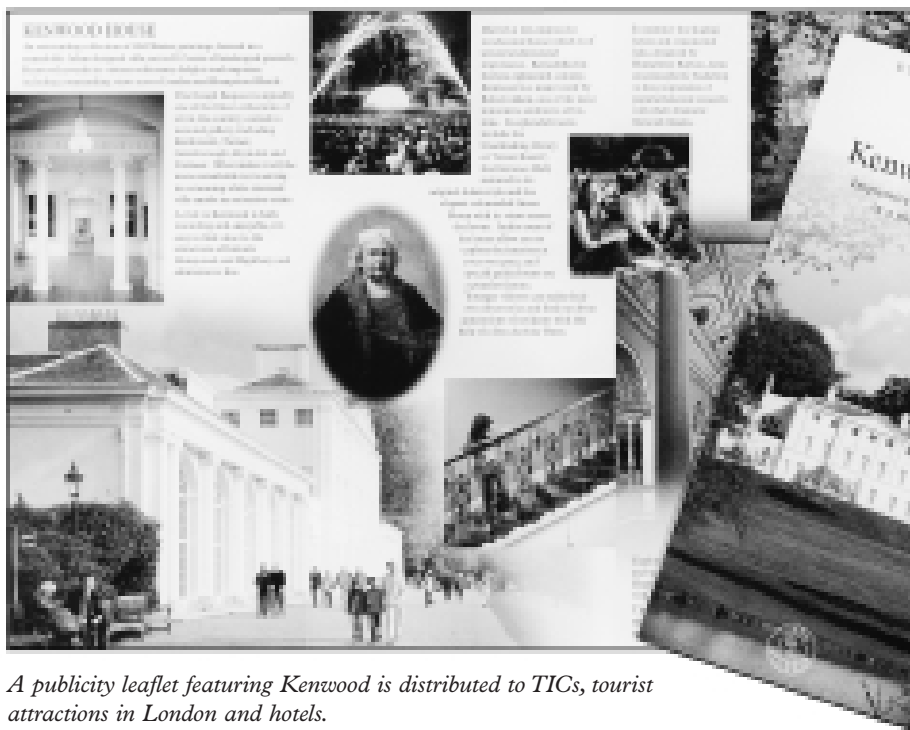




ENGLISH HERITAGE

# Kenwood

INFORMATION FOR TUTORS AND STUDENTS  
OF TOURISM STUDIES



*A publicity leaflet featuring Kenwood is distributed to TICs, tourist attractions in London and hotels.*

aged to buy 32 acres of the estate but not the house, and the contents were sold in 1922. Edward Guinness, the first Earl of Iveagh saved the house from demolition by buying it, along with the remaining 74 acres of the estate. An additional piece of land, known as the Elm Gardens, was acquired later.

Lord Iveagh gave Kenwood to the nation in 1927 at his death, together with part of his collection of paintings and furniture. The Iveagh Bequest (Kenwood) Act of Parliament 1929

## BACKGROUND INFORMATION

Kenwood is a large country house standing in 112 acres of grounds on the edge of Hampstead Heath, about four miles from the centre of London. It contains one of the most important private collection of paintings ever given to the nation.

The original house was built around 1616 as a large farmhouse when Hampstead was still a village. It stood on a ridge overlooking London, and its spectacular views, together with its clean air and country setting, prompted its wealthy new owner, William Murray, later the Earl of Mansfield, who acquired it in 1754, to have it remodelled into a luxurious villa. He chose the most

fashionable architect and designer of the day, Robert Adam, to do the work. The second Earl of Mansfield completed its transformation into an elegant mansion by adding to the buildings in the 1790s, and diverting the Hampstead to Highgate road to give more privacy. The landscaping of the gardens was begun in the eighteenth century, and includes work designed by Humphry Repton, a famous landscape gardener.

During World War I Kenwood was used as a base for the Royal Navy Anti Aircraft Mobile Brigade, after which the sixth Earl of Mansfield decided to sell the estate for house building. This led to a battle for its preservation, and the Kenwood Preservation Council was formed. The Council man-

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specified how the property was to be managed: the house was entrusted to private trustees and the grounds to the London County Council. In 1949 the LCC also became trustees for the house, as the original trustees could not meet the cost of repairs and maintenance. Management passed from the LCC to the Greater London Council in 1965, and then to English Heritage when the GLC was abolished in 1986. The house is a Grade I listed building and a registered museum, and the grounds are Grade II in the Register of Parks and Gardens of Historic Interest. Some of the woodland has existed largely unchanged since 1600 and is classified as ancient woodland, and there are four Sites of Special Scientific Interest within the parkland.

## DEVELOPMENT AS A TOURIST ATTRACTION

Even before the eighteenth century people travelled to inspect large and fashionable houses like Kenwood. The grounds were opened to the general public in 1925, and the house, with the Iveagh collection of paintings, in 1928. Admission to both were free

as part of the terms of the bequest and remain so. The house was closed during World War II, and re-opened in 1950.

The art collection is an impressive group of English and Continental masters, with several internationally famous paintings, including some by Rembrandt and Vermeer. Although Lord Iveagh left some furniture when the house first opened, the emphasis was on viewing the paintings, with doors rearranged to provide a more direct visitor path through the house. After the re-opening in 1950, additional eighteenth-century furniture was bought in to give visitors a sense of the original furnishing schemes.

A black and white pamphlet was produced for the first visitors, and there was a catalogue of the paintings. When Kenwood came under English Heritage management, a standard guide was published.

A restaurant was included in the 1950 re-opening, and this now occupies the former Brewhouse and part of the kitchen gardens. A shop was installed in the house in the 1960s, which has been updated, and another shop was added in 1996, which is open to those just visiting the restaurant or grounds.

In 1996 a Visitor Information Centre was opened in the Mansion Cottage. This opens for three days a week to give information about the grounds.

## THE WORK OF ENGLISH HERITAGE

English Heritage is a government body responsible to the Department of Culture, Media and Sport. It identifies the parts of our environment which are architecturally or historically important; buildings are entered on a list (listed buildings); very old monuments and buried remains onto a schedule (scheduled ancient monuments), and gardens onto a register, (registered parks and gardens). English Heritage has four main tasks:

- to conserve the best of England's historic monuments and buildings for the benefit of present and future generations
- to raise awareness of this built heritage and commitment to preserving it
- to promote people's enjoyment and understanding of this country's past through its physical remains
- to assist others to conserve historic remains, by providing technical and financial support.

English Heritage directly manages 409 historic properties which are open to visitors. These include pre-historic monuments like Stonehenge; Roman remains, like villas and defence works; medieval castles, abbeys and priories; Tudor and Stuart forts; houses and agricultural and industrial buildings. Some are well preserved and others are ruins. Some are very well known and others are important because they reflect the history of their locality.

English Heritage conserves these



*The Music Room contains pictures, mostly portraits, and several musical instruments.*

properties. Conservation involves protecting remains from damage and further decay, which may involve renovation work, the renewal of damaged parts. This is different from restoration, which involves carrying out alterations in order to restore the building to its original form. English Heritage also helps the public to understand its properties by providing aids to interpretation. These include exhibitions, taped tours, guidebooks, panels to help people understand what they are looking at, models, videos and interactive equipment.

## CONSERVATION AT KENWOOD

Over the years Kenwood has been decorated in a range of styles according to the fashionable taste of the times. Analysis of paint samples has established the sequence of decoration for some of the rooms, which has helped in deciding on presentation: the house was not originally decorated to display the large picture collection which it now has, and care has to be taken that the room decoration and the pictures complement each other.

In order to comply with health and safety regulations, the house has been fitted with self-closing fire doors, or existing doors have been adapted to fulfil the same function, and smoke detectors and measures to control humidity have been introduced. Modern heating and lighting have been installed for the public. In the grounds, public pathways are of a standard to take the wear and tear of a public park, and lighting and fencing have been added where there are potential safety hazards, for example, around parts of the lake.

Robert Adam, the architect who was employed in the eighteenth century to work on the house, added ornamentation to the exterior. He applied this with a new cement, which unfortunately disintegrated and washed off after

about 15 years. The house front was later rendered in a plain style, but original drawings of the ornamentation still exist, and in the early 1970s, the GLC decided to restore it.

After the Second World War, the growth in population put greater strain on green spaces as recreational areas. Up until then, Kenwood's meadow land had been managed by putting animals on it to graze the grass, but the increase in people using the grounds created difficulties with this regime, and grazing was withdrawn and mechanical means of controlling growth were introduced. Not all the areas were accessible to the machines, which led to a proliferation of scrub and secondary woodland.

When English Heritage took over the guardianship in 1986, research took place into the best way of presenting the estate. It was decided that it should be presented as it was in the eighteenth century, to form the right historical setting for the house, and to comply with Lord Iveagh's request that it should retain the atmosphere of a private park.

Essential work costing £1 million was put in hand. This included dredging the lakes, repairing paths and fences, removing invasive shrubs like rhododendrons, and planting over 7000 trees and appropriate shrubs. It also meant that trees and vegetation which had grown haphazardly since the nineteenth century needed to be removed.

Removal of trees and vegetation was not received well by users of the park, and a halt was called to further work and a round of public consultation was put in hand. This included exhibitions, and questionnaires managed by Mori. 30,000



*Exhibitions and questionnaires were used as part of the public consultation on the way forward for the Kenwood estate.*

people attended the exhibitions and nearly 4,000 responded to the questionnaire.

The overall result was that in 1994 it was decided that the original plan to restore the eighteenth-century landscape should go ahead, but over a much longer period of time. A new management plan was drawn up, altering the timetable of the work from three to thirty years. Over this period, more trees and shrubs appropriate to the historic landscape will be planted, and those which are inappropriate will be allowed to decline and further growth discouraged.

The management of the estate includes a structured regime of grass cutting to different levels according to location. Water quality surveys are carried out to ensure that fish and wild life are protected. English Heritage staff work with English Nature to ensure that the Sites of Special Scientific Interest receive the most appropriate management.

## PRESENTING THE SITE TO VISITORS

All the contents of Kenwood House were sold or removed in 1922, so presenting it as a fully-furnished eighteenth-century (or later) home is not viable. The interiors are outstanding examples of the work of Robert Adam, and worthy of display in their own

right. The pictures reflect an 1890s vision of an eighteenth-century collection, and would probably not have been chosen to adorn the walls by Kenwood's earlier inhabitants. The need to display both interiors and pictures to their best advantage presents a problem, as the Adam interiors do not necessarily provide the best background to the paintings. English Heritage staff have to reconcile these conflicting needs.

From the 1950s the rooms were displayed with furniture, but with the emphasis on the display of the picture collection. At the same time, eighteenth-century furniture was collected to throw greater emphasis onto the important interior decoration of the same date. The present policy of giving equal emphasis to the picture collection and to the interior of the house involves presenting the rooms in a manner appropriate to their significance and function, not necessarily sticking throughout to one historical period. The decorative scheme of the Adam Library, its Vestibule, and the Entrance Hall, has been the first to be researched and reinstated, and includes furniture appropriate to the period. There is a full colour guide which includes information about both house and picture collection, and a shorter version in English, German, French, and Japanese, which additionally has a brief catalogue of the pictures. Laminated information sheets are available in some rooms. Custodians are always nearby to answer questions.

The bedrooms on the first floor are not furnished and are used as the setting for major and smaller travelling or in-house exhibitions. These include themes based on the arts of the eighteenth century; topics of local interest to Kenwood, like views of Hampstead Heath; and occasionally contemporary art. These are accompanied by either glossy catalogues, or free information leaflets.

Guided tours (not available to educational groups) can be booked in advance, and a charge is made.

There is a Visitor Information Centre, open for three days a week, for people using the estate. It is staffed by the Visitor Liaison Officer, and contains information about the estate and its development, and examples of and displays about the plants and animals that live in the parkland. Lectures and conducted walks are available on the second Wednesday of each month. There is a charge for these, which includes a hot drink. They are advertised in the *Hampstead Heath Diary* and are booked in advance. Informal general interest walks, led by one of the estate staff, are held on the fourth Sunday of every month: these are free of charge but need to be booked.

## **IMPACT ON THE LOCALITY**

Residents use the grounds for recreational purposes, particularly dog walking, and there are open evenings for local groups. There is a society of Friends of Kenwood, who use the Orangery for meetings. Kenwood also draws most of its custodians from the locality.

Since the 1950s, Kenwood has become famous for its open-air concerts, of which there are about ten each year. They attract audiences of about 8,000 paying members, and more who listen from outside. There is sufficient parking in the area for those who travel by car, but unfortunately some park inconsiderately and inconvenience local residents: to avoid this there is restricted parking in Hampstead Lane, which also ensures that buses are not inconvenienced. Traffic calming techniques are applied to the approach roads. As part of the good neighbour scheme, local amenity groups are consulted about the conditions of the licence which has to be obtained to stage concerts.

Licences detail permitted levels and duration of noise. Decibel readings are taken to ensure that the licences are complied with, and rehearsals are limited to minimise the nuisance to residents.

Representatives of local amenity groups and other relevant interests belong to the Landscape Forum, which meets quarterly to discuss issues raised by the management of the estate.

## **HUMAN RESOURCES**

Kenwood has a General Manager, who is responsible for strategic planning and development, and a House Manager, who deals with the day-to-day running of the house, including security and visitor management. There are five Deputy Managers, each responsible for one of the following: security; reception and front of house management; retailing; housekeeping management; and co-ordination of administration including rotas and time sheets. There are ten full time permanent custodians, between 15 and 20 part time custodians, one Deputy Retail Manager, and a Retail Assistant. The restaurant is franchised and the staff work for the company holding the franchise.

The House Manager's job is to manage the custodial team so that everyone works together to ensure that the public enjoys visiting. Additionally, there are general administrative duties and some pro-active marketing responsibilities in the local area. Custodians have five main responsibilities:

- to project a welcoming image
- to help visitors appreciate the site and enjoy themselves
- to keep the site clean, safe and secure
- to encourage sales
- to keep records needed by English Heritage.

The estate has separate staff comprising: the Estate Manager; a Deputy Estate manager; two permanent full time Estate Rangers; and one full time seasonal (April - October) Ranger and one part time seasonal Ranger. There is also a Visitor Liaison Officer, who is part time. There are volunteers to answer visitor questions.

English Heritage has a system of management and support from regional and central offices. Staff work together on planning policy and developments, care of the house, grounds and collections, education, interpretation, marketing, and organising events.

The region's Senior Curator of Collections has special responsibility for the paintings, and conservators from a central team care for the fabric of the paintings and interiors. For information about the staffing structure of English Heritage, see *The Tourism Factpack* in the *Resources* section.

## VISITOR SERVICES

There are two shops, selling a wide range of books and souvenirs, and with some goods themed on the eighteenth century and gardens. The restaurant is franchised to an outside firm, and is licensed and serves hot meals. It seats 80 inside and 150 outside, with a further 50 outside in the summer. A functions room for wedding receptions and similar gatherings is available in the Old Kitchen next to the restaurant.

There is a drop-off point and limited-time parking on site for disabled people, but other visitors use public parks off site. The nearest has space for 30 cars and is a quarter of a mile away, off Hampstead Lane. Coaches drop passengers off near the gates.

Lavatories, including those for disabled people, are in the Service Wing where they are accessible to visitors to either park or house.

There are hard paths around the grounds, which enable people

using wheelchairs to enjoy the park, and there is access for wheelchairs users on the ground floor of the house. Blind or partially-sighted people visiting as a group (maximum 25) are welcome to book a session during which they are guided to touch (wearing gloves) the architectural details to get an idea of what the interiors are like.

There is an Education Centre for use by schools or other education groups. This is equipped with replica objects and costume, books, clipboards for working outside, and painting materials. Like all English Heritage sites, admission for educational groups is free, but must be booked in advance. There is a lecture theatre which may be booked for formal talks and meetings.

English Heritage has customer service quality standards that cover the following areas:

- welcoming
- visitor care
- dealing with last admissions
- welcoming groups
- introducing and explaining the site
- explaining how to use the taped tours
- site admissions
- using the telephone
- specialist enquiries
- dealing with commercial photographers and film-makers
- managing commendations, complaints and awkward situations
- media relations.

*The restaurant at Kenwood is decorated with murals of other English Heritage properties portrayed in an eighteenth-century style.*



## Visitors figures

1995-6	145,903
1996-7	180,852
1997-8	153,500
1998-9	150,003

Admission to Kenwood (except for exhibitions) is free, and no record is kept of category of visitor (adult, child, etc).

It is estimated that 1,000,000 people visit the grounds each year.

## MARKETING

English Heritage cares for its sites through regional teams of experts. A regional marketing plan, which dovetails with the national marketing plan, is written annually. From these the General Manager writes an individual marketing plan.

The Regional Marketing Manager helps sites to meet their targets for increases in the number of visitors, income and memberships.

Promotional techniques are based on a programme of leaflets, public relations activities, advertising, events and publicity. New opportunities such as summer evening openings or collaboration with tour operators are included when appropriate. A public relations agency is employed to deal with one-off promotions.

Kenwood is advertised through a full colour publicity leaflet which is updated annually and distributed to TICs, tourist attractions in London, and hotels. English Heritage also produces a free publicity leaflet called *London and its Surrounds*, which features Kenwood and other English Heritage properties in London. This is printed in English, Japanese, French and German. Kenwood is included along with

five other houses in the area in a leaflet called *Hampstead and Highgate*, produced by the Hampstead and Highgate Curators' Group, and Kenwood House and grounds are represented in the *Hampstead Heath Annual Diary*, produced by the Corporation of London.

There is an events programme for Kenwood: some events are organised by the Special Events and Concert Units based in the central offices, and are paid for out of the central budget. There are about ten concerts a year. They attract huge audiences (8,000 and over) and feature well-known performers. Other events are organised by the House and General Managers, and, if payment is involved, are paid from the regional budget. Some of these are of a non-commercial nature, such as lectures by groups like the National Association of Decorative and Fine Arts Societies, and other are commercial, such as wedding receptions.

## KENWOOD INTO THE MILLENNIUM

A decorative scheme for the Dining Room will be researched and represented in 2000, and the Music Room will follow. It is planned to refurbish the eighteenth-century dairy in the grounds combining an exhibition about the estate, and possibly tea room facilities.

An audio tour, possibly a wand system, with information on architecture, the paintings, and social history, in several languages, will be introduced.

Provision of extra seating for the comfort of visitors is also planned.

The use of some of the rooms for corporate entertaining is being considered, and the outdoor seating for the restaurant will be extended into the Mansion Cottage garden for the year 2000. The public toilets have been recently upgraded, and as a second phase the suite of toilets available

to groups using the Old Kitchen for private functions will be also be improved.

## LEARNING OPPORTUNITIES

Kenwood provides material to support mandatory, optional and key skill units at all levels of GNVQ Leisure and Tourism. Assignments and activities can be designed to meet the requirements of individual elements, or alternatively, an integrated approach can be adopted to bring elements of several of the mandatory units together.

This approach, although needing careful planning and the co-operation of all members of staff, can still be the most rewarding as it shows how everything links together. Whichever approach is decided upon, it is important that the students are well prepared before the actual visit takes place. When designing activities, try using "before", "during" and "after" sections to the assignment briefs to encourage planning, research, practical application and evaluation.

The following suggestions are intended to be useful for both tutors and students, but students visiting as individuals need to follow the same procedure for visiting as an ordinary member of the public. Staff at the site are unable to answer long lists of questions: this booklet has been produced to provide the information which is available. English Heritage and Kenwood link well across all of the mandatory units, which are generic across all the awarding bodies. The site can be used as the study point for many of the optional and additional units, especially those looking at heritage, arts and entertainment, and tourist attractions.

### Intermediate Level

*Investigating the industry* English Heritage can be used as an example of a public sector organisation and Kenwood as an example of



English Heritage Photo Library

Concerts at Kenwood attract massive audiences: the performances often take place in 'the concert bowl', a domed structure separated from the audience by the lake.

one of its properties in the heritage component. A visit to Kenwood can be combined with a series of visits contributing to investigating the attractions of the locality. This can provide the information to compile a leisure and tourism factfile, or to mount an exhibition on leisure and tourism facilities in the area. If you have access to a camcorder make a 'Wish you were Here' type programme about Kenwood that visitors could enjoy on a two-day visit to the area.

**Marketing** Investigate the techniques that English Heritage uses to market its properties and particularly examine the methods and materials used to promote Kenwood. Select a specific target market and produce a new leaflet. Design a new commemorative souvenir and present your idea outlining the research method and target market. Alternatively, design a logo for Kenwood, and show how you would incorporate it into a promotional campaign for the site.

**Customer service** Look at and record all the different ways that English Heritage communicates with its customers to Kenwood before, during and after a visit. Devise a way of observing and recording customer care at Kenwood and other attractions in the area. Record your recommendations in a report. Devise a game to help new custodians understand the benefit of good customer service.

**Planning an event** Bring together all of the mandatory units by organising a visit to Kenwood for another group from either inside or outside your organisation. Key skills become the main focus throughout each stage; planning (who to target, how to get them interested), research (what do they need before and during the visit, how to get there), organising (making contact with English Heritage - with those concerned, letters of consent, health and safety issues, etc) and running the visit.

### **Advanced level**

At this level a greater depth of analysis is required and the organisation of English Heritage will be more significant.

**Investigating the industry** Examine the role of English Heritage and where it fits into the structure and scale of the leisure and tourism industry. Look at how the development of leisure and tourism over the last hundred years has influenced the development of Kenwood as a tourist attraction. Use the information to produce a pictorial timeline. Design a web page for the area, highlighting the leisure and tourism product and services available.

Alternatively, produce a "rough guide" to the area aimed at students. Involve the whole group in a debate on the positive and negative impacts of future developments at Kenwood. Members of the group could represent the different views of the various interested parties.

**Human resources** Compare the organisational structure of English Heritage with that of a private or voluntary sector organisation. Present your research in a formal report. Organise a careers event with seminars and careers advice.

**Marketing** Compare the marketing techniques used by English Heritage with other leisure and tourism organisations in the area, such as the local council or Tourist Board.

Use skills and knowledge to devise a strategy for Kenwood to develop it as a corporate entertainment or private functions venue. The strategy should identify potential sources of business and explore a range of promotional activities. Joint partnership initiatives, special promotions and perhaps a new image and slogan could be included. Your strategy should be presented with examples of your own publicity material and be justified in terms of cost and effectiveness. Public relations activities should

also be included that are designed to foster good relations with the local residents and the Friends of Kenwood.

**Finance** Examine the financial accounts of English Heritage. (See Resources)

**Business systems** Design a newsletter format that could be used to communicate with the local residents' associations. Design a booking form for groups wishing to book a guided tour.

**Customer service** Carry out a detailed investigation into customer service standards at the site and use the information to devise a light-hearted quiz which could be used in initial custodian training to teach understanding of the theory and practice of customer service. Devise a marketing system to promote feedback on future training needs.

**Health, safety and security** Develop a health, and safety induction programme for use with new custodians.

**Event management** Use the following ideas to integrate a number of units and all key skills, including working with others and improving your own learning and performance: an exhibition entitled Kenwood 2000 which shows ideas for how the dairy in the grounds could be used; ideas for a permanent outside exhibition; and suggestions for different seasonal events.

Each idea should show how it was planned, how it would look, and how it should be promoted. The needs of disabled visitors should be taken into account.

Produce an interesting tape tour for the house and/or estate, aimed at a specific target market, which could include non-English speaking visitors. Design a guide to accompany the tour. Organise a Heritage Awareness week at your institution, to include displays, competitions, speakers, seminars and a trip.

## MAKING A VISIT

### Admission

Free, except for admission to special exhibitions.

Opening hours: April - Sept, 10am - 6pm daily. 1 Oct - 31 Oct, 10am - 5pm daily. 1 Nov - 31 March, 10am - 4pm daily. Closed 24 - 26 Dec, 1 Jan.

**Educational visits:** free but it is necessary to book at least fourteen days in advance via the Education Bookings, English Heritage, London Region, 23 Savile Row, London W1S 2ET.

Tel: 0207 973 3785. There is a limit on group size of 40 visiting the house, and there must be one member of staff to 15 students.

**Regional Education Officer:** Ann Todd, London Region 130 23 Savile Row London W1S 2ET. Tel: 0207 973 3564.

**Kenwood:** tel: 0208 348 1286.

### Location

Hampstead Lane, London. NW3. Adjacent to Hampstead Heath. Get there by underground from Golders Green or Archway (Northern line), then catch a 210 bus. For bus information, tel: 0207 222 1234. Hampstead Heath Station is 1.5 miles away.

## RESOURCES

Bryant J. *The Iveagh Bequest*, Kenwood, Souvenir Guide, English Heritage, 1990, ISBN 1-85074-278-2.

Bryant, J. *London's Country House Collections*, English Heritage, 1993, ISBN 1-85074-306-1.

Tolhurst, M, *A Teacher's Handbook to Kenwood*, English Heritage, 1996 ISBN 1-85074-318-5.

All the following books and videos are produced by English Heritage for Leisure and Tourism tutors and students, or others studying heritage management.

Brisbane, M and Wood, J, *A Future for our Past?* English Heritage, 1995. ISBN 1-85074-491-2.

Looks at the conservation, management and interpretation of the built heritage.

*English Heritage: Tourism Facts.*

Free from English Heritage Customer Services, PO Box 570, Swindon SN2 2YR.

Tel: 0870 333 1181.

*Health, Safety and Security*, English Heritage, July 1999.

ISBN 1-85074-661-3.

*How to Plan Successful Events*, English Heritage, 1997.

ISBN 1-85074-666-21.

*Visitor Management*, English Heritage, Sept 1999.

ISBN 1-85074-660-5.

### Videos

*I am a Tourist!* English Heritage, 1996. 26 mins. Customer service and marketing.

*Tackling Tourists*, English Heritage, 1997. 30 mins. Managing visitors.

*Ticket to the Past*, English Heritage, 1997. 30 mins. Organising events.

All English Heritage resources are available by post from: English Heritage, c/o Gillards, Trident Works, Temple Cloud, Bristol BS39 5AZ.

Videos may be borrowed free of charge by tutors.

### English Heritage Education

English Heritage is the national leader in heritage education. We aim to help teachers at all levels to use the resource of the historic environment. Each year, we welcome over half a million pupils, students and teachers on free educational group visits to over 400 historic sites in our care. We also offer services to help access the National Monuments Record, our public archive. For free copies of our *Free Educational Visits* booklet, our *Resources catalogue*, and *Heritage Learning*, our termly magazine, contact:

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