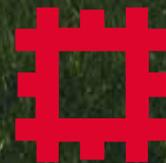


MAKING HISTORY

OUR AMBITION FOR THE FUTURE



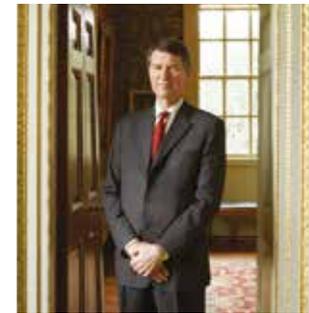
ENGLISH
HERITAGE



Photographer: Henry Bourne

FOREWORD

“People are increasingly looking for experiences that bring history to life in an engaging way.”



The importance of England’s heritage – in all its forms – can never be over-estimated. Our historic buildings, landscapes and collections help define us as a people, offering a sense of place and continuity in a rapidly evolving world.

But gone are the days when people learned about history simply from reading books. People are increasingly looking for experiences that bring history to life in an engaging way.

I believe that English Heritage is particularly well placed to do just this – through a combination of its scholarship, imagination and unwavering desire to inspire and entertain, and of course through its remarkable collection of historic sites.

This is a historic moment for us. With our new freedom as a charity, independent of Government, our ability to engage with millions of people is now greatly strengthened. And our ambition is matched only by our determination to succeed.

I hope you will catch something of this excitement about the future as you read through this prospectus.

Do join us on this next stage of our journey – and make history with us.

Tim Laurence

Sir Tim Laurence,
Chairman of the English Heritage Trust





INTRODUCTION

From small beginnings at the start of the 20th century, the collection of historic sites now managed by English Heritage, has grown to over 400, inspired by a determination to put England's remarkable heritage ahead of private interest.

It is an extraordinary portfolio that tells the story of England like no other – from world-famous prehistoric sites like Stonehenge to grand medieval castles such as Warkworth, and from the best-preserved Roman forts on Hadrian's Wall to the Cold War bunker in York.

English Heritage is entering its most important chapter yet. Set up as a public body in 1983, the organisation has now been given charitable status and the freedom outside of Government to determine its own future and realise its full potential.

As part of this change, a major programme of investment in our properties is under way. This will address a significant conservation backlog, allowing the stories of individual properties to be fully told and enable the new charity to be self-funding.

Across its nation-wide collection of sites, English Heritage will over the next ten years reveal the story of England as never before.

- At our major sites, we will deliver inspirational projects of the highest quality, demonstrating a creative flair that captures the public's imagination
- We will embark on the largest conservation programme in our history, engaging the public as this work progresses
- We will comprehensively refresh the interpretation of the free, small and medium-sized sites within our care

These combined programmes of work will bring the story of England to life for millions of people who visit our sites each year – and will do so in a way that no other organisation can.

In every case, these projects and activities will be characterised by our values of quality, authenticity, imagination, responsibility and fun, and all underpinned by scholarly research.

Our confidence in the future is built on our track record over the past decade

- At Dover Castle in Kent, where we re-presented the Great Tower, showcasing the castle's medieval history, and opened a major new visitor experience of the Secret Wartime Tunnels, re-creating the drama of Operation Dynamo which saw the evacuation of 338,000 Allied troops from the beaches at Dunkirk during the Second World War.
- At Kenwood House in London, where we restored the internationally important Robert Adam interiors, including the library, widely considered to be Adam's masterpiece; restoring the original paint scheme and the dilapidated eighteenth century roof.
- At Stonehenge in Wiltshire, where, after decades of public debate, we restored the prehistoric landscape setting, successfully securing the closure of the A344 road which for generations had shamefully cut across the Neolithic processional Avenue. We built an outstanding new visitor centre housing a major new permanent exhibition of artefacts and re-created five Neolithic houses for visitors to explore.
- At Furness Abbey in Cumbria, where we rescued the fifteenth-century abbey church from collapse, underpinning its medieval foundations.
- At Kenilworth Castle in Warwickshire, one of the largest and most impressive historic buildings in England, we re-created the pleasure garden designed by Robert Dudley to woo Queen Elizabeth I. The garden is the first of its kind anywhere in the world and is a triumph of British craftsmanship, involving stone masons, master sculptors and specialist carpenters.

These are just a few of the many projects undertaken in the past decade during which the commercial income of English Heritage more than doubled, growing steadily by an average of 7% each year, and £58m was raised in donated income.

As we embark on a new stage of our journey, your support for this vital work has never been more important.





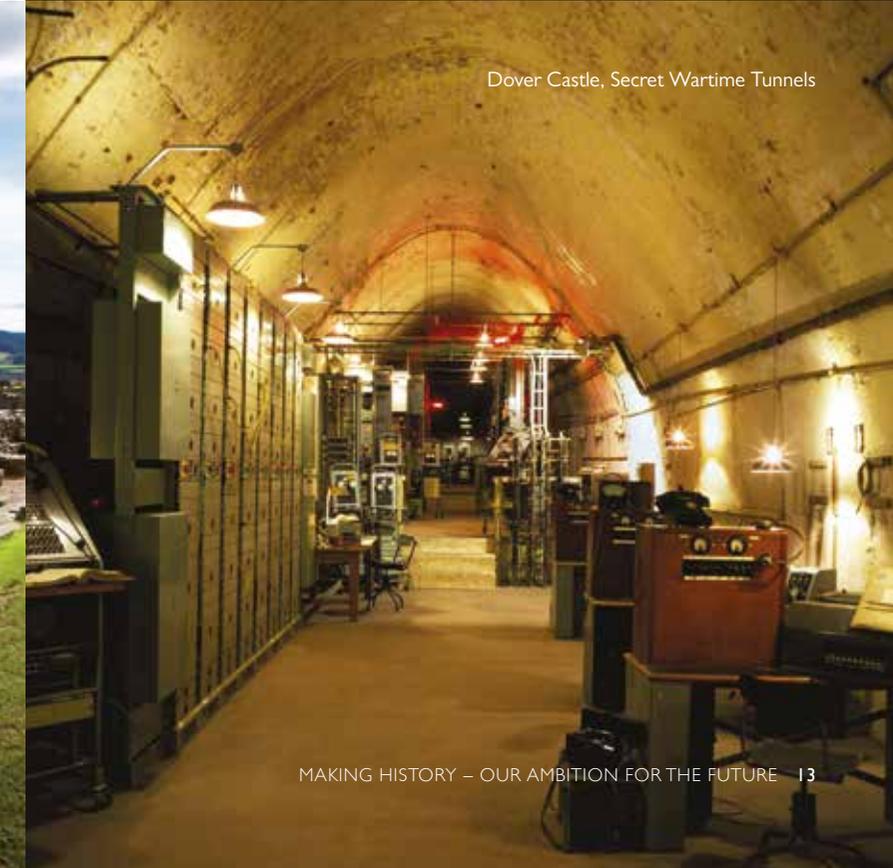
WHO WE ARE

ENGLISH HERITAGE CARES FOR
OVER 400 HISTORIC BUILDINGS,
MONUMENTS AND SITES

– from world-famous prehistoric sites to grand medieval castles, from Roman forts on the edges of empire to a Cold War bunker. Through these, we bring the story of England to life for over 10 million people each year.

We are a charity 1140351 and a company 07447221, registered in England.

We are licensed to manage the National Heritage Collection by the Historic Monuments & Buildings Commission for England.





OUR VALUES

AUTHENTICITY

We seek to be true to the story of the places and artefacts that we look after and present. We don't exaggerate or make things up for entertainment's sake. Instead, through careful research, we separate fact from fiction and bring fascinating truth to light.

QUALITY

We pursue the highest standards in all our work, from the service we provide to our visitors to the quality of our communications, from the way our events are run to the standard of our conservation work.

IMAGINATION

We seek to be imaginative in the way that history is brought to life, thinking creatively, using the most effective means, surprising and delighting people. We want each experience to be vivid, alive and unforgettable.

RESPONSIBILITY

We take the responsibilities of our different roles very seriously, whether as host to millions of visitors or conserving some of England's finest historic sites and artefacts.

FUN

We want people to enjoy their time with us. That doesn't mean we are frivolous or superficial. We want to provide experiences that elicit emotion as well as stimulate the mind. We want to entertain as well as inspire.

OUR PUBLIC BENEFITS

A SENSE OF TIME

We give people a clear sense of their place in time, the causes and effects of different moments in history, how generations lived, worked and played.

A SENSE OF WONDER

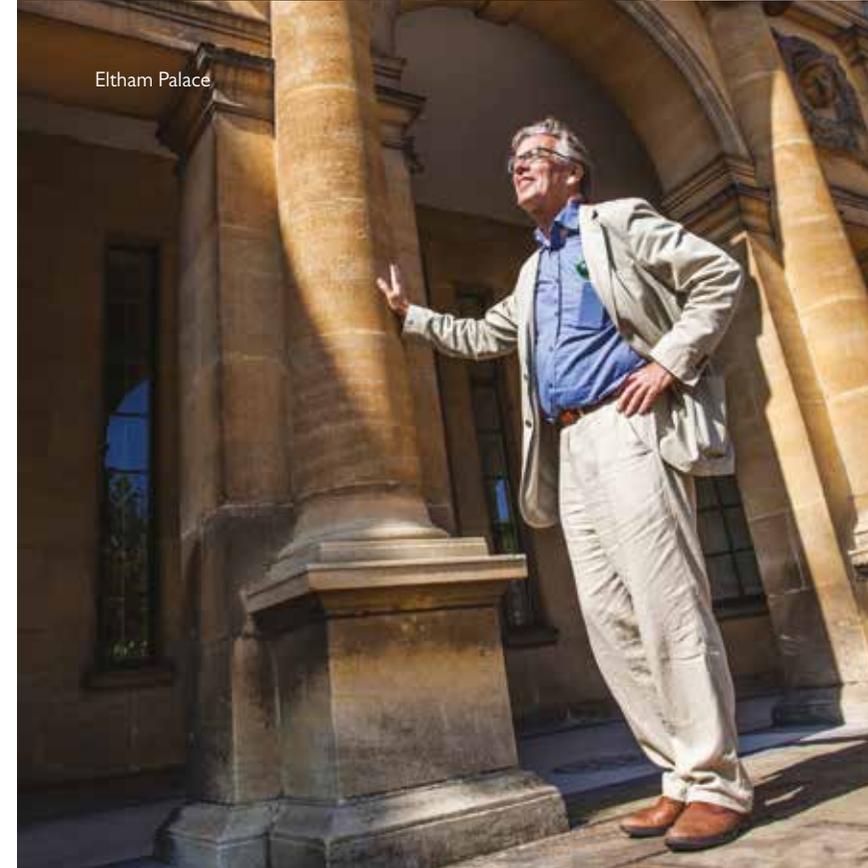
We enable people to experience awe and wonder as they stand alongside magnificent structures that were created hundreds and in some cases, thousands of years ago.

A SENSE OF PLACE

We give people today a better understanding of the places where they live, including the lives of different communities that have helped shape a nation.

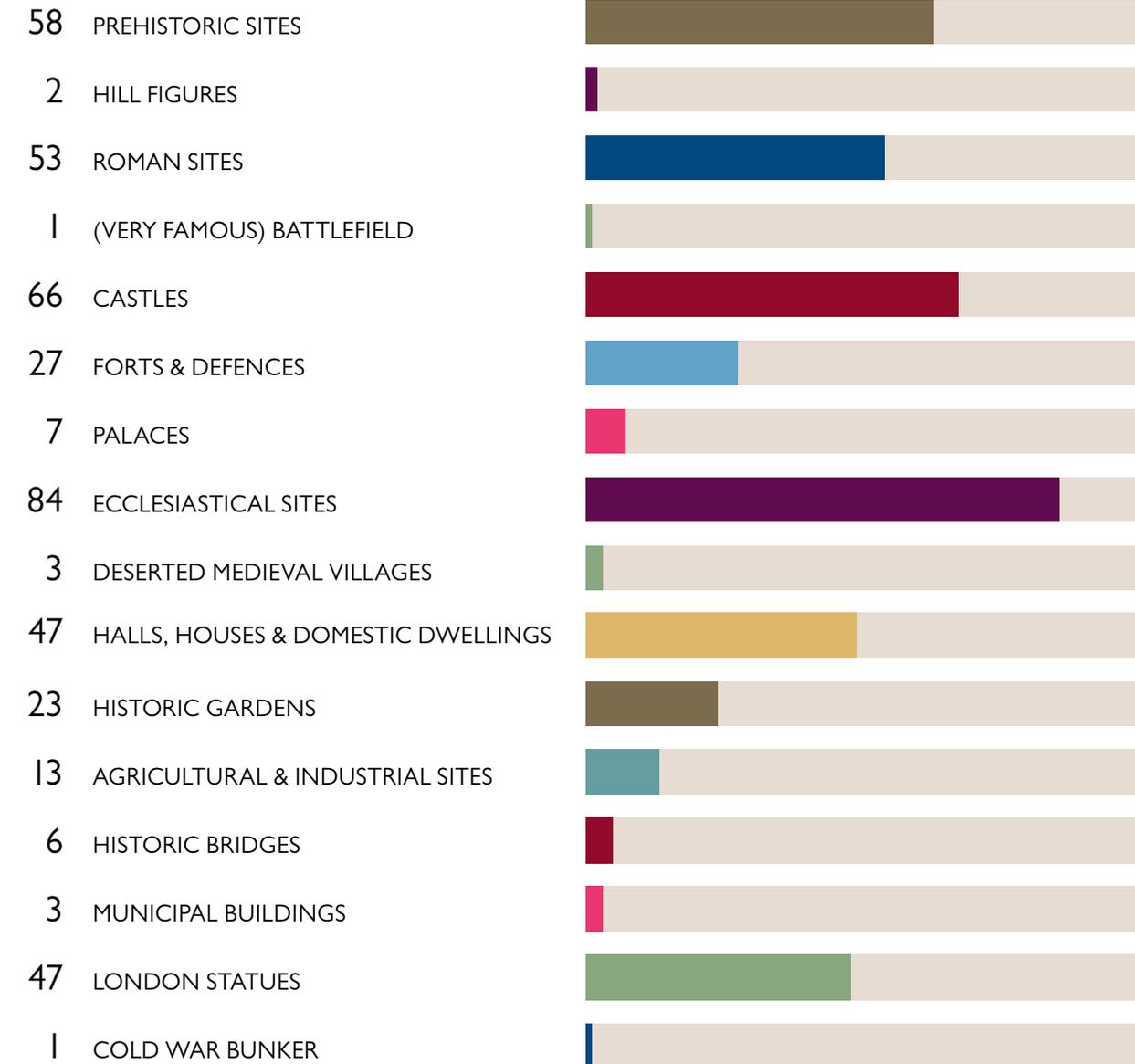
A SENSE OF PRIDE

We help people understand and celebrate the story and identity of England.



THERE ARE OVER 400 HISTORIC PLACES IN OUR CARE, SPANNING 6 MILLENNIA

including



We also manage the London Blue Plaques Scheme. Over 880 plaques have been installed to date, linking people to places.



A young child is dressed in medieval-style clothing, including a dark blue tunic with a white cross, a chainmail hood, and a dark blue cap with a white cross. The child is holding a wooden sword aloft in their right hand. The background is a soft, out-of-focus green field.

OUR VISION

“People will experience the story of England where it really happened.”



PRIORITIES

INSPIRING
OUR
VISITORS

CLEARING
THE
BACKLOG

INVOLVING
OTHERS
IN OUR
WORK

BECOMING
SELF-
FUNDING

INSPIRING OUR VISITORS

Nothing quite compares to standing on the spot where history was made. That first-hand experience makes history live and breathe in a way a book never fully manages. Through subtle and sophisticated story-telling, we will take people back in time to experience the great moments that shaped England's story where they actually happened.

- We will make history accessible to all
- We will give visitors a 'hands on' experience of history
- We will create engaging and memorable experiences based on the story of England
- We will involve visitors in discovering the stories of our sites
- We will develop first-class learning resources for children and young people

“Our plan is to capture the imagination of our visitors through innovative approaches to history,” says Anna Eavis, Curatorial Director at English Heritage. “Whether on a famous battlefield, in the heart of a medieval castle, among the ruins of a once-great abbey or in the kitchen of a country house, the voices of our ancestors will ring out.”



HOMING IN ON HADRIAN'S WALL

We will launch a series of new projects at our sites along Hadrian's Wall, including the garrison town of Corstopitum and the breathtakingly beautiful fort at Birdoswald. Outstanding collections of Roman artefacts will be redisplayed. At Chesters Roman Fort we will tell the full story of local hero John Clayton, without whom the wall might never have been saved for the nation.



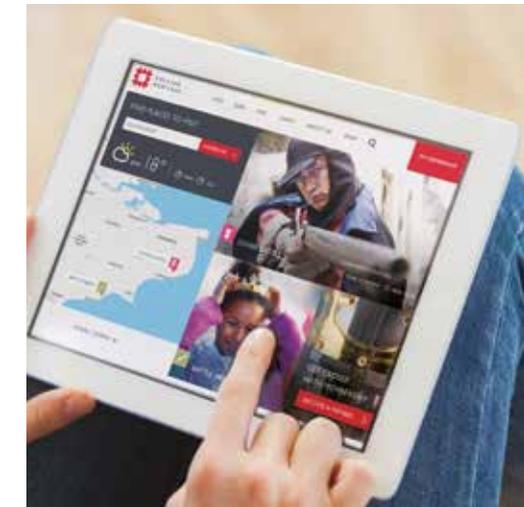
TRANSFORMING WALMER

The transformation of Walmer Castle and its gardens is under way. An inventory from the days when William Pitt the Younger had use of the castle has allowed for the representation of two rooms. The simple campaign bed in which the Duke of Wellington slept, far away from the grandeur of his London home Apsley House, will take on a new meaning during the 200th anniversary of Waterloo. The picturesque landscape will be restored, including a wildflower meadow and an elevated walkway across a former quarry called the Glen.



ROWING AT WREST PARK

We will revive Capability Brown's extensive springs, cascades, and lakes at Wrest Park, enabling visitors for the first time to experience and explore the gardens from a rope ferry and rowing boats as in the eighteenth century.



NEW TECHNOLOGY AT ITS BEST

Our website and multimedia digital offerings will revolutionise visits to the properties in our care. Unrivalled scholarship and the latest technology will be harnessed to create compelling downloadable tools, enriching the visitor experience and supporting our programme of free education visits.



CLEARING THE BACKLOG

Conserving and maintaining our collections for the benefit of this and future generations is a cornerstone of everything we do. It is one of our biggest responsibilities and an ongoing challenge, both financially and strategically. A one-off Government grant of £52m will enable us to clear the backlog of high priority conservation repairs at sites across the country.

- We will undertake highly skilled conservation on an unprecedented scale
- We will ensure that all repairs are carried out to the highest standard
- We will encourage the public to view conservation projects in progress

“This is an unrivalled opportunity, a unique chance to carry out overdue conservation,” says Linda Kilroy, English Heritage’s Estates Director. “And we will do so using skilled specialists who understand the provenance and primacy of the buildings in our care.”

ACTION AT AUDLEY

We have gradually restored and opened up new areas at the impressive Grade I stately home in Essex – the stables, the nursery, the Coal Gallery, organic kitchen garden, the servants’ quarters – but urgent work is required to make the roof watertight and repair the intricate masonry.



INDOMITABLE DOVER CASTLE

The mighty medieval fortress has guarded our shores for more than twenty centuries and been described as the ‘Key to England.’ Essential maintenance work must be carried out to make sure the castle and its ground continue to offer visitors spectacular days out long into the future.



EVOLVING ELTHAM

Amid the Art Deco interiors at Eltham Palace, renovations and repairs are under way that will see five new rooms, created by Stephen and Virginia Courtauld, open to the public for the first time. We will also be able to uncover and protect the unique set of maps and 1930s wall-paintings hidden under layers of paint and wallpaper in the Courtaulds’ secretary’s room.



RESTORING WREST

The view of Archer Pavilion across the Long Water in the grounds of Wrest Park is one of the most iconic in the country. But there is water damage to the interior of the pavilion, putting at risk the plaster and historic wall paintings dating back to the early 18th century.





INVOLVING OTHERS IN OUR WORK

There has never been a more important time to get involved in our work if the story of England matters to you. We will offer an extensive range of rewarding opportunities for involvement around the country. These include roles working directly with the public as well as behind-the-scenes activities, from community archaeology to supporting major programmes of work through donations, volunteering and sponsorship. There is no better example of this than the Neolithic houses at Stonehenge, funded by gifts and built by volunteers who are now on hand to share their experiences with visitors.

- We will include the wider community in our work
- We will develop key strategic partnerships with donors and sponsors
- We will expand the range of opportunities for volunteers

“We can only achieve our objectives by working collaboratively with local communities, volunteers, donors and professional bodies,” says Tracey Wahdan, Historic Properties Director at English Heritage.

“Successful teamwork has always been at the heart of what we do and this is now more important than ever.”



VISIONARY VOLUNTEERS

We have doubled our volunteer numbers in the last three years, benefitting greatly from their expertise and enthusiasm. They are our ambassadors and play an important role in enhancing the enjoyment for visitors. In future we will hold annual events to engage further with these important supporters and share ideas and knowledge.

DIGGING DEEPER AND WIDER

Community archaeology attracts huge interest and with our expertise and range of sites, we are in the strongest possible position to offer this experience and benefit from the involvement of others. Not only does this help with painstaking work to unearth new treasures and deepen our understanding; it also fosters strong ties with local groups and organisations.



BUILDING WITH BUSINESS

Our new independent, charitable status will enable us to expand our range of partnerships with businesses which share our long-term objectives and brand values. Sponsorship of our public programmes will offer our partners a strong return on their investment whilst also supporting our work across the charity. The range of opportunities for new licensing agreements will also offer mutual brand and marketing benefits.



BECOMING SELF-FUNDING

With freedom comes responsibility. We have made a commitment to become self-funding within eight years. This will be achieved by building on our commercial and fundraising success over the last decade, including growing our membership base. Attracting major gifts and grants to support conservation and interpretation will also help us reach our goal; and we will continue to improve our visitor centres, cafes and retail outlets as part of the wider visitor experience.

- We will accelerate growth in membership through investment
- We will continue to invest in our marketing capability
- We will develop our commercial offerings, especially catering, retail, venue hire, sponsorship and holiday cottage and bunk barn accommodation
- We will continue to offer real value
- We will run our extensive visitor events programme profitably
- We will invest on the basis of value-for-money business cases
- We will control our costs effectively

“Reaching our goal of self-funding is about seizing the opportunities created by our new status as a charity,” says Luke Whitcomb, Marketing Director at English Heritage, “achieving commercial and fundraising success with enduring values of imagination, authenticity and quality.”



REWARDS OF MEMBERSHIP

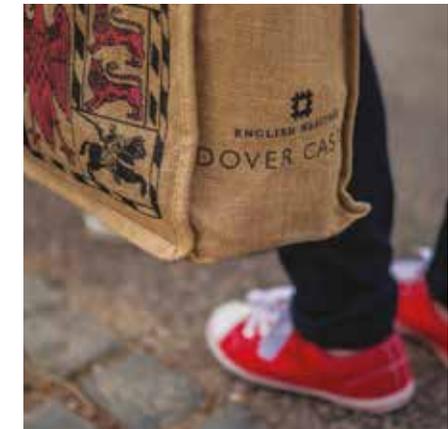
Our members are a bedrock of support and their enthusiasm is a continuing source of inspiration. Membership offers great value by giving unlimited access to our sites and a closer relationship with the organisation. Benefits include an extensive programme of member-only events and award-winning communications. We look forward to developing this support through increased marketing and sales activity.

FUNDRAISING FREEDOM

Our programme of fundraising campaigns and appeals will be expanded, offering people opportunities to get involved and support specific projects or programmes in a way that suits them best. Donations and legacies will help us to achieve our most ambitious projects. A highlight is always our annual ‘challenge event’ which this year will be the Abbey to Abbey sponsored hike and cycle ride in the north of England.

RETAIL THERAPY

Whether as a memento of a fine day out, or a chance to take home a unique and original gift inspired by a property, people are always keen to shop for themselves or others. Our on-site shops, overseen by friendly and helpful staff, offer a range of products for all ages and pockets and provide an important revenue stream and one with great potential.



“We have developed our commercial activities in a way that respects the historic environment,” says Shirley Jackson, Commercial Director at English Heritage, “Most of our retail product is inspired by or relevant to a property. And our holiday cottages are an integral part of the properties.”



CAFE SOCIETY

Food and drink are important considerations when planning a day out. We will respond to this by making our cafes – often set in historic buildings in spectacular locations – destinations in themselves, with a focus on freshly-made, local produce at keenly competitive prices.

“We’ll do more than just show you; we’ll invite you in. You can try stuff on, investigate things, sense the atmosphere, climb the ramparts, get your hands dirty, or simply watch, learn and enjoy.”

TRUSTEES

ALEX BALFOUR
VICKY BARNSLEY OBE
SUKIE HEMMING
PROFESSOR RONALD HUTTON
KATE JAMES-WEED
VICE ADMIRAL SIR TIM LAURENCE KCVO, CB, ADC (CHAIRMAN)
IAN MCCAIG
SIR LAURIE MAGNUS
MALCOLM READING
SARAH STANIFORTH CBE
JAMES TWINING

EXECUTIVE TEAM

CHIEF EXECUTIVE KATE MAVOR
COMMERCIAL DIRECTOR SHIRLEY JACKSON
CURATORIAL DIRECTOR ANNA EAVIS
ESTATES DIRECTOR LINDA KILROY
DEVELOPMENT DIRECTOR *Being recruited*
FINANCE DIRECTOR JON BULLEN
HISTORIC PROPERTIES DIRECTOR TRACEY WAHDAN
HEAD OF HUMAN RESOURCES JUDY ROBERTS
MARKETING DIRECTOR LUKE WHITCOMB

SIR TIM LAURENCE, CHAIRMAN



Sir Tim Laurence has been appointed Chairman of the English Heritage Trust, having previously served for four years as a Commissioner. A career naval officer, his time in uniform ended after serving for three years as Chief Executive in charge of the Defence Estate, with responsibility for some 700 listed buildings, 1200 scheduled monuments and 170 SSSIs. Since then he has pursued his enthusiasm for regeneration, as chairman of two regeneration companies; for major projects, as Chairman of the Major Projects Association; and for heritage, through his involvement with English Heritage and the HMS Victory Preservation Company. He is also a Trustee of RNLI and a member of the Commonwealth War Graves Commission.

KATE MAVOR, CHIEF EXECUTIVE



Kate Mavor is the new Chief Executive of English Heritage. Prior to her appointment to the newly-created charity, she spent six years as Chief Executive of the National Trust for Scotland, arriving at the height of the economic recession and at a moment of financial crisis for the Trust. During her tenure, she was instrumental in transforming the charity's fortunes, introducing a five-year-plan to restore its financial stability and giving it a new sense of purpose. Before that, she was Chief Executive of Project Scotland, the pioneering youth volunteering programme encouraging young people to volunteer with over 300 charities around the country. She studied Modern Languages at Oxford.

“It is a privilege to lead English Heritage on the first stage of its new journey as a charity. English Heritage looks after sites where momentous historic events took place. Individually and collectively these precious places tell a remarkable story.”

FINANCIALS

	2015/16 PLAN	2016/17 PLAN	2017/18 PLAN	2018/19 PLAN	2019/20 PLAN	2020/21 PLAN	2021/22 PLAN	2022/23 PLAN
	£M							
INCOME								
Admissions Income	23.7	24.9	26.3	27.1	28.0	28.8	29.8	30.7
Membership Income	26.8	29.2	31.4	33.4	35.9	38.3	40.5	42.6
Other Trading Income	23.6	25.4	27.2	27.4	28.3	29.1	30.0	30.8
Use of £80m	20.5	16.5	12.5	9.0	6.5	3.5	2.5	9.0
Fundraising	3.2	5.5	5.7	8.4	11.4	7.4	8.7	8.9
Total Income	97.8	101.5	103.0	105.3	110.1	107.1	111.3	122.0
EXPENDITURE								
Spend including defects	100.2	104.0	106.8	106.5	108.5	109.8	111.5	113.1
Capital Programme	13.2	11.5	10.7	12.4	14.4	7.4	8.7	8.9
Total Expenditure	113.4	115.5	117.5	118.9	122.9	117.2	120.2	122.0
Subsidy Requirement	15.6	14.0	14.5	13.6	12.9	10.1	8.9	0.0

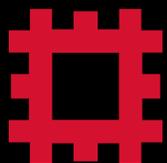


“The skill, knowledge, commitment and enthusiasm of our employees make English Heritage a special place to work,” says Judy Roberts, Head of Human Resources at English Heritage. “The range of roles and expertise we cover is extraordinary and draws people from a wide range of sectors and backgrounds.”

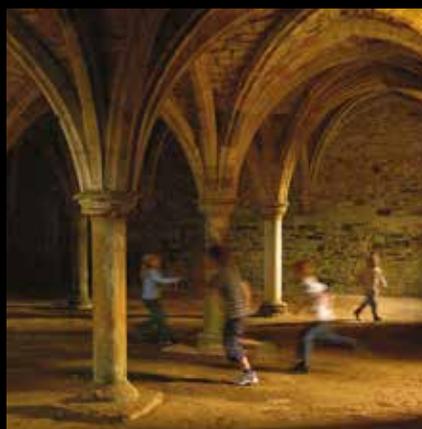
“Years of planning have brought us to this point,” says Jon Bullen, Finance Director at English Heritage, “Our business plan has been subjected to rigorous analysis, including by external bodies, and been continually refined.”







ENGLISH
HERITAGE



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