



HADRIAN'S WALL
COUNTRY

Hadrian's Wall
Heritage Ltd

Annual Review
2008-2009

ACHIEVEMENT THROUGH PARTNERSHIP

An introduction to
the
Management Plan
2008-2014



Contents

Highlights and Key Statistics 01 Chairman's Introduction 02 Business Structure 03 Chief Executive's Review 04-05
World Heritage and Access 06-11 Sustainable Development 12-15 Capital Development Framework 16-17
Communications and Destination Marketing 18-23 Chairman's Statement 25 Non-Statutory Accounts 26-32

The Romans were one of the most intrepid civilisations in human history. Their legacy as military conquerors is pervasive in our language, laws and customs. But it was their expansion into northern Britain that has given us the most enduring symbol of this fascinating past: Hadrian's Wall World Heritage Site.

Hadrian's Wall, built from AD122, is a colossal engineering achievement that is still telling a compelling story of 2,000 years of human conflict and progress. It is the job of Hadrian's Wall Heritage Ltd to be the champion of this outstanding site, which crosses northern England from Wallsend, in Newcastle upon Tyne, to Bowness-on-Solway, on the Solway Firth, and its corridor, which extends to Maryport and to Ravenglass, down the Cumbrian coast.

World Heritage
and Access

06-11



Communications
and Destination
Marketing

18-23



Summary
Accounts

26-32



Sustainable
Development

12-15



Hadrian's Wall was declared a World Heritage Site by the United Nations Educational, Scientific and Cultural Organisation (UNESCO) in 1987, which means it is a place of universal importance to humanity. To retain this status, UNESCO requires a coherent management plan and system of operation that will preserve the integrity of the site, improve the access and enhance the understanding of the World Heritage Site as a whole.

Since May 2006, the task of managing Hadrian's Wall as a World Heritage Site and the adjacent corridor has been passed on to Hadrian's Wall Heritage Ltd. It is our job to address the issues and enhance the economic opportunities through partnership with our communities and stakeholders. This is the third review of Hadrian's Wall Heritage Ltd's unique and important work.



38,099 passengers used the AD122 Hadrian's Wall Country Bus service in 2008. A 12.5% increase on 2007.

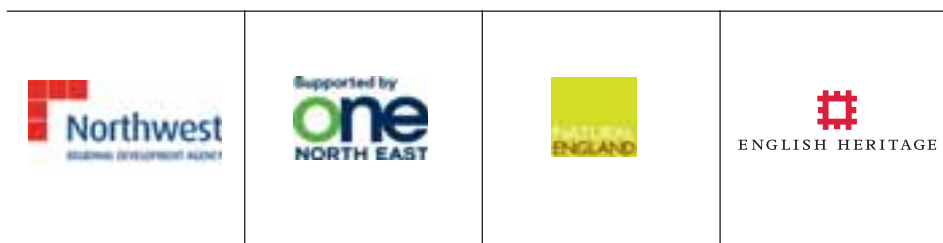


73 exhibitors took part in the Local Producers Trade Fair – 26 food, 41 arts and craft, 6 support business.



189,961 unique visitors were serviced by our website from September 2008 to August 2009.

Our partners



Welcome to our third Annual Review of the activities of Hadrian's Wall Heritage Ltd. This year, I am delighted to report that many of the projects we simply mused about three years ago are now well underway. I know you will enjoy reading about some of them in this document. Such an achievement has only been possible by the immense amount of work undertaken by the HWHL team and all of our partners. This is my opportunity to record my special thanks.



Ann Green
Chairman

In reminding myself of what we are trying to achieve at Hadrian's Wall I return to our Vision: that "Hadrian's Wall Heritage Ltd will be world renowned for best practice in World Heritage Site management, for the quality of the visitor experience and for its contribution to the local and regional economy through sustainable tourism."

That remains the firm goal of everyone involved and we must continue to remind people about the significance of Hadrian's Wall as a World Heritage Site. I am also keen to ensure that we remind everyone of the intrinsic value of our UNESCO status as a World Heritage Site. I know we are all working to ensure that everyone involved with Hadrian's Wall understands the importance of this connection and the legacy that is being enhanced not only for the north of England but for the country as a whole.

We have forged some excellent partnerships over the last three years, this has been no simple task. It can be challenging to bring together interest groups with opposing agendas; for example, increasing visitors to fragile sites while protecting our ancient monuments. Through partnership, collaboration and a shared vision, the *Frontiers of the Roman Empire World Heritage Site Hadrian's Wall Management Plan 2008-2014*, an outstanding piece of cooperative work, has been published. I pay tribute to the work of Natural England, English Heritage and all the other bodies for coming together and thank the Management Plan Committee members, led by Professor Peter Stone, for their tireless and essential work.

Finally, I must record my gratitude to the staff in Hexham. Pulling together a team of diverse skills and cultures is never easy but I know everyone is an advocate for Hadrian's Wall Heritage Ltd and the World Heritage Site. I am extremely proud of their hard work, their professionalism and their enthusiasm.

Former Secretary of State for Culture, Media and Support, Andy Burnham, writes in his Management Plan preface that "*Hadrian's Wall Heritage Ltd is tasked with promoting and enhancing the World Heritage Site, with achieving a balance between public access and conservation, and with realising the economic, social and cultural potential that such a special place can bring to local communities.*"

Our board is clear about this and will not stray from these objectives. This is what drives us all.

To my board colleagues, thank you again for your input, enthusiasm and wise advice, and for making my job so enjoyable.

This page left to right:

Willowford Bridge © Roger Clegg,

Walking in Hadrian's Wall Country © Roger Clegg,

AD122 Hadrian's Wall Country Bus



Hadrian's Wall Heritage Ltd has four separate 'directorates' but the nature of the World Heritage Site means that their activities are joined-up and intertwined. This Annual Review looks at the work of World Heritage & Access; Sustainable Development; Marketing & Communications; and Finance & Operations from April 2008 until September 2009.

Hadrian's Wall Heritage Ltd has seven interlocking programmes of activity.

Animating and Discovering World Heritage This means bringing the story of the Frontiers of the Roman Empire to life for all types and ranges of audiences, through improved interpretation and cultural activities.

Managing World Heritage This is encapsulated in the Hadrian's Wall World Heritage Site Management Plan, a major working document approved from 2008 until 2014, which includes the management, monitoring and protection of the World Heritage Site archaeology and natural landscape and the Hadrian's Wall Path National Trail.

Enhancing World Heritage This is about defining and developing projects that will enhance the experience of visitors to Hadrian's Wall and contribute to the regional economy.

Sustainable Access This is about how the Hadrian's Wall corridor can be protected and enhanced through investment and plans encouraging more visitors to walk, cycle or use public transport to visit.

Hadrian's Wall Country This is about helping with the branding of produce and developing economic opportunities for businesses and the community in the Hadrian's Wall corridor.

Brand, Communications and Audience Development This is about increasing the awareness and enticing visitors, both national and international, to come and experience the World Heritage Site, which will develop greater understanding of the Frontier and enhance and stimulate economic activity in the Hadrian's Wall corridor.

Corporate Sustainability This is about informing and communicating with the key funders, partners and stakeholders to ensure their continued support and understanding of the strategic importance of the ongoing work.

Our objectives:

- To make Hadrian's Wall an exemplar of World Heritage Site management.
- To transform the visitor experience to create a world class destination.
- To establish an internationally successful brand to inspire market growth.
- To demonstrate best practice in sustainable project management and development of a World Heritage Site.
- To make effective use of our resources and maximise investment and engagement.
- To be acknowledged as a world class co-ordinator and facilitator of partnership when working with a World Heritage Site.

World Heritage
and Access

Sustainable
Development

Communications
and Destination
Marketing

Finance and
Operations



Linda Tuttiett
Chief Executive

REFLECTING ON A YEAR OF ACHIEVEMENTS

The last year has been one of gathering momentum for Hadrian's Wall Heritage Ltd as we have stepped up the pace of our development activity across a range of areas. What is clear is many more people across the UK are aware of Hadrian's Wall World Heritage Site – and more people want to come and see our incredible international asset for themselves.

Across the Wall great progress has been made on our capital programmes and the Interpretation Framework for the Roman Frontier which underpins the capital strategy. The development of funding to allow Hadrian's Wall Heritage Ltd to buy Camp Farm at Roman Maryport, with the support of the West Cumbria Development Fund and West Lakes Renaissance, is an indication of our intentions and aspirations with our £11.5m fundraising effort for the Roman Frontier. We have now set up the Roman Maryport Project Board to move the development of the key site forward to become a wonderful educational resource and we are working in partnership with the Senhouse Museum Trust to place the amazing Netherhall Collection at its core, enhancing fully this western part of the World Heritage Site.

I'm also very pleased that we were able to work with the Vindolanda Trust on their successful application for National Heritage Lottery and ONE Single Programme funding to house the remarkable Roman writing tablets, which are the oldest surviving pieces of writing in the UK. Work begins on this project as I write; it is exactly the kind of partnership that we are delighted to undertake, and we hope to work even

more closely with this wonderful site as it is developed in conjunction with the Roman Army Museum.

The progress of the feasibility of projects at Ravenglass and Eskdale, Longtown, the Chinese artist Li Yuan Chia's house at Banks, The Sill and the A69 Haltwhistle Roundabout Site continue and we are in serious discussions with development partners to create a much greater sense of celebration and facilities at each end of the Wall: Bowness-on-Solway and Wallsend.

In parallel, looking at gateways to the Wall, we celebrate the fantastic success of the Great North Museum in Newcastle to the east, and are delighted with the plans to establish the Roman Gateway in Carlisle in the west with a combination of a new Roman gallery at Tullie House and public realm works in the city to establish strong links to the Hadrian's Wall Path National Trail and Hadrian's Cycleway.

Also in Carlisle we are pleased to work in partnership with the City

Council, Cumbria Tourism and Carlisle Renaissance on the setting up of the Carlisle Tourism Partnership to begin to maximise the potential of this wonderful historic city. In parallel we will support and work in together with the new Western Lakes Partnership.

Our public relations, press and marketing have gained much exposure throughout the year. We've been able

to raise the profile of Hadrian's Wall Country on national UK radio and television with a resultant steady increase in enquiries.

Our partnership with the British Museum's *Hadrian: Empire & Conflict* Exhibition continued to pay dividends long after the official exhibition had closed. It sparked interest about the Wall and site visitor numbers are increasing for the first time.

I can say that we are beginning to get real lasting traction with the brand recognition of Hadrian's Wall Country. That would not be possible without all of our partners in the various tourism organisations, so I am grateful for their help and support. I'd like to single out

Culture¹⁰ and Carlisle Renaissance for their support of the very successful delivery of the Living Frontier. Apart from being a wonderfully colourful re-garrisoning of the Wall and pageant, this was exactly the kind of high quality series of events we would like to see more often along the Wall.

We were thrilled to see the delivery and launch of the third iteration of *Frontiers of the Roman Empire World Heritage Site Hadrian's Wall Management Plan, 2008-2014*. A great deal of thoughtful work went into this plan. We are pleased with the setting up of various interest groups which will ensure the delivery of all of the identified action points and the protection and enhancement of the WHS over the coming years.

My thanks go out to our many partners across the Wall and I'd also like to thank our team here in Hexham and the board, led by Ann Green. I know they are all committed to ensuring that we deliver the best possible outcomes for the Hadrian's Wall World Heritage Site. At the heart is the economic development of the Hadrian's Wall corridor and we want the best possible results for all of our local businesses and communities. Thank you.



Centre above: Lepidina birthday party invitation from Roman Vindolanda © Vindolanda Trust
Left to right: Camp Farm, Maryport © Steve Barber, Hadrian's Wall Country Line, re-enactment at the Living Frontier, Tullie House Museum & Art Gallery © Tullie House Museum & Art Gallery

World
Heritage
and Access



Dr Nigel Mills
Director of
World Heritage
and Access

MANAGING WORLD HERITAGE



KEY PROGRAMMES

Animating and Discovering World Heritage
Managing World Heritage
Sustainable Access
Corporate Sustainability

Main picture: Walltown Crags and Quarry
© Roger Clegg

Left to right: Walking in Hadrian's Wall
Country © Roger Clegg, replica tower at
Vindolanda © Vindolanda Trust,
site visit during the Limes Congress,
AD122 Hadrian's Wall Country Bus

Everything to do with a World Heritage Site must meet the stringent criteria set down by UNESCO and it is one of the responsibilities of the World Heritage and Access team to ensure that Hadrian's Wall sets a high standard.

Throughout the year there has been major progress for HWHL's World Heritage and Access team and their partners in a number of areas. The team's remit includes physical access to the sites and landscapes, knowledge and understanding of the World Heritage site, co-ordinating delivery and review of the WHS Management Plan and managing the Hadrian's Wall Path National Trail.

By its nature, everything we endeavour to do involves consultation and partnership. Effective partnership working is achieved when partners clearly understand their role and contribution in any programme or project. It is our job to make sure this all happens seamlessly. That is the aim, at least!

Hadrian's Wall Management Plan

One of the key achievements of the year has been the completion and publication of the *Frontiers of the Roman Empire World Heritage Site Hadrian's Wall Management Plan 2008-2014*. This is a 100 page document which encapsulates the major work and thinking for Hadrian's Wall as a World Heritage Site.

The Management Plan Committee co-ordinates the management of the World Heritage Site on behalf of UNESCO. HWHL's role is to co-ordinate delivery and review of the Management Plan on behalf of the Management Plan Committee. One of the first duties of HWHL has been to compile this latest version of the Plan which is now in its third iteration and has come a long way from the first Plan published in 1996.

The document sets out a range of policies and 'action' points which need to be carried out to ensure the long term protection of the WHS whilst realising its potential to contribute to the social and economic benefit of local and regional communities.

A UNESCO report recently identified a general lack of awareness about UNESCO World Heritage values amongst partners and stakeholders involved with many World Heritage Sites. To address this, the Management Plan Committee and HWHL will champion the aspirations, aims and objectives of UNESCO's World Heritage Committee.

The Interpretation Framework

The Hadrian's Wall Interpretation Framework puts the visitor experience at centre stage. It is a key component of the development of all of the various sites which make up Hadrian's Wall. The size, scale and importance of Hadrian's Wall as a World Heritage Site is often hard for the first time visitor to comprehend. Yet the story of Hadrian's Wall should be accessible and inviting. But research has shown that many visitors think the Wall consists of a collection of Roman sites with little to unify them in a cohesive visitor experience. As a result of the lack of differentiation between sites, and the lack of an overarching interpretation framework, there was a perception that visiting one part of the Wall was the same as visiting any other. A common perception is it is simply "a wall" without any particular attractions. A visit to Hadrian's Wall was expected to be "hard work" because the experience would depend on "what you make of it yourself."



Right: Marble Bust of the Roman Emperor Hadrian
© Trustees of the British Museum



...world leading
best practice in World Heritage Site management



As a result of these expectations and perceptions, many people thought a trip to Hadrian's Wall would be too risky to commit precious leisure time to.

The development of an Interpretation Framework is therefore seen as a major step towards improving the visitor experience. It draws on an understanding of the needs of existing and new audiences to create an overall flexible narrative structure for the story of the north west frontier of the Roman Empire within which each site presents a distinct story and provides a unique visitor experience. This will translate into a network of carefully differentiated and complementary visitor offers which can be clearly communicated to and recognised by visitors with many different interests and needs and which will underpin future marketing efforts. This is critical to developing audiences along the Wall and realising the Wall's contribution to the region's economy.

The framework recognises that Hadrian's Wall is the centrepiece of the dynamic story of the north west frontier of the Roman Empire. This frontier evolved and adapted over 400 years in response to the changing political,

social, economic and demographic forces at the heart of the Roman Empire and the changing status and role of Britain as an Imperial Province. The frontier was heavily militarised, leaving behind a rich physical and cultural legacy through which we can explore this story and understand its relevance to the modern world.

The Great North Museum in Newcastle and Tullie House Museum in Carlisle will act as eastern and western 'gateways' to Hadrian's Wall, each providing a distinctive 'overview'. The Great North Museum, which opened on 23 May 2009, focuses on Hadrian's Wall itself, featuring a scale reconstruction of the full length of the Wall brought to life through individual stories of people identified from inscriptions. The new gallery at Tullie House Museum & Art Gallery will present the wider story of the Frontier as it developed over 400 years, setting it in the context of the Empire and of Roman Britain as a military province and featuring contemporary resonances such as multi-culturalism,

citizenship and modern frontiers. Interpretation at other sites is focusing on particular themes, helping to create a vibrant and differentiated offer to visitors that will appeal to a wide range of different audiences.



Hadrian's Wall Path National Trail

A walk along the whole 84 miles length of Hadrian's Wall – or a stroll along a shorter section – is a unique experience, enjoyed by tens of thousands of walkers. It is the only long distance path running through an archaeological World Heritage Site and offers a stunning outdoor experience for all.

More people have used the Trail in 2009 than in 2008 and more walkers also appear to be taking on the challenge of walking the whole length of the Wall. Visitor research shows

that whilst most will take between six or seven days to complete the route, some walkers spend anything up to ten or even twelve days on the Wall. This can only be good for the wider economy of the World Heritage Site.

No other heritage access project in the world has put in place the complex management, monitoring and marketing systems that achieve maximum access and pleasure whilst protecting the fabric of the World Heritage Site itself. However, protection often depends on maintaining the footpath surface as a 'green sward', or grass and this challenge requires very careful ongoing maintenance and monitoring.

The annual autumn survey revealed that throughout much of the route the Trail's soils, as confirmed by the Meteorological Office's soil-moisture data, were waterlogged, although the Trail was found to be in a generally good condition, a marked improvement on the situation three years ago. Many formerly 'at risk' sections are now satisfactory.

15% increase in
end to end walkers



Left: Walking on the Hadrian's Wall Path National Trail © Roger Clegg

This satisfactory outcome is attributed to the proactive green sward management and stitch-in-time repairs undertaken by the two full time lengthsman. Major path works were carried out by the Northumberland National Park Authority at King Arthur's Well and at Hotbank, funded by Natural England.

There are plans to make more use of the network of footpaths in the Wall's corridor in order to help take pressure off the Trail itself. We are investigating the possibility of promoting the Roman Ring, another long distance walk devised by local author Mark Richards, as an alternative to the Trail, especially during the wet winter months. We are also investigating with Natural England the possibility of funding conservation works on farm land through the Higher Level Stewardship scheme.

Recent incidents reported in the national press have highlighted cases of walker safety on footpaths while in the vicinity of cows with calves. Every effort is being made to inform and educate walkers, especially those who visit the National Trail with their dogs, reinforcing the safety advice promoted by the National Farmers' Union.

HWHL took the lead in a project to deliver toilet facilities at Burgh-by-Sands, which complements the Hadrian's Wall interpretation in the village hall and allows a local café to enhance village hall funds.

Accessibility for all is our goal: in May 2009, 12 disabled visitors drove their motorised vehicles between Wallsend and Bowness-on-Solway over a 12-day period. The Red Wheelies, as they are known, afterwards wrote a report on access for less able visitors, which is proving invaluable for HWHL.

Hadrian's Wall Pilgrimage and Limes Congress 2009

This year over 200 "Wall" experts and interested amateurs gathered for their ten yearly pilgrimage. The pilgrimage was followed by the 21st International Limes (Roman Frontiers) Congress which was hosted by Tyne & Wear Museums & Archives and took place at Newcastle University from 17-23 August 2009, its first time in Newcastle since the inaugural meeting in 1949.

It attracted 350 world experts on Roman frontiers and excursions to hinterland sites was an important element. HWHL was the major sponsor of the Congress and organised a session on Presenting the Romans that turned out to attract the largest number of contributors of any of the Congress sessions.

Hadrian's Wall Country Bus AD122

The Hadrian's Wall Country Bus service operated from 21 March through to 2 November, its longest season in service so far. Passenger numbers showed a 12.5% increase over the 2007 season. In 2008, 38,099 passengers used the service, compared with 19,442 in 2002. The two Carlisle based buses have the distinctive livery which is instantly recognisable and a familiar sight across the country. A new livery for the Newcastle buses was introduced in 2009.



A survey showed that the most popular sites were Housesteads Roman Fort, Roman Vindolanda, Chesters Roman Fort, Roman Army Museum, Once Brewed, Lanercost Priory and Birdoswald Roman Fort, with 50% combining a site visit with walking. The recorded comments say that this is a fantastic service but that bus stops are not always easily visible and frequency could be improved. The drivers scored 91% for their helpfulness, while the on-board guide service was highly appreciated.

The bus is operated by HWHL as a partnership with support from Northumberland County Council, Cumbria County Council, Northumberland National Park Authority (NNPA), The National Trust, Carlisle City Council, Solway Coast AONB and English Heritage. There was an increase from concessionary fare income with the introduction of the nationwide travel pass.



Centre above: Roman Coin from Irthington
© The Portable Antiquities Scheme
Left: walkers rest against the Wall
© Roger Clegg

Hadrian's Cycleway

It is possible to cycle 174 miles from one end of Hadrian's Wall World Heritage Site to the other, across routes that are publicly accessible, but there are certain sections where cyclists are diverted away from Hadrian's Wall. There is an ongoing feasibility study in west Cumbria, north of Maryport, to see whether an integrated cycle route which will enhance the visitors' experience can be achieved. The proposed routes will improve access to the WHS and the Solway Coast AONB. Partners in the project include the Solway Coast AONB and Cumbria County Council. Haltwhistle has been chosen as a pilot for developing a cycle hub and we would like to see a similar hub develop on the Solway if possible.

The Hadrian's Frontier – Volunteer Guide Project

Local knowledge combined with an enthusiasm for the region's history is a wonderful resource worth tapping into. So £50,000 from the Heritage Lottery Fund enabled HWHL to set up the first Volunteer Heritage Guide Project in 2009. On 23 January, Emperor Hadrian's birthday, HWHL invited local people interested in becoming guides to sign up. There were 60 serious enquiries, and from this 20 were selected for the 16 week part time course and examination, leading to full Level 2 Site Guide accreditation under the auspices of the Institute of Tourist Guiding. Six Wall wide sites, from east to west, hosted the aspiring guides throughout their training, each using local experts to identify the attributes of each site, and discussing the importance in context of the Interpretation Framework. The guides are now working in a 'cluster' of two sites each and have undertaken 150 free tours, with over 2,000 participants. The feedback from visitors is excellent.

Hadrian's Wall Country Volunteers

Informed and enthusiastic volunteers continue to be the backbone of the World Heritage Site – indeed a well informed team won The National Trust/English Heritage Housesteads community consultation pub quiz at Humshaugh in July 2009. HWHL is now a full member of Volunteering England, the national volunteer development agency and advisory body to the UK government. The 25th anniversary of National Volunteers Week was celebrated in Walltown with a Hadrian's Wall Country Locally Produced barbecue.

There has been a welcome increase in enquiries about becoming a Hadrian's Wall Country volunteer – future training is underway. The National Trail Volunteer Warden Programme has continued successfully into its 6th year with over 65 volunteers enjoying regular patrols of The National Trail, undertaking small maintenance tasks and engaging with our visitors.

Hadrian's Wall Landscape Partnership

Working in conjunction with Natural England, we are developing a landscape scale programme across Hadrian's Wall Country that will enhance the outstanding natural and cultural landscape. Its scope will include communities, access, interpretation and landscape improvement. The partnership has the support of a number of organisations including NNPA, National Trust, Northumberland Wildlife Trust, Cumbria Wildlife Trust and The Haltwhistle Partnership. The partnership will develop a bid to be submitted to the Heritage Lottery Fund.



Centre above: the Tullie House Brooch
© Tullie House Museum & Art Gallery
Left to right: cycling along the Wall,
Hadrian's Wall Country Volunteers training,
Volunteer Heritage Guides



Above: Site visit during the Limes Congress

At a very early stage of the Limes Congress, Hadrian's Wall Heritage Ltd understood the tremendous opportunities for presenting the whole Roman heritage of northern England to this uniquely well informed audience.

Paul Bidwell, Senior Manager: Archaeology, Tyne & Wear Museums & Archives

Sustainable
Development



Michael Baker
Director of
Sustainable
Development

DEVELOPING A SUSTAINABLE ECONOMY



KEY PROGRAMMES

**Enhancing World Heritage
Hadrian's Wall Country
Corporate Sustainability**

Main image: Birdoswald Roman Fort
© Roger Clegg

Clockwise top left to right: Senhouse Roman
Museum © Steve Barber, Walby Farm Park,
the Wall at Housesteads Roman Fort © Roger
Clegg, Locally Produced branding at a trade fair,
Know Your Hadrian's Wall Country workshop at
Birdoswald



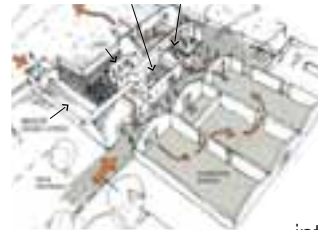
One of the key remits for the Sustainable Development Directorate is the identification and development of a capital programme for the Hadrian's Wall World Heritage Site corridor. This extends from Wallsend on the north east coast across to Ravenglass in Cumbria on the west coast. All development will have direct relevance and relationship to the World Heritage Site and fit within the aims and guidelines of the Hadrian's Wall Interpretation Framework.

In developing this programme we have been greatly assisted by Northumberland County Council, Cumbria County Council, North Tyneside Council, South Tyneside Council, English Heritage, One NorthEast, North West Regional Development Agency, Natural England, Carlisle City Council, Carlisle Renaissance, Cumbria Tourism, Cumbria Vision and the Nuclear Decommissioning Agency. In 2008, one of our most significant projects was the first steps taken to develop Roman Maryport. We also supported key funding applications by the Vindolanda Trust for a major refurbishment at Vindolanda and The National Trust and English Heritage for a new visitor centre at Housesteads.

Camp Farm, Roman Maryport

In November 2008, the purchase of 144 acres of land at Camp Farm at Maryport on the Solway Firth coast for just over £900,000 was achieved.

Funding was provided by West Lakes Renaissance and the West Cumbria Development Fund. This will now enable the Roman Maryport Project to be developed. This important Roman fort site will have a continuous programme of live archaeological excavation and has the potential to become a world class museum bringing in an additional 50,000 visitors to Maryport every year, spending an extra £3 million a year in the local area. This was the first step in an £11.5 million redevelopment, expected to be open in Easter 2012.



In 2008 a feasibility study and business plan was prepared by Britton McGrath Associates on behalf of HWHL and architectural concepts and interpretation designs were

prepared by Mosedale Gillett Architects and Events Consultants respectively. Roman Maryport will be run by a charitable company, limited by guarantee. The internationally significant Netherhall Collection, which is bequeathed to the Senhouse Museum Trust, will be housed in the new museum. This collection was started in 1570 by John Senhouse and is the largest group of Roman military altar stones and inscriptions of any site in Britain. The existing Senhouse museum, adjacent to the farm, will be converted into a café/restaurant and an archaeological finds room.

It is estimated that 120 jobs will eventually be created at Roman Maryport and in the town. HWHL is working closely with the Senhouse Museum Trust on this project.

Funding from the Nuclear Decommissioning Agency and North West Regional Development Agency (NWDA), has allowed initial work to be undertaken. HWHL has also developed discussions with a series of funders for the headline project; including NWDA; European Regional Development Fund (ERDF); Heritage Lottery Fund and West Cumbria Vision.

In addition to the projects at Roman Vindolanda, the Roman Army Museum, Tullie House Museum & Art Gallery and Roman Maryport, HWHL is working with English Heritage and The National Trust to improve



Above centre: Concept plan for Camp Farm © Mosedale Gillatt Architects
Left: Aerial view of Camp Farm Maryport, site of the Roman Fort © Senhouse Trust

visitor facilities and interpretation at Housesteads and with the Northumberland National Park Authority to develop a landscape interpretation centre at Once Brewed.

Hadrian's Wall Country

Hadrian's Wall Country stretches much further than just the extent of Roman occupation: the rich and varied landscape from east to west, and the 'corridor' on either side of the Wall, feel the ripple effect and celebrate much more besides. It is important that local businesses and communities participate in and benefit from the Wall's visitor economy and that heritage contributes actively to community life – helping to support thriving local communities through fostering a strong sense of place and identity. Hadrian's Wall Heritage Ltd aims to develop a strong Wall wide network, based around the concept of 'Know Your Hadrian's Wall Country', which will help local businesses and communities bring to life for their visitors and guests the very special heritage and landscapes of Hadrian's Wall and its setting. Along with other initiatives, this will enable businesses to maximise their contribution to the visitor experience,

and thereby benefit from the economic opportunities that visitors create, through networking, advice and the provision of a high quality visitor product. HWHL facilitates the improvement of business-to-business linkages among tourism and related sectors, and acts as a point of contact for development requirements for both existing and new businesses.

Locally Produced Scheme

Encouraging sales of local produce within the World Heritage Site corridor is a key economic task. The Hadrian's Wall Country Locally Produced scheme encourages visitors and businesses to buy local through marketing, branding and key events like the annual Hadrian's Wall Country Locally Produced Trade Fair.

The brand was re-launched on 4 March 2008 at the Hadrian's Wall Country Locally Produced Trade Fair in the Wentworth Leisure Centre, Hexham, with new branding and a new range of point of sale material.

The response from local producers has been excellent. The brand is part of the Hadrian's Wall Country brand family, which incorporates the Hadrian's Wall Country Bus AD122; the Hadrian's Wall Country Line and cycling and walking on the National Trail. Hadrian's Wall Country

Locally Produced branding can be used by producers based within ten miles of Hadrian's Wall. Producers from within 50 miles are able to use the branding on products that have a Roman or Hadrianic theme.

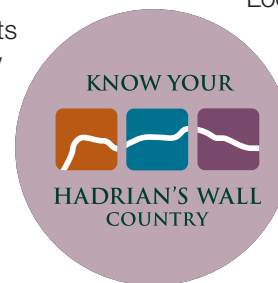
In March 2009 the Trade Fair was attended by 73 exhibitors, of which 26 were food producers, 41 were arts and crafts businesses and six were support organisations. Evaluation of the event showed that most exhibitors felt it was an excellent networking opportunity with many business leads set up. 66% of respondents said the event was either good or very good, while 98% said they would be interested in participating in 2010.

Fairtrade Hadrian's Wall

We are pleased to support the Hadrian's Wall Country Fairtrade initiative. The World Heritage Site campaign hopes to establish Hadrian's Wall Country as the first World Heritage Site with Fairtrade Zone status by early 2010.

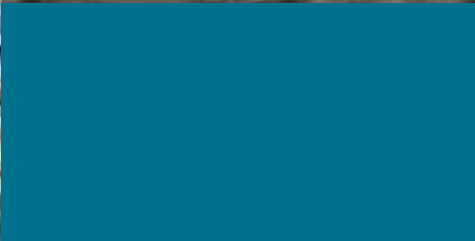
Know Your Hadrian's Wall Country

The basic premise is that local people are best able to enthuse and discuss the attraction of living and working within a World Heritage Site. This programme is designed to deliver knowledge and networking and facilitate ideas to maximise the engagement and social benefit of being associated with a World Heritage Site. In 2009, our 'Know Your Hadrian's Wall' training scheme for local businesses was very well received with five days covering geology, history, and an introduction to the Wall. The evaluation has been extremely positive and it will be developed in 2010.

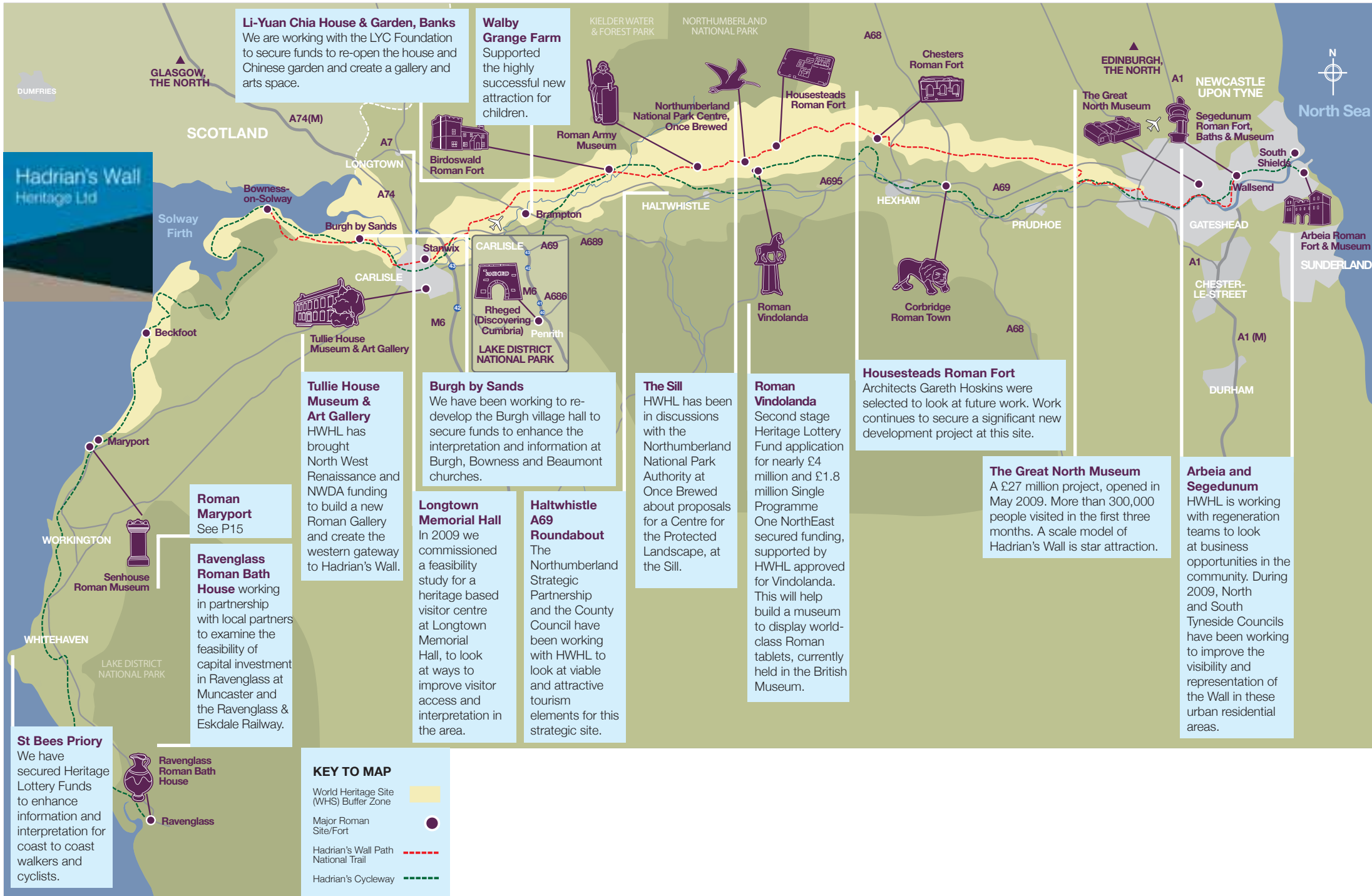


“We have enjoyed working with a wide range of HWHL people on our major project at Roman Maryport, which will transform the presentation of the World Heritage Site in west Cumbria. It has been interesting to participate, at a distance, in the challenges of setting up a new organisation and getting to grips with an extensive and complicated area of activity.”

Hugh Thomson, Treasurer, Senhouse Museum Trust



Main image: Solway Firth Bowness-on-Solway © Roger Clegg
 Left: Local produce, Ravenglass Steam Railway © Roger Clegg



Li-Yuan Chia House & Garden, Banks
 We are working with the LYC Foundation to secure funds to re-open the house and Chinese garden and create a gallery and arts space.

Walby Grange Farm
 Supported the highly successful new attraction for children.



Tullie House Museum & Art Gallery
 HWHL has brought North West Renaissance and NWDA funding to build a new Roman Gallery and create the western gateway to Hadrian's Wall.

Burgh by Sands
 We have been working to re-develop the Burgh village hall to enhance the interpretation and information at Burgh, Bowness and Beaumont churches.

Longtown Memorial Hall
 In 2009 we commissioned a feasibility study for a heritage based visitor centre at Longtown Memorial Hall, to look at ways to improve visitor access and interpretation in the area.

Haltwhistle A69 Roundabout
 The Northumberland Strategic Partnership and the County Council have been working with HWHL to look at viable and attractive tourism elements for this strategic site.

The Sill
 HWHL has been in discussions with the Northumberland National Park Authority at Once Brewed about proposals for a Centre for the Protected Landscape, at the Sill.

Roman Vindolanda
 Second stage Heritage Lottery Fund application for nearly £4 million and £1.8 million Single Programme One NorthEast secured funding, supported by HWHL approved for Vindolanda. This will help build a museum to display world-class Roman tablets, currently held in the British Museum.

Housesteads Roman Fort
 Architects Gareth Hoskins were selected to look at future work. Work continues to secure a significant new development project at this site.

The Great North Museum
 A £27 million project, opened in May 2009. More than 300,000 people visited in the first three months. A scale model of Hadrian's Wall is star attraction.

Arbeia and Segedunum
 HWHL is working with regeneration teams to look at business opportunities in the community. During 2009, North and South Tyneside Councils have been working to improve the visibility and representation of the Wall in these urban residential areas.

Roman Maryport
 See P15

Ravenglass Roman Bath House
 Working in partnership with local partners to examine the feasibility of capital investment in Ravenglass at Muncaster and the Ravenglass & Eskdale Railway.

St Bees Priory
 We have secured Heritage Lottery Funds to enhance information and interpretation for coast walkers and cyclists.



KEY TO MAP

- World Heritage Site (WHS) Buffer Zone
- Major Roman Site/Fort
- Hadrian's Wall Path National Trail
- Hadrian's Cycleway

Hadrian's Wall Heritage Ltd has developed a strategic programme of capital developments designed to create a connected set of visitor experiences along the Wall which are high quality and distinctive parts of the greater narrative of the finest remaining Roman Frontier within the Roman Empire.

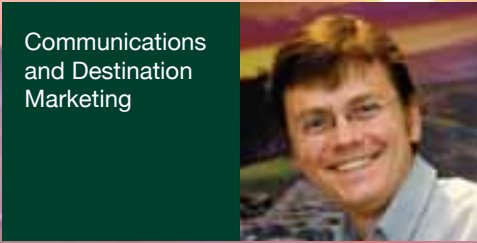
The opportunity exists to create the most compelling and largest heritage visitor destination in Europe telling the story of Britain within the Roman Empire, the Roman administration of Britain and the unique aspects of life on Hadrian's Wall – once the most multi-cultural part of Britain where 15 per cent of the entire Roman Army of the Empire was stationed.



“The Vindolanda writing tablets are the oldest existing examples of written language from the UK. HWHL has been active in supporting the Vindolanda Trust to gain project funding to bring these world class artefacts back on loan from the British Museum to our new museum which opens in 2011.”

Patricia Birley, Chairman of the Vindolanda Trust

Above: Roman Vindolanda
© Roger Clegg



Neil Carney
Marketing and
Communications
Manager

MAKING THE MOST OF OUR OUTSTANDING BRAND



KEY PROGRAMMES

- Brand Communication and Audience Development**
- Corporate Sustainability**



Main image: Winsheid Craggs © Roger Clegg
Clockwise top right: Re-enactment at The Living Frontier, BBC Radio 2's Radcliffe and Maconie



One of the key objectives of Hadrian's Wall Heritage Limited has been to establish an internationally successful brand to inspire market growth. There has been exceptional progress over the year and the Hadrian's Wall Country Brand is now firmly established across the north of England. Strong brands attract higher value visitors and can help communicate a quality destination.

In an independent report undertaken with stakeholders along the Wall, 80% of respondents thought the Hadrian's Wall Country brand and the increased marketing and public relations activity undertaken by Hadrian's Wall Heritage Ltd has raised the profile of the area, resulting in a positive impact on confidence in the area and its economy.

The report by consultants 21st Century Era Ltd says HWHL has 'markedly improved' the 'strategic vision and coordination' of the World Heritage Site. The report added that stakeholders believe it has made good progress in meeting its objectives. A large majority of stakeholders who responded to a survey for the report thought HWHL has provided or improved 'strategic activity' within the Hadrian's Wall corridor.

Hadrian's Wall Country Brand Development

The three core consumer titles of the Hadrian's Wall Country print were refreshed for 2009, with improvements to the layout and usability of the map and significant enhancements to the presentation of entries in the Holiday & Short Breaks Guide. 250,000 Maps, 30,000 Holiday & Short Breaks Guides, 60,000 AD122 Hadrian's Wall Country Bus Timetables were printed and distributed.

Thanks must also be offered to our strategic delivery partners at Northumberland Tourism and Tourism Tyne & Wear in the north east, and Cumbria Tourism and West Lakes



Tourism Partnership in the west of the region, for their support in presenting the value and importance of Hadrian's Wall in their work.

Hadrian's Wall Campaigns

London Underground campaign

Post campaign evaluation of the activities around the 2008 *Hadrian: Empire and Conflict* Exhibition shows this was highly successful, generating at least £3 million of economic benefit for the region. Of that, 88% of unprompted respondents named Hadrian's Wall as a tourist attraction – the highest of any north east of England attraction. The campaign moved many people from not considering a visit to definitely wanting to go and see Hadrian's Wall.

Over 110,974 commuters say they recognised the campaign. Of this number, 45,823 now say they will consider visiting Hadrian's Wall Country.

The Living Frontier

Positioned as a key highlight of the 2009 culture¹⁰ programme of events to celebrate the year of landscape and heritage, the Living Frontier inspired a destination campaign which saw the Wall wide promotion of events at ten sites along Hadrian's Wall. The Living Frontier culminated in an evening pageant performance of re-enactors from Roman, Border Reiver, Civil War and Viking eras – the largest gathering of re-enactors ever seen on the Wall.

Right: Highlights from The Living Frontier



My son's love of Romans has been brought alive by this pageant, and the countryside is beautiful.

C Mellor, Newcastle Upon Tyne



Communications and Destination Marketing

All sites recorded increased activity, particularly Chesters Roman Fort, Corbridge Roman Town and Segedunum Fort, Baths & Museum. More than 10,600 visitors attended the combined events, with a survey showing 26% had never visited Hadrian's Wall Country previously. 55% from those outside the north of England came specifically for Living Frontier. The activities generated an average 86% growth in visitor arrivals, with media and marketing activity reaching an audience in excess of 18 million. Nearly £700,000 additional tourism spend was generated by this major event.

Carlisle & Hadrian's Wall Country

We have been working with Carlisle Tourism Partnership to increase the marketing for the city's unique heritage and position Carlisle as the western gateway to the Wall. Integrating Visit England's Enjoy Every Minute, HWHL was able to deliver a print campaign for Carlisle valued at over £72,000 with additional coverage to an audience of over 4.8 million with an advertising equivalent value of £103,174.

Visits to Hadrian's Wall Country

There is solid evidence that visitors are attracted to places that have World Heritage Site status. HWHL has pressed on with its remit to support businesses, including hotels, guest houses and bed and breakfasts throughout the World Heritage Site corridor. Overnight occupancy levels for Hadrian's Wall Country have reached record levels, and are greater than those for the rest of the north east of England and the UK, but the picture remains seasonal from March to October and HWHL is increasing its marketing efforts to extend the length of the season. June 2009 saw the highest ever levels of occupancy in Hadrian's Wall Country, touching 80%, compared to 63% in Cumbria and the Lake District. This was an outstanding improvement from the previous summer of 2008.

A weak pound has been a bonus for UK attractions as British visitors become "staycationers", while a strong Euro and Dollar makes Britain more attractive as a holiday destination.

However, continued economic uncertainty has dampened demand from overseas visitors, with VisitBritain reporting a year to date picture that has seen 9% fewer overseas visitors come to the UK in the first eight months of 2009

compared to the same period of 2008.

The figures for the key Roman Sites in 2009 reflect a general upward trend with visitor figures growing by 7%+ in year on year comparison, the first year of clear growth for a long time. Since April 2009, the opening of the new Great North Museum in Newcastle has given the figures a tremendous lift with the total for the Wall wide sites expected to attract over one million visitors by the end of 2009.

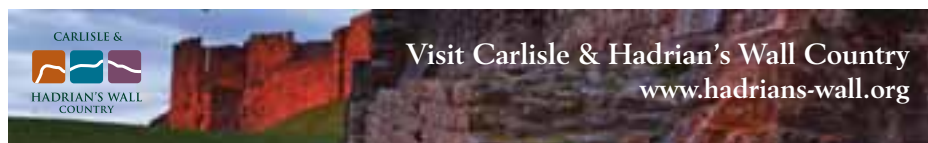


The Hadrian's Wall Information Line

Contracted to provide this service, the Haltwhistle Tourist Information Centre recorded a consistent flow of enquiries. From September 2008-August 2009, the service handled 22,447 enquiries, a decrease of 12.8% over 2008 levels, however, the higher figures in 2008 are attributed to the exceptional growth in the summer of 2008 attributed to the campaign surrounding the British Museum's *Hadrian: Empire and Conflict* Exhibition. However it is clear from the increase in hits to the website that more people appear to be finding information online rather than by phone.

Hadrian's Wall Country Website

Further enhancements to the re-branded hadrians-wall.org were implemented in 2009 to include improved search and online booking functionality and a higher profile for establishments and bodies who support Hadrian's Wall Country promotional activity. hadrians-wall.org, has seen sustained growth, with campaign activity hitting a peak in May 2009 with over 30,252 hits during the month – a time when Hadrian's Wall Country was in the spotlight through its Living Frontier campaign.



This page:
branded web banners

What is encouraging is the rise in unique, or new, visitors. From September 2008 to August 2009 the website serviced a new audience of 189,961 unique visitors. The Hadrian's Wall Path National Trail website also continued to enjoy significant growth in traffic, totalling 20,000 visits at its peak in May 2009.

Both sites are supported through an extensive search engine optimisation programme. The profile of both sites is consistently high when searches of Hadrian's Wall Country are performed. The net value of our web audience is consistently higher than many other tourism sites for the region, and very competitively positioned to deliver effective platforms for local business promotion.

Illuminating Hadrian's Wall

In early 2010, visitors can enjoy a once in a lifetime spectacle when the 84-mile route of Hadrian's Wall is lit in an exciting initiative to boost the local economy and generate significant economic benefit to local businesses in the Hadrian's Wall area. Such an extraordinary spectacle will provide the opportunity to position Hadrian's Wall Country within the north of England as a key heritage location both nationally and internationally.



Press and PR

Hadrian's Wall has been the star feature in a host of magazine articles throughout the year. Over 30 assisted press trips were organised in the period to end August 2009, generating an advertising equivalent value of £899,681. And there is a genuine thirst for information about how to access and enjoy the World Heritage Site.

In early September 2009, BBC Radio 2 presenters Mark Radcliffe and Stuart Maconie walked the length of the Wall, broadcasting their evening show live from venues along the route. The shows were supplemented by regular inserts on their progress into other daytime radio slots, BBC website activity, and 'tweets' sent from locations along the route.

The Living Frontier took centre stage in The Telegraph in April 2009 with 845,000 circulation reaching over 2.7 million potential readers, while the Carlisle and Hadrian's Wall Country inserts in the Mail on Sunday and Guardian newspapers have been delivered to in excess of three million people.

Frontier – stakeholder communications

Our magazine, Frontier, designed to engage a wider audience with news and issues related to the World Heritage Site was published and delivered in print and online in Autumn 2008, Winter 2009 and Spring 2009. Further copies were distributed to core libraries, information centres and stakeholder locations. A special edition is planned to introduce the Hadrian's Wall World Heritage Site Management Plan in Autumn 2009.



Centre above: Frontier newsletter
Right to left: Dame Tanni Grey Thompson travelled the length of the Wall, Mark Radcliffe and Stuart Maconie being filmed by BBC Look North



Some of the outstanding press coverage we achieved during the year.



This page shows press cuttings from The Journal, Newcastle Journal, The Mail on Sunday and the Smithsonian Magazine





As a gateway to Hadrian's Wall it is perfect, but as William Cook discovers, Carlisle offers much more than just a great location

A very good feature writer will tell you, there's nothing about Carlisle that makes it a particularly interesting place. It's just a town, a gateway to a great location. But as a gateway to a great location, it's perfect. But as a gateway to a great location, it's perfect. But as a gateway to a great location, it's perfect.

ADVERTISEMENT PROMOTION

Border patrol

As a gateway to Hadrian's Wall it is perfect, but as William Cook discovers, Carlisle offers much more than just a great location

A very good feature writer will tell you, there's nothing about Carlisle that makes it a particularly interesting place. It's just a town, a gateway to a great location. But as a gateway to a great location, it's perfect. But as a gateway to a great location, it's perfect.

You can see why the Romans thought this was the end of the world

Hadrian's Wall... **Carlisle**... **Hadrian's Wall**... **Carlisle**...

ADVERTISEMENT PROMOTION

Hadrian's Wall... **Carlisle**... **Hadrian's Wall**... **Carlisle**...

Hadrian's Wall... **Carlisle**... **Hadrian's Wall**... **Carlisle**...

ADVERTISEMENT PROMOTION

Hadrian's Wall... **Carlisle**... **Hadrian's Wall**... **Carlisle**...

ADVERTISEMENT PROMOTION

Hadrian's Wall... **Carlisle**... **Hadrian's Wall**... **Carlisle**...

Hadrian's Wall... **Carlisle**... **Hadrian's Wall**... **Carlisle**...

ADVERTISEMENT PROMOTION

Hadrian's Wall... **Carlisle**... **Hadrian's Wall**... **Carlisle**...

Hadrian's Wall... **Carlisle**... **Hadrian's Wall**... **Carlisle**...

ADVERTISEMENT PROMOTION

Hadrian's Wall... **Carlisle**... **Hadrian's Wall**... **Carlisle**...

Hadrian's Wall... **Carlisle**... **Hadrian's Wall**... **Carlisle**...

Wall of fame

The Romans built it to keep out the barbarians, but these days, Hadrian's Wall rises to glory as a route that's made for walking. **Vincent Crump** takes a ramble

PHOTOGRAPHY: PIERS GOLDEN

ADVERTISEMENT PROMOTION

Hadrian's Wall... **Carlisle**... **Hadrian's Wall**... **Carlisle**...

ADVERTISEMENT PROMOTION

Hadrian's Wall... **Carlisle**... **Hadrian's Wall**... **Carlisle**...

Hadrian's Wall... **Carlisle**... **Hadrian's Wall**... **Carlisle**...

ADVERTISEMENT PROMOTION

Hadrian's Wall... **Carlisle**... **Hadrian's Wall**... **Carlisle**...

Hadrian's Wall... **Carlisle**... **Hadrian's Wall**... **Carlisle**...

ADVERTISEMENT PROMOTION

Hadrian's Wall... **Carlisle**... **Hadrian's Wall**... **Carlisle**...

Hadrian's Wall... **Carlisle**... **Hadrian's Wall**... **Carlisle**...

ADVERTISEMENT PROMOTION

Hadrian's Wall... **Carlisle**... **Hadrian's Wall**... **Carlisle**...

Hadrian's Wall... **Carlisle**... **Hadrian's Wall**... **Carlisle**...

HADRIAN'S WALL COUNTRY

Hadrian's Wall... **Carlisle**... **Hadrian's Wall**... **Carlisle**...

KNOW YOUR HADRIAN'S WALL COUNTRY

Hadrian's Wall... **Carlisle**... **Hadrian's Wall**... **Carlisle**...

ADVERTISEMENT PROMOTION

Hadrian's Wall... **Carlisle**... **Hadrian's Wall**... **Carlisle**...

Hadrian's Wall... **Carlisle**... **Hadrian's Wall**... **Carlisle**...

ADVERTISEMENT PROMOTION

Hadrian's Wall... **Carlisle**... **Hadrian's Wall**... **Carlisle**...

Hadrian's Wall... **Carlisle**... **Hadrian's Wall**... **Carlisle**...

ADVERTISEMENT PROMOTION

Hadrian's Wall... **Carlisle**... **Hadrian's Wall**... **Carlisle**...

Hadrian's Wall... **Carlisle**... **Hadrian's Wall**... **Carlisle**...



Hadrian's Wall
Heritage Ltd

Finance and
Operations



Kristina Thrush
Finance and
Operations
Director



“I am delighted to introduce these annual accounts that accurately demonstrate, for the third year, the sound financial health of Hadrian's Wall Heritage Ltd. “

Ann Green
Chairman



Main image: Crag Lough Crag
© Roger Clegg
Left: Roman Coin AD 233
© The Portable Antiquities Scheme

Chairman's Statement for the year ended 31 March 2009

Dear friends and colleagues,

I am delighted to introduce these annual accounts that accurately demonstrate, for the third year, the sound financial health of Hadrian's Wall Heritage Ltd.

This last year has been one of strengthening our existing partnerships and relationships, of consolidating our work and priorities, and of forging ahead with exciting projects designed to bring to life our Vision for the Wall Corridor.

Our Interpretation Framework for the Frontier has continued to gain support, and our plans to develop the experience at key sites along the Wall Corridor to create exciting, differentiated visitor offers gathers momentum. Our purchase of the land at Maryport, ensuring that on-going plans for the development of the site can proceed, our support of the successful first stage bid for HLF funding by Vindolanda and the Roman Army Museum, and our contribution to the new proposals for Housesteads and Tullie House are all key indicators of a wider understanding of the interpretation framework which relies on a collaborative approach to the Frontier.

The opportunity, last summer, to work alongside the British Museum on the *Hadrian: Empire & Conflict* Exhibition enabled us to put together a programme of communications at regional and national level, encouraging audiences inspired by the exhibition to visit Hadrian's Wall Country. As a precursor to the British Museum event, we also worked closely with Tullie House Museum and Segedunum to raise awareness of the region's Roman heritage through the Face of an Emperor, a highly successful touring exhibition that showcased a superb bronze head of Hadrian. All of this has involved close partnership activity which will be a great investment for the future.

To achieve our objectives we must, and we do, continue to foster and grow strong working relationships with a wide range of partners and stakeholders — from our founding partners to local communities and volunteers, and from Tyneside to the Cumbrian coast. Particularly important has been the reinforcing of our role with local businesses and producers, and through the Locally Produced brand. Locally Produced is just part of the Hadrian's Wall Country 'family' of brands, which include the Hadrian's Wall Country Bus, the Hadrian's Wall Country Line between Newcastle and Carlisle and the Hadrian's Wall National Trail.

This has been another challenging year and it is encouraging to report the significant progress that has been made in many areas — the growing list of capital developments, particularly the progress on plans for Vindolanda and Housesteads, the sterling work to manage the Hadrian's Wall Path National Trail, not to mention balancing the tensions between conservation and promotion and the successful completion of the *Frontiers of the Roman Empire World Heritage Site Hadrian's Wall Management Plan 2008-2014*, a tangible demonstration of how wide and far our relationships now stretch.

My sincere thanks go to every member of the Board and the Team for all that has been done to further the aims and objectives of the company. Enthusiasm, hard work and loyalty have been demonstrated daily, long may they continue to grow.

Ann Green

Chairman

Hadrian's Wall Heritage Ltd

19 May 2009

Income & Expenditure Account

for the year ended 31 March 2009

The financial information on pages 26 to 32 does not constitute the company's statutory accounts. The statutory accounts for the period 1 April 2008 to 31 March 2009 have been delivered to the Registrar of Companies. They contain a report from the company's auditors under S235 of the Companies Act 1985.

The auditor's report was unqualified, did not contain any reference to any matter to which the auditors drew attention by way of emphasis without qualifying the report, and did not contain any statement under section 237(2) or (3) of the Companies Act 1985. A copy of the statutory accounts may be obtained by applying to the company's registered office.

	Note	2009 £	2008 £
TURNOVER	1	1,894,661	1,783,737
Other external charges		(1,153,232)	(1,105,492)
Staff costs		(743,526)	(681,789)
Depreciation and amortisation		(1,785)	(534)
OPERATING DEFICIT	2	(3,882)	(4,078)
Interest receivable		7,343	8,912
SURPLUS ON ORDINARY ACTIVITIES BEFORE TAXATION		3,461	4,834
Tax on surplus on ordinary activities	4	(1,591)	(1,693)
SURPLUS ON ORDINARY ACTIVITIES AFTER TAXATION	10	1,870	3,141

Balance Sheet

as at 31 March 2009

	Note	£	2009 £	£	2008 £
FIXED ASSETS					
Tangible Fixed Assets	5		900,396		1,181
CURRENT ASSETS					
Debtors	6	238,764		327,570	
Cash at bank and in hand		229,001		50,032	
		467,765		377,602	
CREDITORS: amounts falling due within one year	7	(428,244)		(340,485)	
NET CURRENT ASSETS			39,521		37,117
TOTAL ASSETS LESS CURRENT LIABILITIES			939,917		38,298
CREDITORS: amounts falling due within one year	8		(899,749)		-
NET ASSETS			40,168		38,298
CAPITAL AND RESERVES Retained surplus	10		40,168		38,298
FUNDS	11		40,168		38,298

The financial statements have been prepared in accordance with the special provisions of Part VII of the Companies Act 1985 applicable to small companies, and in accordance with the Financial Reporting Standard for Smaller Entities (effective January 2007).

The financial statements were approved and authorised for issue by the board and were signed on its behalf on 19 May 2009.

Ann Green

Director

Notes to the Financial Statements

for the year ended 31 March 2009

1. ACCOUNTING POLICIES

1.1 **Basis of preparation of financial statements**

The financial statements have been prepared under the historical cost convention and in accordance with the Financial Reporting Standard for Smaller Entities (effective January 2007).

1.2 **Turnover**

Turnover comprises revenue grants that are released to income against the expenditure to which they relate.

Core funding is taken to revenue in accordance with the terms of the relevant agreement with the funding agency.

Project funding is taken to revenue in conjunction with the matched expenditure to which it relates.

1.3 **Tangible fixed assets and depreciation**

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold buildings – 2% straight line

Computer equipment – 25% straight line

1.4 **Government grants**

Government grants relating to tangible fixed assets are treated as deferred income and released to the Income and Expenditure account over the expected useful lives of the assets concerned. Other grants are credited to the Income and Expenditure account as the related expenditure is incurred.

1.5 **Pensions**

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

Notes to the Financial Statements

for the year ended 31 March 2009

2. OPERATING DEFICIT

The operating deficit is stated after charging:

	2009	2008
	£	£
Depreciation of tangible fixed assets:		
- owned by the company	1,785	534
Auditors' remuneration	4,925	5,050
Pension costs	51,424	52,400
Operating lease rentals - land & buildings	35,250	35,250
- other operating leases	29,319	29,348

3. DIRECTORS' REMUNERATION

	2009	2008
	£	£
Aggregate emoluments	38,220	40,400

During the year no directors were included in the money purchase pension scheme, (2008: nil).

4. TAXATION

	2009	2008
	£	£
UK corporation tax charge on surplus for the year	1,591	1,693

Notes to the Financial Statements

for the year ended 31 March 2009

5. TANGIBLE FIXED ASSETS

	Lands and buildings	Computer equipment £	Total £
Cost			
At 1 April 2008	-	2,136	2,136
Additions	901,000	-	901,000
At 31 March 2009	901,000	2,136	901,000
Depreciation			
At 1 April 2008	-	955	955
Charge for the year	1,251	534	1,785
At 31 March 2009	1,251	1,489	2,740
Net Book Value			
At 31 March 2009	899,749	647	900,396
At 31 March 2008	-	1,181	1,181

At the time of acquisition, the cost of the land was £713,700 and of the buildings was £187,300. Deferred income is secured over the land and buildings.

6. DEBTORS

	2009 £	2008 £
Trade debtors	35,222	65,356
Other debtors	203,542	262,214
	238,764	327,570

Other debtors include grant income not yet received

Notes to the Financial Statements

for the year ended 31 March 2009

7. CREDITORS

Amounts falling due within one year

	2009 £	2008 £
Trade creditors	14,351	60,510
Corporation tax	1,500	1,693
Social security and other taxes	20,401	19,444
Project funding received in advance	177,217	92,050
Other creditors	214,775	166,788
	428,244	340,485

Other creditors include committed expenditure accrued.

	2009 £	2008 £
Amounts falling due after more than one year		
Deferred income	899,749	-

Deferred income is secured on the land and buildings concerned.

9. LIABILITIES OF MEMBERS LIMITED BY GUARANTEE

The company's members have undertaken to contribute a sum not exceeding £1 in the event of the company being wound up during the period of membership or within one year thereafter.

10. RESERVES

	Retained surplus £
At 1 April 2008	38,298
Surplus retained for the period	1,870
At 31 March 2009	40,168

Notes to the Financial Statements

for the year ended 31 March 2009

11. RECONCILIATION OF MOVEMENT IN SHAREHOLDERS' FUNDS

	2009 £	2008 £
Opening shareholders' funds	38,298	35,157
Surplus for the year	1,870	3,141
Closing shareholders' funds	40,168	38,298

12. PENSION COMMITMENTS

The company operates a defined contribution pension scheme, the assets of which are held separately from those of the company in an independently administered fund. Contributions totalling £6,563 (2008: £286) were payable to the fund at the balance sheet date and are included in other creditors.

13. OPERATING LEASE COMMITMENTS

At 31 March 2009 the company had annual commitments under non-cancellable operating leases as follows:.

	Lands and Buildings		Other	
	2009 £	2008 £	2009 £	2008 £
Expiry date:				
Within 1 year	-	-	11,236	-
Between 2 and 5 years	-	-	3,799	28,809
After more than 5 years	34,313	35,250	-	539

Ann Green Chairman

Ann Green FCOMI FRSA was appointed Chairman of Hadrian's Wall Heritage Ltd, a company set up to improve the economy, visitor experience and environment from East to West Coast along this iconic Roman frontier in 2006.

Susan Achmatowicz

Susan is a professional interim manager who has delivered projects for private, public and voluntary sector organisations. She is currently Interim Head of Complaints at the Healthcare Commission where she manages a team of 150 staff who investigate complaints about NHS services, focusing on what matters to the public, patients and service delivery.

Nick Brooks-Sykes

As Director of Tourism, Nick Brooks-Sykes joined the board earlier this year and is responsible for the NWDA's work to position the Northwest as a leading tourism destination in Britain, leading the strategic development of one of the region's biggest growth sectors.

Louise Davis

Louise is Head of Tourism and Culture at One NorthEast and has responsibility for regional tourism strategy, policy and delivery and for the Culture team whose aim is to maximise the value of cultural capital and revenue investments in relation to making a place/city region an exceptional place to live, work and study and visit.

Stacy Hall

As Director of Communications and Tourism, Stacy Hall joined One NorthEast in 2004 and is responsible for a programme of activity designed to grow the Region's visitor economy. She has overseen One NorthEast's award winning campaign "Passionate People. Passionate Places." She is also the lead One NorthEast Director for the regional cultural programme and North East preparation for 2012.

Peter Henriksen

Peter Henriksen BSc (Econ) MSc (Econ) FCA FCMC, chairs Hadrian's Wall Heritage Ltd Audit and Finance Committees and is a member of the National Executive Board and Audit committee of the Country Land and Business Association.

Eric Robson

Chairman of Cumbria Tourism and The Wainwright Society and a non executive director of Hadrian's Wall Heritage Ltd, Eric has been a broadcaster and television documentary maker. He has been presenting gardening broadcasts for over 20 years and has also presented, directed and produced programmes such as Brass Tacks, File on Four, Great Railway Journeys of the World, Edge of Empire and Viking.

Martin Shaw

Martin is the Health & Environment Senior Specialist for Natural England's North East Region. Since coming to the region he has been involved in a wide range of countryside projects and activities but with a particular interest in enabling people to use, understand and enjoy the countryside. He currently chairs the Regional Green Exercise Group and is a member of the Regional Public Health Forum.

Humphrey Welfare

Humphrey is the Territory Director for the North, in English Heritage, with overall responsibility for statutory processes and advice in the planning system, for the grants that English Heritage makes to owners, and for the coordination of corporate activity, in the North East, North West, and in Yorkshire.

Secretary **James Arkless**

Company Number

5820376

Registered Office

Stella House
Goldcrest Way
Newburn Riverside
Newcastle Upon Tyne
NE15 8NY

Auditors

PKF (UK) LLP
Pannell House
6 Queen Street
Leeds
LS1 2TW

Bankers

The Co-Operative Bank
Newcastle Upon Tyne
NE99 1AN

Hadrian's Wall
Heritage Ltd

East Peterel Field
Dipton Mill Road
Hexham
Northumberland
NE46 2JT
Tel: +44 (0) 1434 609700
Fax: +44 (0) 1434 601267

hadrians-wall.org



Above: Walltown Crags © Roger Clegg

Front cover images:

Main image: Castle Nick © Roger Clegg

Left to right: Solway Firth Bowness-on-Solway © Roger Clegg, Limes Congress site visit, re-enactment at The Living Frontier, Hadrian's Wall Country Locally Produced goods, Mark Radcliffe and Stuart Maconie at Willowford, Great North Museum © Tyne and Wear Museums and Archives

Designed and produced by **GP Wolffe**
Printed on environmentally friendly paper



Frontiers of the Roman Empire
Inscribed on the World Heritage List in 1987

