



ENGLISH
HERITAGE

RECORD OF ACHIEVEMENT



Eight Years of
the New Model



Chair's introduction

In 2015, English Heritage became a charity with the responsibility for looking after a world-class collection of historic sites, their artefacts, and the London blue plaques scheme. Under this New Model of operation, we also wanted to inspire more people to visit our sites and to involve more communities in the lives of these great places. We were granted a licence to manage the sites and blue plaques scheme on behalf of the nation for an initial period of eight years, and now, as we pass that milestone, we want to take the opportunity to look back on what the charity has achieved since 2015.

We no longer receive or rely on regular annual revenue funding from the Department for Culture, Media & Sport to care for the National Heritage Collection, and – despite the huge challenges of the pandemic – we have surpassed many of the targets set out in the original launch plan.

Since 2015 we have:

- protected the National Heritage Collection for future generations by investing over £120m in core maintenance and £60m in major conservation projects
- invested over £70m (including £18m of the New Model grant from Government) to enhance the visitor experience at 121 sites
- invested the £80m New Model grant in full, despite pausing work during the pandemic
- increased paying visitor numbers from 5.3m per year (average 2010-2015) to 6.2m (average 2015-2020)
- grown our membership base from 0.9m to 1.2m
- expanded our number of active volunteers, in roles, from 1,800 to 4,700
- secured total income of £908.4m and delivered total spend of £841.8m
- safeguarded jobs during the pandemic with no Covid-related redundancies.

I would like to thank everyone who has supported English Heritage over the past eight years and had the confidence and vision in our ability to deliver the New Model, from the Government and donors, stakeholders and staff to visitors, members and our volunteers.

With your continued support, we will build on our successes, open new chapters in the stories of our sites, and share them with more people than ever before.

Gerard Lemos, Chair

English Heritage and the New Model

English Heritage is the charity that cares for the National Heritage Collection (the Collection) of over 400 sites on behalf of the Government. These sites range from world-famous prehistoric sites to grand medieval castles, and from Roman forts to Cold War bunkers.

Through these, together with around one million artefacts, we bring the story of England to life for millions of people each year.

English Heritage was established as an independent charity on 1 April 2015, underpinned by the New Model Contractual Framework (the New Model) between English Heritage and Historic England.

Under the New Model, English Heritage was given an eight-year licence to operate the Collection with the freedom to pursue its own strategy in order to improve the condition of the sites, achieve financial sustainability, expand access and enhance the public's understanding of England's history.

The Collection remains in the guardianship of the Secretary of State for Culture, Media and Sport.

Our charitable objectives

Our objectives, as set out in our Articles of Association, can be summarised as:

- to conserve the National Heritage Collection of over 400 unique sites, monuments and artefacts, in keeping with their status as part of England's national heritage.
- to bring history to life in the places where it happened by opening up the sites and monuments to public access, through exhibitions, interpretation, events and educational programmes, supported through our online content.
- through the blue plaques scheme, to advance public appreciation of the history of buildings and landmarks in London by showing where men and women of historical, artistic, scientific and religious significance lived and worked.

Our strategic priorities

We've focused on four strategic priorities since 2015. These have been adapted over time to reflect our commitments to equality, diversity and inclusion (EDI), environmental sustainability and the wellbeing of our workforce.

Our priorities are:

Financial sustainability:

We continue to build our financial resilience, providing the resources we need to optimise our charitable impact.

Inspiration:

We create inspiring and enjoyable experiences, enabling everyone to share in and pass on the story of England, motivating people to visit, learn and support.

Conservation, stewardship and sustainability:

We make sure our historic sites and artefacts are expertly cared for, curated and sustainably managed so they can be enjoyed by current and future generations.

Involvement and inclusion:

We find new ways to involve more people from a wider range of backgrounds in our work. Our heritage is for everyone to share, and we will ensure a growing number of people are able to participate in protecting and illuminating it.



“English Heritage has every reason to be proud. It is the respected custodian of some of the most remarkable and important sites in England’s historic landscape. It attracts increasing numbers of members and visitors through the inspiration of its places and the warm welcome of its dedicated staff and volunteers. Most importantly, having achieved a financial position where it has no further reliance on taxpayers, it is a brilliant exemplar for successful public service reform.”

Sir Laurie Magnus
Chair of Historic
England, 2015-2023

2015-2023 Highlights

Financial performance

We've exceeded a number of key performance indicators set out in the Launch Plan:

- £908.4m total income vs Launch Plan of £868m.
- £841.8m total expenditure vs Launch Plan of £808.4m – an increase of £33.4m, invested in conservation, maintenance and driving profitable revenue growth.
- £14.6m total net income vs Launch Plan of £7.6m.
- £130m revenue in 19/20 and 22/23 vs Launch Plan of £110m by 22/23.

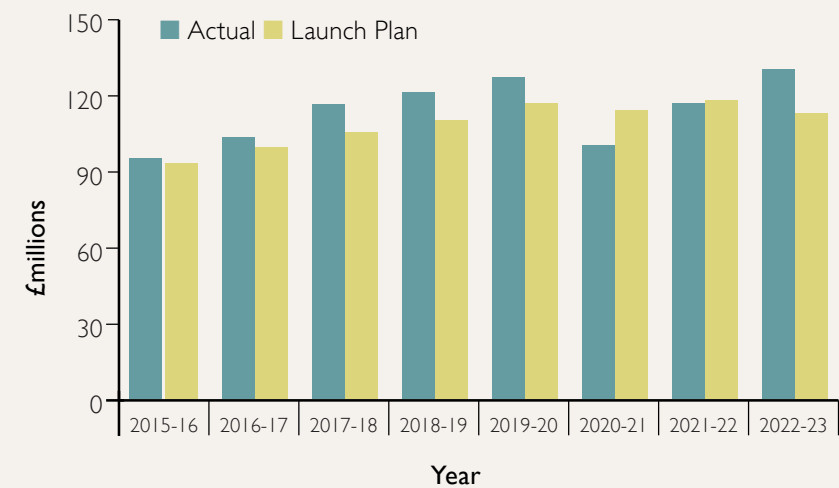
The Covid-19 pandemic had an enormous impact on our ability to generate revenue, but we were able to use the significant cash reserves we had built up thanks to our strong financial performance during 2015-2019. Covid-related grants also helped offset poor trading, especially the furlough subsidies and a £12.6m Government grant in 2020.

ACTUAL VERSUS LAUNCH PLAN	Cumulative 2015/16 - 2022/23		
	Actual £'000	Launch plan £'000	Variance £'000
INCOME FROM:			
Donations and legacies	52,773	59,200	(6,427)
Licensing and sponsorships	5,610	11,171	(5,561)
	58,383	70,371	(11,988)
Conserving our properties	13,860	-	13,860
Running our properties	192,966	210,629	(17,663)
	206,826	210,629	(3,803)
Membership and admissions	515,777	497,400	18,377
New model tapering annual subsidy	94,312	89,600	4,712
Covid-19 financial assistance	31,146	-	31,146
Investments	2,004	-	2,004
Total	908,448	868,000	40,448
Expenditure (excluding depreciation)	(841,814)	(808,400)	(33,414)
Net income/(expenditure) before use of New Model £52m grant	66,634	59,600	7,034
Use of new model £52m grant	(52,000)	(52,000)	-
Net income/(expenditure)	14,634	7,600	7,034

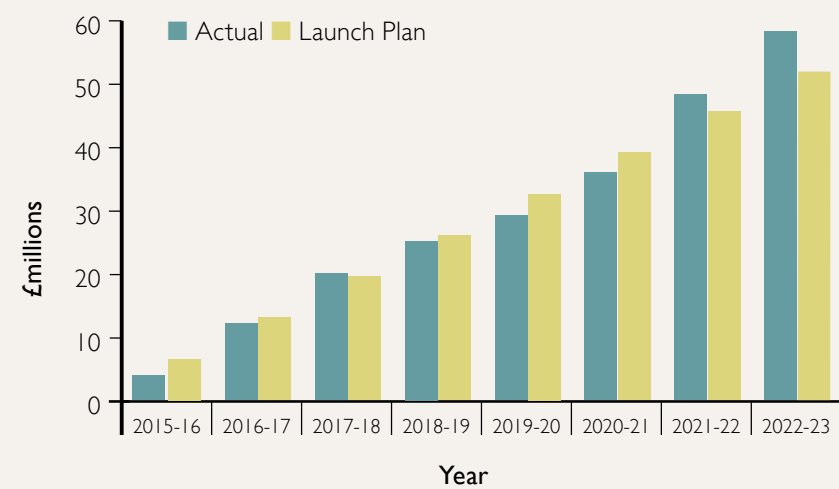
FINANCIAL SUSTAINABILITY

We continue to build our financial resilience, providing the resources we need to optimise our charitable impact – despite the challenges of the Covid-19 pandemic.

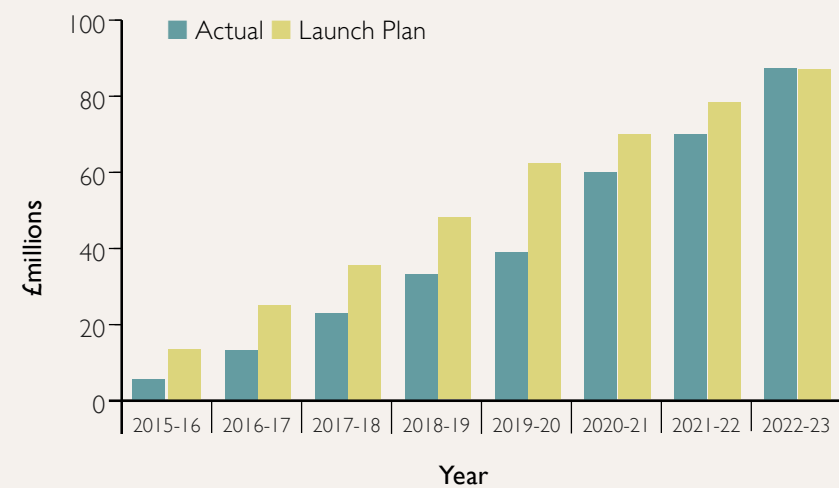
Total income comparison to Launch Plan



Cumulative spend of £52m conservation grant in comparison to Launch Plan



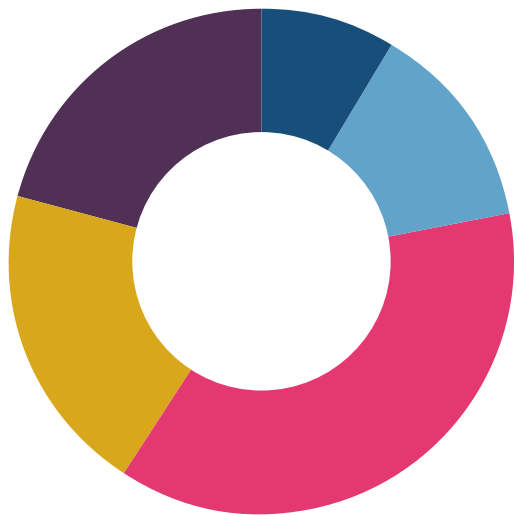
Cumulative capital investment comparison to Launch Plan



Fundraising

We've raised £79m since 2015.

- £8.7m given by individuals, with three gifts of over £1m and an average of 50 donations worth over £1,000 per year – before 2015 that figure was 11.
- We increased our income from corporates from £869k in 2014/15 to £2.3m, and secured three pledges of over £1m, including a donation of £1.25m from Airbnb in 2022.
- The number of funders awarding grants rose from 24 in 2014/15 to 34 in 2022/23.
- Significant grant awards include £4.7m for Marble Hill from the National Lottery Heritage Fund, £4.2m for Berwick Barracks from Arts Council England, £1m for conservation from the Michael Bishop Foundation and support for our Customer Relationship Management project from Bloomberg.



Income performance
since separation:
total £79m

11%	Individuals	£8.7m
17%	Corporates	£13.4m
47%	Grant Giving Bodies	£37.1m
25%	Legacies	£19.8m

Commercial

Since 2015 we've delivered over £200m in commercial income, including:

£100
MILLION
from 100+ shops



£65
MILLION
from 30+ cafés



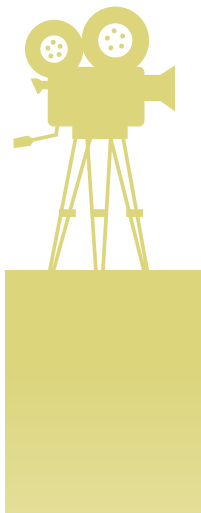
£16
MILLION

from renting 160+ rental properties (flats, offices and holiday cottages)



£13
MILLION

from hiring spaces (corporate events, concerts, festivals, weddings and filming locations)



£6
MILLION

from other site and non-site commercial income streams (licensing, B2B/wholesale, online shop, consultancy, Members' events)



Technology

We've significantly upgraded our digital technology, with new hardware, software and systems delivered through major projects focusing on the website content management system, our online shop, staff laptops and cyber security. Later this year, our new customer relationship management system will transform our relationships with our supporters and create new opportunities for growth.

Organisation design review

We undertook a major organisation design review in 2017/18 to ensure we could deliver the New Model. As a result, we identified opportunities to grow revenue streams faster and allocate additional resources to focus on our charitable objectives – in particular, conservation and maintenance, and investment in sites and technology. To deliver this, we restructured teams and reallocated staff, which led to reduced headcount. We also created a Business Change team to focus on continuous improvement.

Shared services

There is significant collaboration between English Heritage and Historic England to provide key services to each other. Historic England gives operational support to corporate functions such as IT, finance, HR, legal, and facilities, as well as conservation and research. Since 2015 some services – including procurement – have been brought in-house to support our strategic goals. Historic England's provision of some services (including IT and HR) has grown to encourage collaboration, improve transparency and deliver greater value for money.



Covid response

When we closed our sites in March 2020 our admissions, trading and membership income ceased with immediate effect – and instead of preparing to welcome the crowds for a new season, we were making every effort to remain a going concern.

We quickly reduced expenditure to an absolute minimum and reduced non-payroll P&L expenditure by 44%. We shored up our membership base with extensions and 'at home' content, and asked 1,900 of our staff to accept furlough. Each member of the senior management team took a pay cut. We capitalised on Government incentives including business rates relief, and we applied for and received a range of crucial Government funding.

And, while we were closed, we planned and implemented a successful reopening strategy that enabled us to safely welcome people back to our sites as soon as we could, with an initial emphasis on local communities.



“We have been impressed with English Heritage’s care for the National Heritage Collection, but also their imaginative approach to interpretation and widening audiences. We are reassured that projects they undertake deliver good value for money and will be sustainable, and they are a trusted partner and heritage stakeholder.”

Eilish McGuinness
Chief Executive,
The National Lottery
Heritage Fund

2015-2023 Highlights

Growing visitor numbers

We have substantially grown our visitor and membership numbers thanks to our investments in the visitor offer.



1.2

MILLION MEMBERS

up from 0.9m in 2015, meeting the goal set in the Launch Plan

6.2

MILLION VISITS

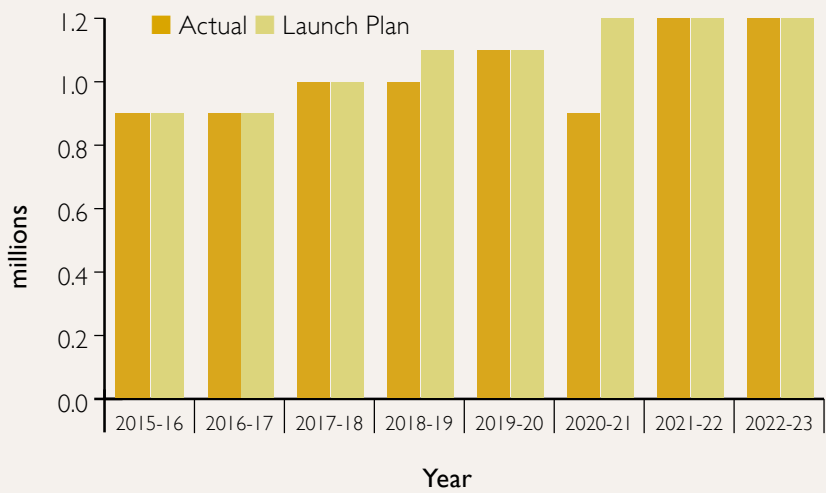
per year 2015-2020 – compared to 5.3m per year 2010-2015

2

MILLION MEMBER VISITS

in 2022/23 – our highest ever

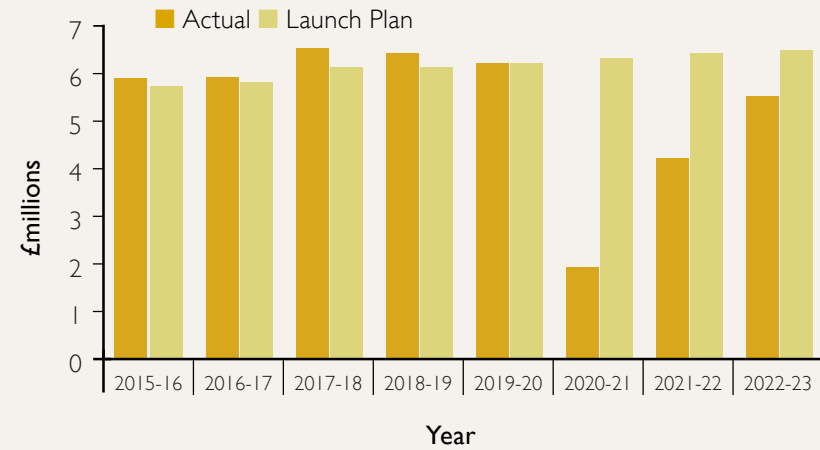
Member base comparison to Launch Plan



INSPIRATION

We create inspiring and enjoyable experiences, enabling everyone to share in and pass on the story of England, motivating people to visit, learn and support.

Visitor number comparison to Launch Plan



Investing in our sites

We've invested over £70m in the visitor offer at our sites through two major programmes:

The Capital Investment Programme

The Capital Investment Programme saw £45m invested in 25 major projects intended to deliver a return on investment, supported by £18m of New Model grant. It has:

- delivered 422,000 additional visitors per year (vs business case of 263,000)
- made average annual additional contribution of £6.2m (vs business case of £5.6m, excluding 2020/21 and 2021/22)
- achieved an average payback of 8 years (vs projected 9 years).

The Small and Free Sites Enhancement Programme

The Small and Free Sites Enhancement Programme invested in the interpretation and presentation of 102 sites, including 54 free-to-enter sites. This investment was supported by £10m of the New Model grant.

These projects took place at some of England's most important historic sites.

Site investment highlights



Sites we've invested in

Through the CIP and SFSEP we've invested in the visitor experience at over a hundred historic sites across the country.

-  SFSEP
-  CIP
-  SFSEP & CIP



Stokesay Castle



Tintagel Castle





Gainsborough Old Hall



Richborough Roman Fort

Events & exhibitions

-  nearly 15,000 events
-  attracting over 8 million visitors
-  dozens of temporary exhibitions and installations

Regular events include high-octane jousts and our annual Battle of Hastings re-enactment. Stonehenge held temporary exhibitions on a range of topics, from Neolithic feasting and the connectedness of prehistoric Europe to the stone circle's impact on pop culture; Carlisle Castle hosted the popular *Weeping Window* touring installation of poppies in 2018; and to celebrate the 1,900th anniversary of Hadrian's Wall in 2022, we commissioned artist Morag Myerscough to collaborate with local community groups on a colourful, award-winning recreation of a gatehouse at Housesteads Roman Fort.



Clifford's Tower

In 2022 we transformed the visitor experience at York's Clifford's Tower with innovative new interpretation and a free-standing timber structure, topped by a striking roof deck offering unrivalled views across the heart of the ancient city.

Visits have increased by 52,000 (34%).

Hadrian's Wall

We refreshed the visitor experience at 22 free-to-enter sites along the Wall, creating a fully interpreted route throughout the World Heritage Site, from Cumbria to central Newcastle, each with a vivid new reconstruction illustration.

We also created hands-on, family friendly experiences at Birdoswald Roman Fort, and refurbished the museums at Corbridge Roman Town and Chesters Roman Fort.

Tintagel Castle

The spectacular new footbridge at Tintagel Castle has been a critical and commercial success.

Building on a wider range of improvements made at the site since 2015, annual visitor numbers grew from a pre-2020 average of 218,000 to 283,000 in 2022/23.

London blue plaques

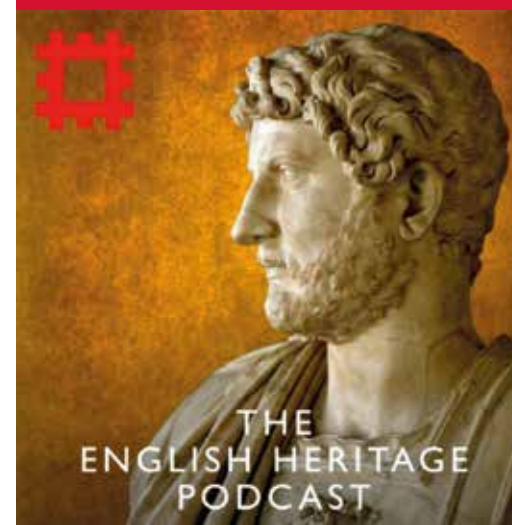
Since 2015 we've added over 100 plaques across the capital – an average of 12 each year.

The scheme depends on public nominations. Each nomination is researched by our historians and assessed by an expert panel.

We've expanded the range and diversity of the stories celebrated by the scheme, with many more plaques commemorating women, people from ethnic minorities and LGBTQ+ people.



INSPIRATION



Education

We have welcomed nearly two million education visitors to our sites since 2015. Education groups can visit any of our sites entirely for free or take advantage of our award-winning, interactive curriculum-linked Discovery Visits.

We've won ten Sandford Awards for Heritage Education, published a wealth of free curriculum-linked resources on our website and launched new education experiences at sites across the country, including at Beeston Castle, where a recreated Bronze Age roundhouse provides an immersive setting for children to discover more about our prehistoric past.

During the pandemic we offered online education programmes and created 'History At Home Live', online history lessons with BBC presenter Ben Shires and English Heritage experts which were watched by 200,000 viewers each week. New thematic hubs made it easier for teachers to find relevant curriculum-linked resources exploring popular topics like solstice, Black Lives in Britain and the Story of 1066.

Strengthening our brand

As an independent charity, we've been able to do more to make sure that our brand reflects the experiences we offer and fulfils our promise to bring England's history to life.

We've grabbed headlines and attention at home and across the world through imaginative and thought-provoking PR activity, including the 300-mile march to mark the 950th anniversary of the Battle of Hastings in 2016, and the creation of a version of the St George's Cross made up of over 32,000 surnames to mark the success of the England men's football team in 2021.



INSPIRATION



90m
streams of The Victorian
Way YouTube series

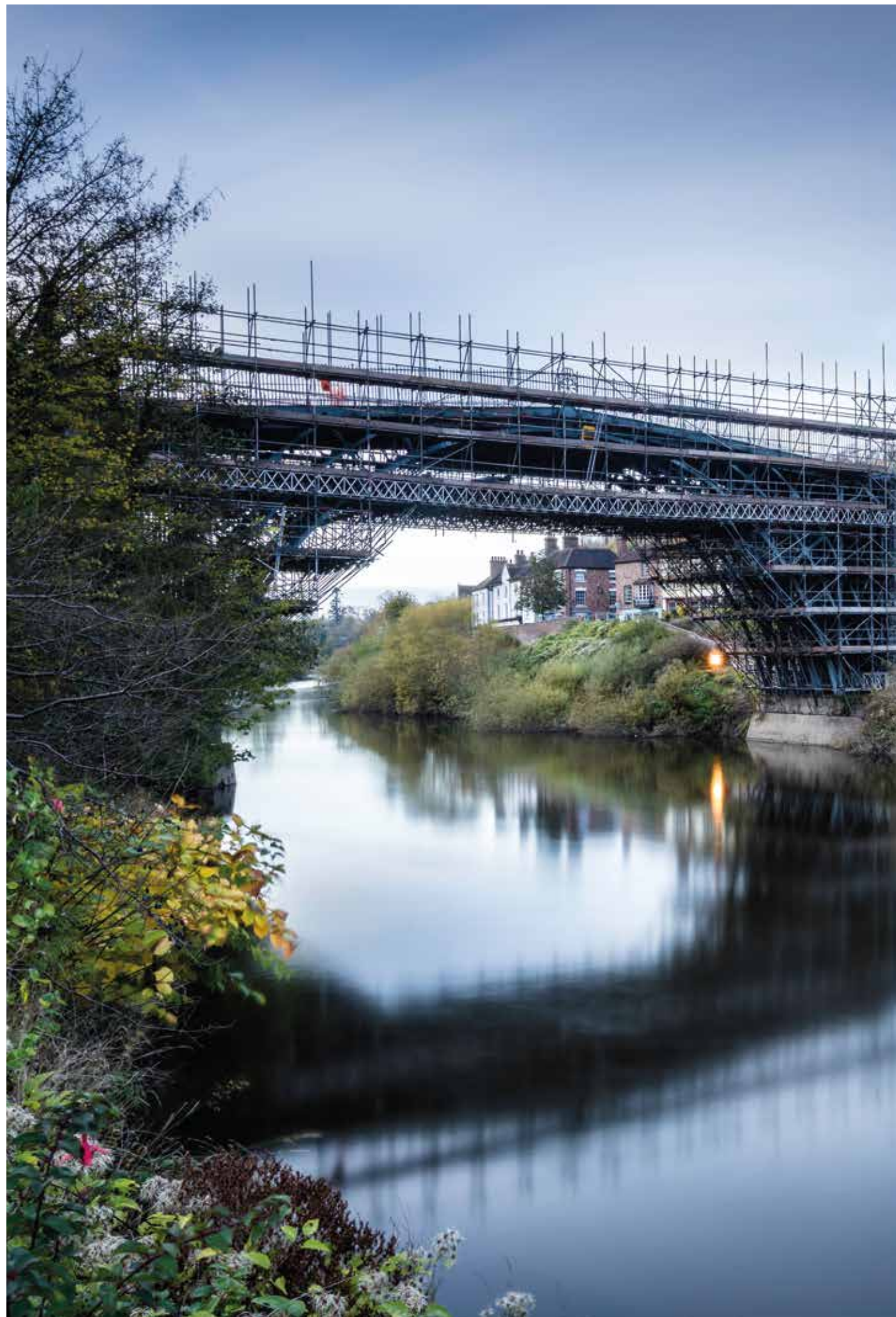
3m
followers on Twitter,
Facebook, Instagram
and TikTok

3m+
listens to our
weekly podcast

488,638
copies of our
Members' Magazine
and handbook

400m
views of our website





“Prior to English Heritage becoming a charity, there were – within some quarters at least – fears as to whether this ‘new model’ could work. Well, English Heritage has exceeded all expectations, from its tremendous membership figures to the brilliant projects it has carried out at many of its sites. Its conservation of that icon of the Industrial Revolution, Iron Bridge, was a carefully-executed triumph while its new footbridge at Tintagel Castle is emblematic of the charity’s approach to bringing history to life in imaginative ways and commitment to good new design.”

Matthew Slocombe,
Director of the Society
for the Protection of
Ancient Buildings

2015-2023 Highlights

Since 2015 we've significantly improved the condition of the Collection through our Conservation Maintenance Programme (CMP). This was funded by the £52m government grant we received in 2015, and supplemented by a further £8.86m of external funds – resulting in a total investment of over £60m.

We have delivered 343 projects across 236 properties, addressing long held repair backlog, tackling emerging priority conservation works and leveraging support for many of our major Capital Investment Programme projects, including Marble Hill, Clifford's Tower and Belsay Hall.

The sites benefiting from the CMP include almost all our top 20 pay-to-enter sites, along with many small and free-to-enter sites which – before 2015 – did not receive the level of investment required.

The £52m grant was based on the estimated value of the like-for-like replacement or repair of priority defects, based on a condition survey carried out at the time. We have removed an estimated £33m of these defects, the balance of the grant being allocated to the cost of access, fees, preliminary surveys, scaffolding, staff time and irrecoverable VAT. Without this grant, we would have seen continuing decay, loss of significant fabric and property closure.

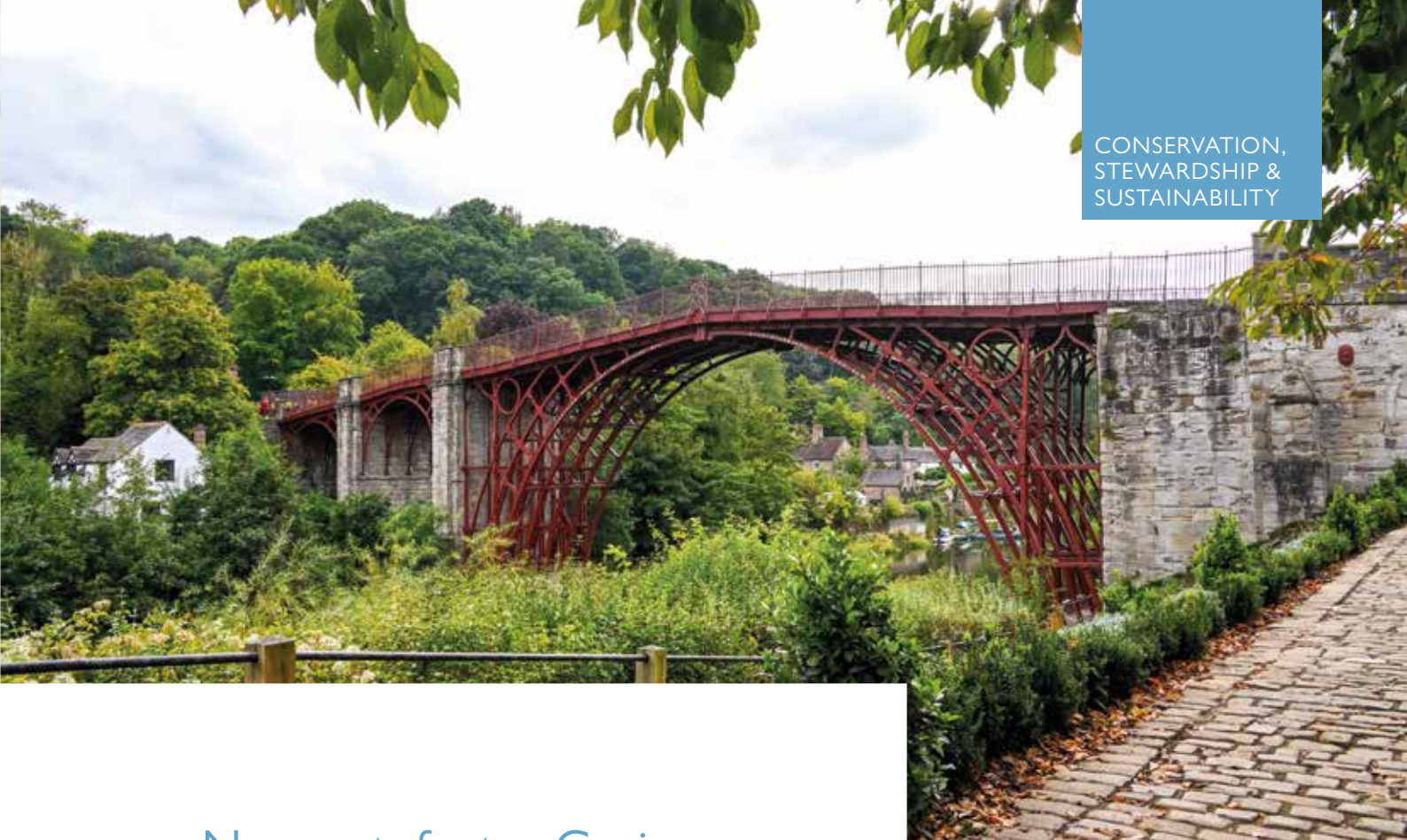
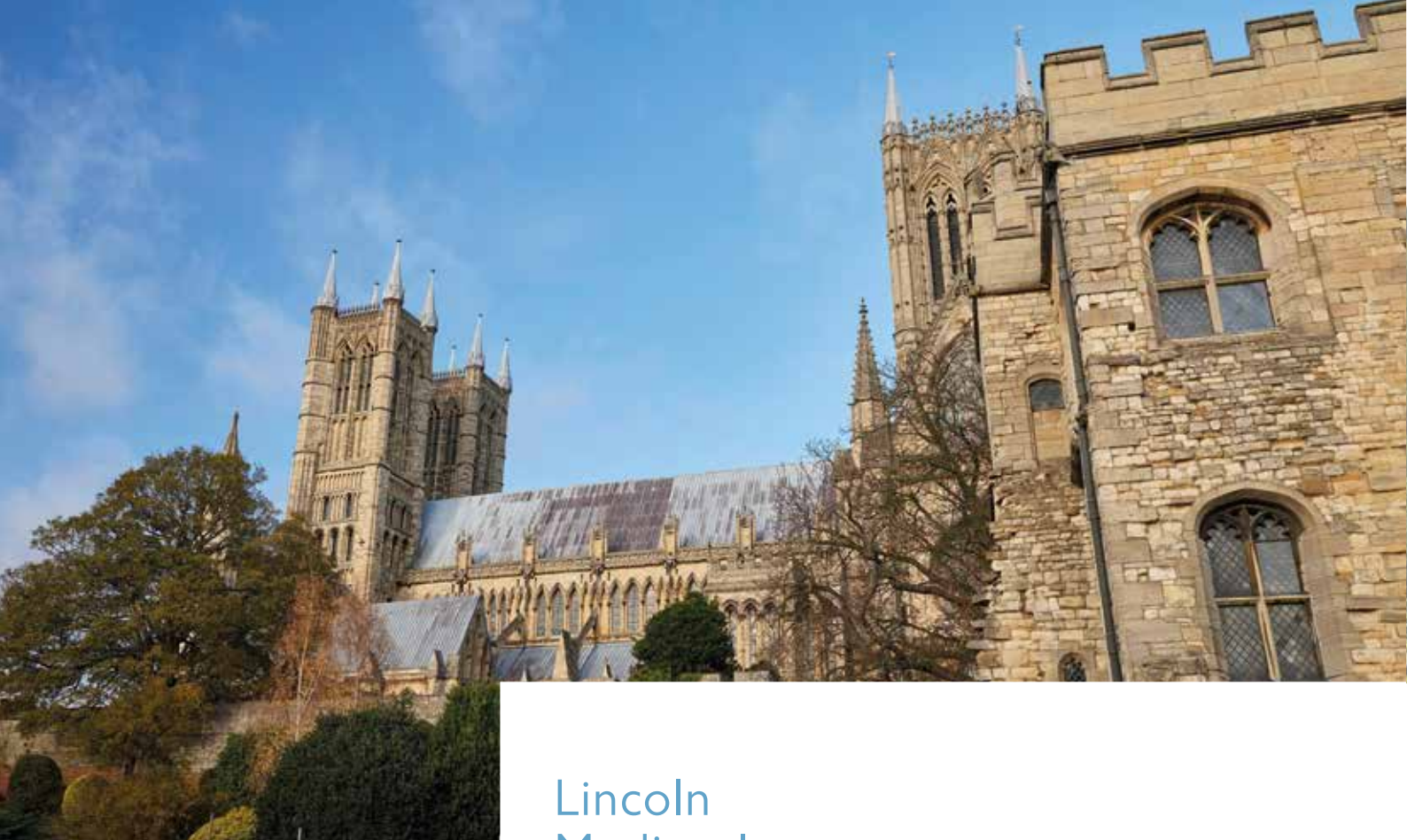
Towards Sustainable Conservation

In 2019, we launched the Sustainable Conservation Strategy, which aims to look beyond simply repairing defects but also to address some of the factors that make properties vulnerable and exposed to risk.

Our aim since then has been to bring more properties into safe and sustainable condition through ongoing maintenance and use of the £52m grant. Our focus has turned increasingly to securing high level masonry, improving drainage and vegetation removal as well as introducing new interventions that help protect sites and avoid the need for repeated repair.

CONSERVATION, STEWARDSHIP & SUSTAINABILITY

We make sure our historic sites and artefacts are expertly cared for, curated and sustainably managed so they can be enjoyed by current and future generations.



Iron Bridge

We completed the £3.6 million restoration of the world-famous Iron Bridge in 2018, repairing cast iron elements, resurfacing the deck and returning the bridge to its original colour. Supported by €1 million from the Hermann Reemtsma Foundation and nearly £50,000 in public donations, the project won the prestigious Europa Nostra award for conservation in 2020.



Lincoln Medieval Bishops' Palace

The 12th-century Bishops' Palace was one of medieval England's most impressive buildings. A recent £2.5m multi-year conservation project has involved masonry consolidation and repair, scientific trials, a three-dimensional laser survey, the removal of vegetation and the use of hard and soft capping along the tops of the walls to protect them from further deterioration.



Collections Conservation

We care for around one million artefacts across 135 sites, of which about 200,000 are on display. Informed by a major national risk and condition survey in 2010, our preventive collections conservation programme has significantly improved storage and display conditions. We've reduced risk from storage and display conditions and dust, dirt and handling by 70%, while the risk from incorrect humidity is down by 50%.

We completed a second national risk and condition survey in 2020 to shape our preventive conservation programmes in the decade ahead.

New artefact collections stores

Two new collections stores in Helmsley in Yorkshire and Temple Cloud in Somerset have provided space for over 100,000 artefacts and increased capacity to over 4,000m³. We've transformed standards of documentation, improving management and understanding. Packing and environmental conditions have also been improved and made more sustainable.



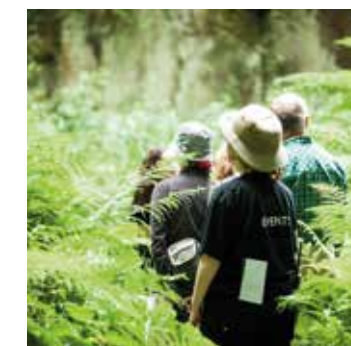
Caring for the environment

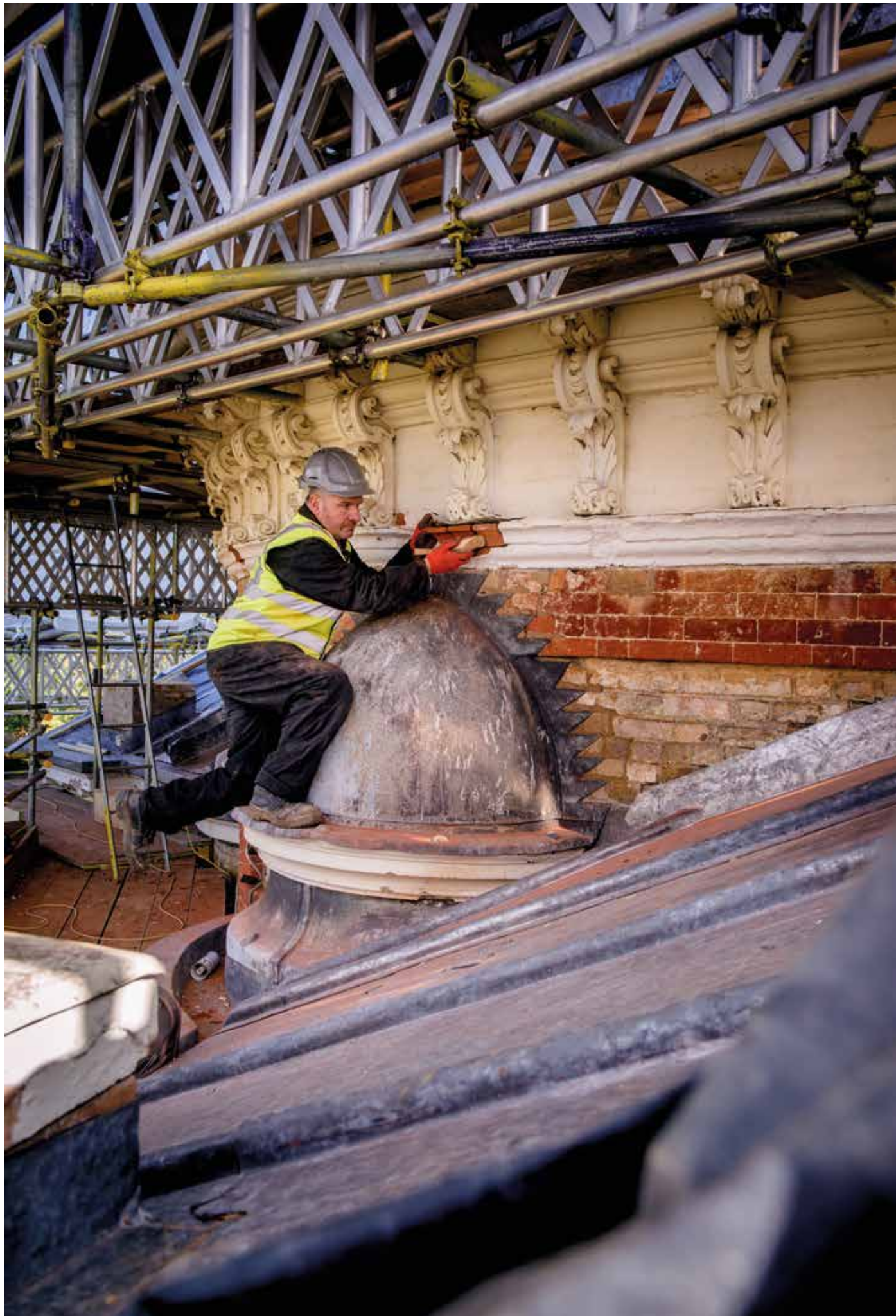
In 2022 we launched our Climate Action Plan and Nature Strategy – two key documents which set out how we'll respond to the climate and ecological crises. The former sets out the first steps on our journey to achieving net zero carbon by 2040, while the latter provides a blueprint for protecting and restoring biodiversity across the Collection.

We also need to build our resilience to the impacts of climate change. Rising sea levels and extreme weather pose severe threats to the Collection – perhaps most urgently at Hurst Castle in Hampshire, part of which collapsed after a storm in 2021. We have stabilised the

site thanks to a grant from the Cultural Recovery Fund, but it remains our largest conservation challenge.

We include sustainability as a key part of our balanced scorecard during tender evaluation, always equating to at least 5% of the award decision. We encourage tenderers to improve their sustainability measures.





“Projects such as ‘Conservation in Action’ have been transformational in terms of enabling visitors to better understand the importance of preventive conservation and the skills that are needed to ensure that collections remain accessible for future generations to enjoy.”

Sara Crofts
Chief Executive,
The Institute of
Conservation
(until May 2023)

2015-2023 Highlights

Volunteering

Since we became a charity in 2015 our volunteer programme has more than doubled in size and greatly increased in scope and ambition. Volunteers can be found at hundreds of sites, as well as in our offices and stores, undertaking a huge variety of roles. They lead guided tours, run workshops for schools, build Neolithic round houses, take part in diversity and inclusion networks, clean ancient artefacts and even look after much-loved horses and donkeys.



INVOLVEMENT & INCLUSION

We find new ways to involve more people from a wider range of backgrounds in our work. Our heritage is for everyone to share, and we will ensure a growing number of people are able to participate in protecting and illuminating it.



92%

recommend English
Heritage as a good
place to volunteer

£7.6m

estimated value of
volunteering, with 250,000
hours given in 2022/3 (vs
145,441 in 2015/16)



4,700

volunteers – up
from 2,000 in 2015

Beeston Roundhouse

In 2019 a team of 70 volunteers joined an experimental archaeologist to recreate a Bronze Age roundhouse using traditional methods, tools and materials. Volunteers celebrated 'the fantastic team spirit, camaraderie and friendship' they experienced while working on the project. The roundhouse now provides hands-on experiences for school groups.



Shout Out Loud and youth engagement

We launched our national youth engagement project, Shout Out Loud, in 2018 with £1m of support from the NLHF.

Alongside our partners, the Council for British Archaeology, Photoworks, the National Youth Theatre and Sound Connections, we worked with over 2,000 young people at 44 sites and reached more than 50,000 through youth-led digital channels. Young people are also now working alongside our people to contribute to guidelines, recruitment and decision-making.

At the conclusion of the NLHF funding in 2022 we committed to continuing this work with a permanent Youth Engagement team.



Costumed storytelling volunteers

Volunteers across the country are donning creative costumes to help bring history to life for our visitors. Each volunteer is given specialist storytelling training and a detailed brief from curatorial colleagues before engaging with visitors in the guise of various imaginative site-specific characters, including a bear with ragged staff at Kenilworth Castle, a collector at Audley End and Margaret Cavendish at Bolsover Castle.

Historic and Botanic Gardens Trainee Programme (HBGTP)

The HBGTP provides trainees with full-time paid work in iconic heritage gardens with the chance to learn from highly experienced teams. Set up in 2006 to address the skills shortage in heritage horticulture, over 300 trainees have graduated. In 2023 the National Garden Scheme pledged to support the scheme with donations of £125,000 per year for three years.



Equality, Diversity and Inclusion

We launched our EDI strategy in 2021. Since then we have published an inclusive language guide for staff and volunteers, delivered a wealth of training and set up EDI networks covering a range of topics, including Faith & Belief, Age and LGBTQ+. Nurturing an inclusive culture for our employees and volunteers is now one of our core organisational performance indicators.

We're also making strides in accessibility. In 2022 we published a new access strategy which details how we'll improve access at sites in the next three years, including through pre-visit access videos, hearing loops, better seating and British Sign Language provision at selected events.

EDI criteria form an important part of our business cases and tender evaluations.



Our charitable impact

Our charitable impact is delivered through public access, including our education programme, our volunteer scheme and our work in the conservation and stewardship of some of England's most valued heritage sites. We measure this against a range of indicators and gather data through surveys.



* Number of people impacted is an estimate modelled on annual visitor figures to our directly managed, staffed sites and responses to our 2022 Visitor Survey (c.3,800 adults).

Investing in regional economies

Our work supports regional supply chains and drives growth in regional economies.

23% of visits to our sites occur in the 30% most deprived Local Authorities (based on the Index of Multiple Deprivation). In these areas, our annual employment contribution is £15m and volunteering is worth £0.9m.

Plus, 60% of our non-payroll costs are spent with regional suppliers, small and medium-

sized businesses, and freelancers – many of whom are specialist cultural and heritage practitioners.*

In 2022 we secured £4.2m from the Cultural Investment Fund for the Living Barracks project at Berwick-upon-Tweed, which will breathe new life into the barracks, provide employment and investment, and create a new cultural, residential and commercial space in the heart of this historic town.

Communities

We're doing more to connect local communities with their heritage. In 2022/23, our free-to-enter sites hosted 40,000 people at 200 community events, including a Civil War Weekend at Chester Castle in September. Meanwhile, Marble Hill Revived involved local people right from the start, with comprehensive outreach, numerous workshops and a vibrant volunteer programme, supported by £5m from the NLHF and the National Lottery Community Fund.

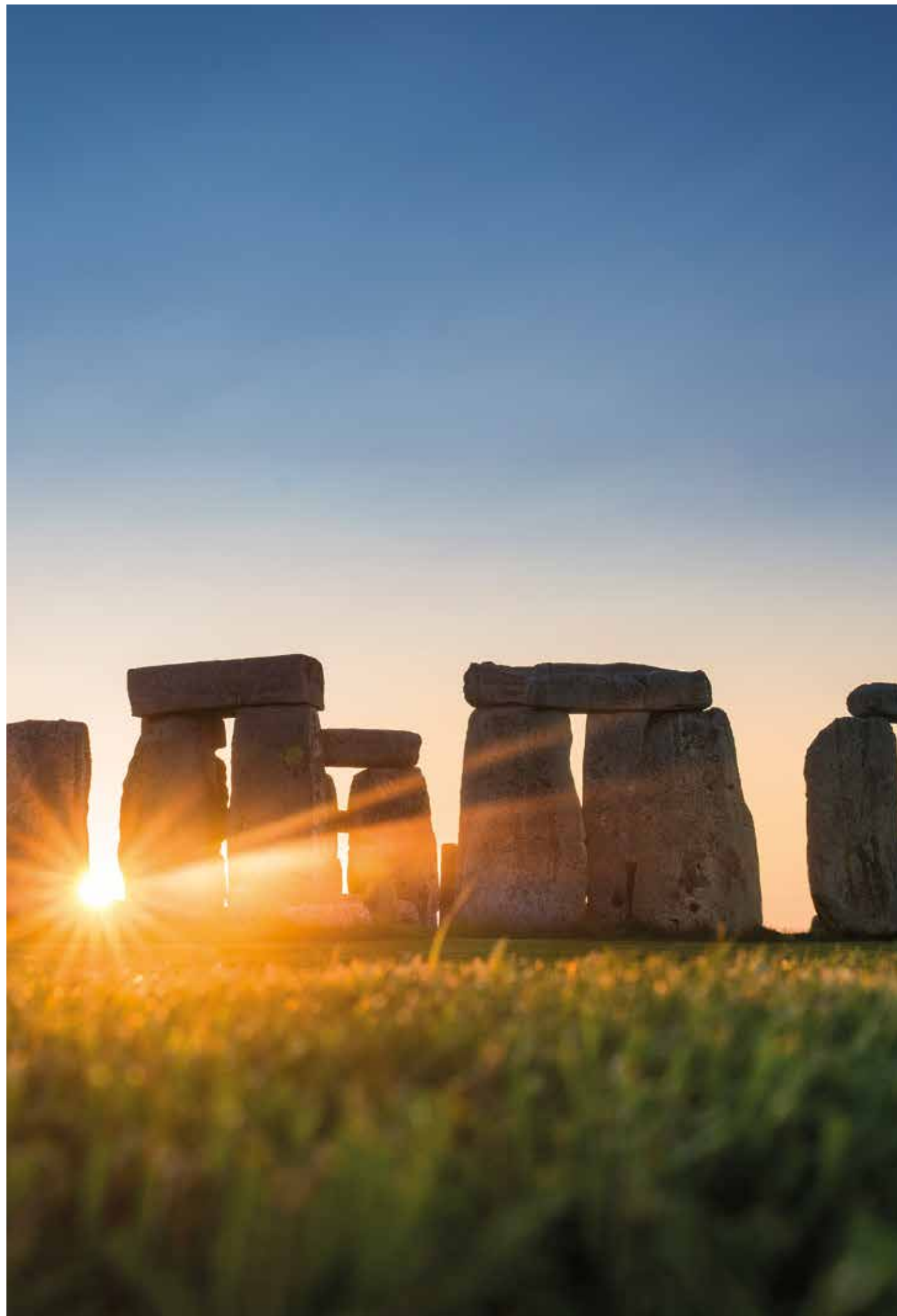
*All data from 2019

Our people

None of what we've achieved since 2015 would have been possible without our wonderful people. We were delighted to be awarded Investors in People status and are proud to be involving many more volunteers and apprentices in our workforce.

It is the talent, passion and hard work of our people which has secured our success over the past eight years, and which will ensure that we can deliver on our ambitious vision for the charity in the years to come.





“English Heritage has demonstrated that a confident and exciting approach to heritage can add new layers of value for properties and people alike. Off-property, its work to share our shared history with more people is also notable, including the use of blue plaques to celebrate working class history in London. Since its creation the National Trust has found English Heritage to be a good partner in places like the Stonehenge Landscape which has benefitted from our close working relationship and collaboration. Similarly, the Trust has welcomed English Heritage’s partnership on current challenges like climate change adaptation where we work together to share insight and experience. We look forward to continuing working with English Heritage in future as the charity goes from strength to strength.”

Hilary McGrady
Director-General,
National Trust

THANK YOU

All our achievements so far have been made possible by our wonderful staff, volunteers, members, visitors, donors and other supporters.





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