inclusion (EDI): INTO is committed to making everything we do inclusive and fair.**
- **Inspire climate action: We're dedicated to working at the intersection of heritage and climate and encouraging our members and their supporters to take action against climate change.**
- **Revitalise nature recovery: We're focused on helping nature thrive throughout the world.**
- **Build community: Working in partnership with communities is a big part of our mission.**

The reporting period coincided with Alex Lamont Bishop's secondment to INTBAU. Alex has been INTO's Deputy Secretary General since March 2019 and this experience has highlighted the importance of retaining and recruiting good staff, succession planning and supporting personal and professional development. We have been very fortunate to have the expert skills and energy of Vanessa Targett acting as our Deputy Secretary General throughout 2024. Vanessa will sadly be leaving us when Alex returns in March 2025.

Part of our forward look is to ensure the Withstanding Change project closes successfully and that we use the learnings to secure more funding. Our project team is exceptional - their drive and delivery, as well as their connection with the very diverse project partners, has been exemplary and we are keen to retain their talent.

## Meet the team



Catherine Leonard  
Secretary General



Vanessa Targett  
Deputy Secretary General



Alex Lamont Bishop  
Deputy Secretary General



Ellie Oliver  
Communications Manager



Dave Simpson  
Programme Manager  
Withstanding Change



Jacqui Sealy  
Programme Officer  
Withstanding Change



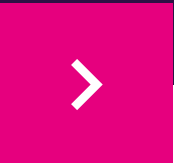
Katherine Shingler  
Project Manager  
(National Trust)



Izzi Greenwood  
Business Services  
(National Trust)



# Our Trustees



HRH Princess Dana Firas  
Chair



John Orna-Ornstein



Omar Eaton-Martinez



Patricia Kell



Kanitha Kasina-Ubol



Julian Menko



Irena Edwards



Dame Fiona Reynolds  
Outgoing Chair



Fauzy Ismail



Barbra Babweteera  
Mutambi



Julian Donaldson



Cathy Childs



Martin Galea



Kofo Adeleke

# Communications statistics

🎬 2 new films

🎙️ 2 podcasts

📅 6 webinars

🎨 new brand collateral

📝 22 blogs

📧 12 newsletters

📄 11 articles

🎵 10 conferences

📊 12 dashboards

🎬 22 reels

📈 5.8k followers on social media

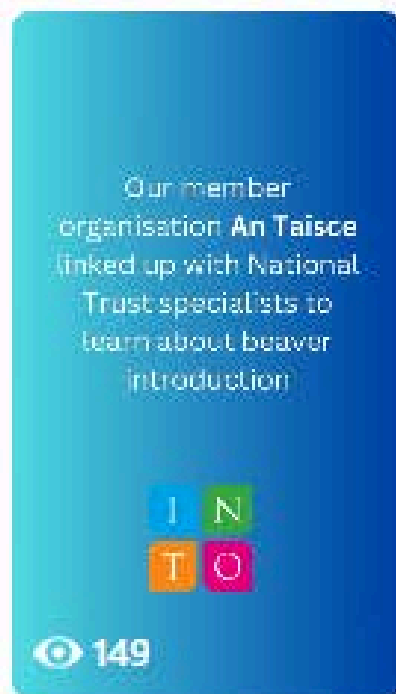
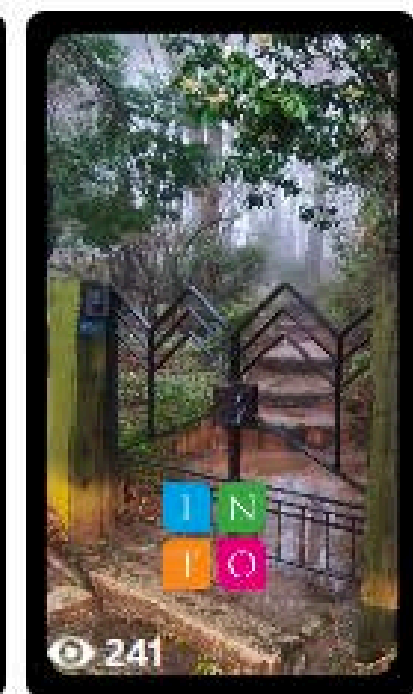
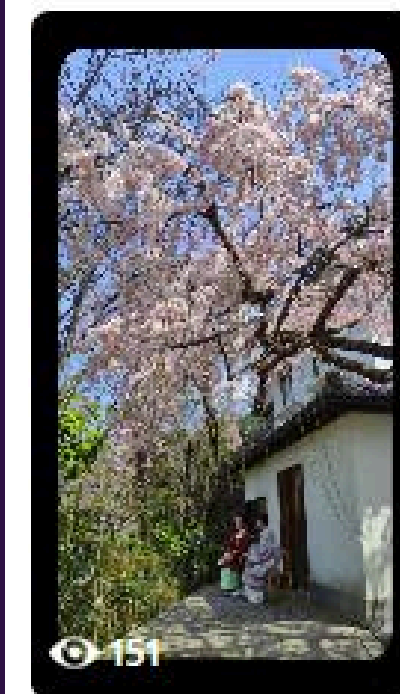
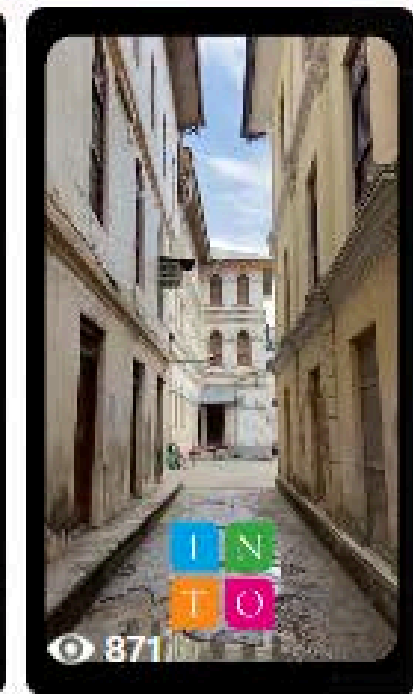
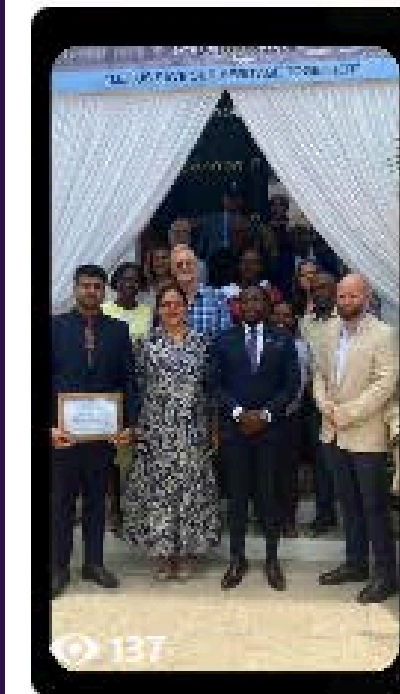
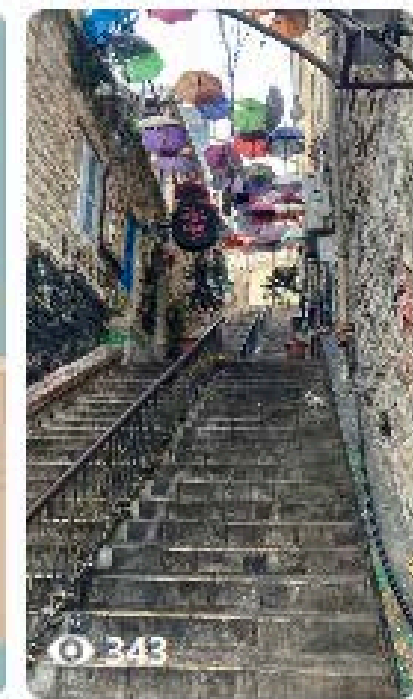
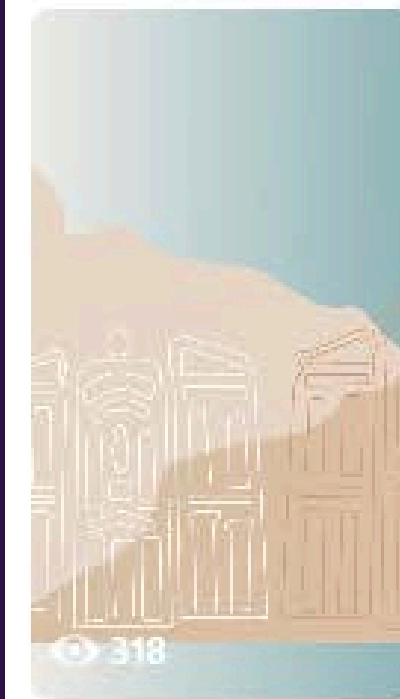
✉️ 1.1k newsletter subscribers

👍 +247% reach on Facebook

🌐 45k new website users

👤 344k unique website visits (+32%)

🔗 225% rise in web referrals



# Summary

As we look back on 2024, we are very proud of the progress we have made and the impact of our work. Our commitment to delivering services and making connections, increasing global capacity for heritage conservation, speaking out on issues of common concern and building a strong organisation has never been deeper.

We have demonstrated remarkable progress and impact through strategic planning, effective resource utilisation and strong partnerships. Our programmes have not only exceeded expectations but also provided valuable learnings and strengthened relationships among our members. We are inspired by their dedication and passion and look forward to continuing our journey together in the coming year.

Our focus on measurement and evaluation has provided us with solid data to enhance our programmes and secure additional funding. The positive response from partners and funders, including the British Council and ALIPH, underscores the effectiveness of our approach and the importance of our work.

As we look ahead, we remain dedicated to leveraging our expertise and network to amplify the positive effects of our work. With a forward-facing outlook and a commitment to continuous improvement, we are well-positioned to achieve even greater success in the coming years. We are grateful for the support of our members, partners and funders, and we look forward to continuing our journey together to protect and promote our shared cultural and natural heritage.

Thank you for your continued support and commitment to our shared mission.

## Contact details

 <https://www.into.org/>

 [info@into.org](mailto:info@into.org)

 Savoy Hill House, 7-10 Savoy Hill, London WC2R 0BU

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'The object of the Charity is to promote the conservation and enhancement of the natural and cultural heritage of all nations for the benefit of the people of the world and in particular but without limitation:

- (1) to foster international co-operation and co-ordination between National Trusts for conservation and heritage and similar organisations;
- (2) to increase and enhance the capacity of such conservation and heritage organisations;
- (3) to encourage the establishment, where they do not presently exist, and development of such conservation and heritage organisations;
- (4) to formulate and promote conservation best practices; and
- (5) to pursue advocacy in the interest of conservation of natural and cultural heritage.'

INTO Constitution, Clause 3

