



ALICE DE ROTHSCHILD  
1847-1922



# Annual Review 2022/3



WADDESDON  
Rothschild Collections



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Rothschild Collections

## Annual Review 2022/3

Review of the year from  
March 2022 - February 2023





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# Reflecting on 2022/3

## Back to business as usual

As we emerged into a post-pandemic world, there it was with a great sense of relief that the 2022 season opened at the end of March. At last it felt as if we were back to normal following the seismic upheavals of the pandemic: both House and Grounds open, exhibitions well received and on schedule, a full programme of public events planned and re-opening of catering and retail outlets. By the end of the main season, we had welcomed 340,000 visitors, down on the year before year, but a good result, considering the impact of cost of living increases and other international uncertainty.



At the Manor and Eythrope we celebrated the Centenary of Alice de Rothschild, exploring her life and legacy, and were delighted to be working again, a decade on, with Edmund de Waal on his exhibition *We live here, forever taking leave*.

This linked to the opening of the new National Library of Israel, planned for 2023. Freed from Covid restrictions, group and special visits also returned, with May and June especially busy in this respect. Highlights ranged from firm favourite Chilli Fest, to a new event, a legacy of lockdown, Joe Wick's 1,000-strong work-out session on the North Front. Perhaps most excitingly for Collections was the staging of the *Ballet des Porcelaines* (or *The Teapot Prince*) on the South Terrace in June, performed on two days of miraculously perfect weather. July saw the first of the much-anticipated concert series with promoters Senbla, featuring Michael Bubl . Parking problems caused by poor planning on the part of the external organiser were swiftly mitigated by us for the following concerts. In November we were delighted to host Standing with Giants again, an installation of massed silhouettes of soldiers to commemorate those lost in war. This year, it lined the Walking Path with a further installation on Spring Hill.

Education and Learning had an extremely successful year, with record numbers of school visitors, thanks in part to the Rothschild Foundation Schools Access Fund. A highlight for WEL (Waddesdon Enterprises Ltd) was the reopening of the refurbished Dairy for events.

The Christmas Season was also very successful, attracting 150,000 visitors. The House reopened for the first time since the pandemic, and proved as popular as ever, as did the Light trail outside and the Christmas Market.

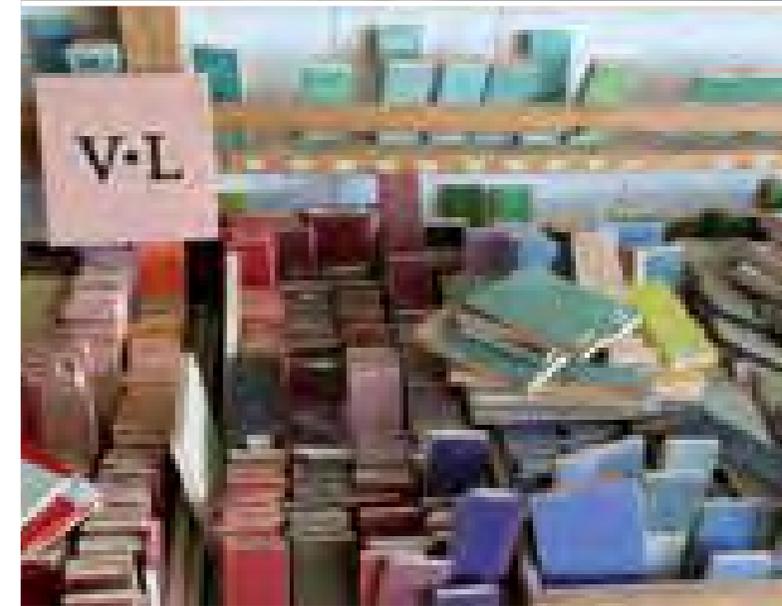




Behind the scenes, work continued apace on Joana Vasconcelos' *Wedding Cake*, with production of the framework and ceramics in Lisbon. The site was set up and foundations laid in December and deliveries began in the new year. Another major, albeit less glamorous project was the replacement of water pipes on the second floor of the Manor which dominated the Stewards' lives for several months.

All this though was against the backdrop of some extraordinary weather. Even before a drought was declared in July, the Manor had been experiencing difficulties with water supply. As Thames Water reduced pressure to conserve stocks, the Manor's tanks, literally at the end of the supply pipe, simply could not be replenished overnight on a number of occasions. This caused severe operational issues, and we had to close on several days as a result. The Gardens Team coped manfully with the extra manual watering which was required as a result.

We were also not immune to other national and international trends, particularly rising costs prompted by the war in Ukraine. As activity returned to normal it proved difficult to recruit and retain the increasing number of seasonal staff needed, combined with a fall in applications for permanent posts in a way we hadn't seen before.



# 2022/3 in numbers

## VISITORS

# 342,039

Grounds visitors

# 137,782

House visitors

# 5,981

people visited  
Colourscape in May

20,000 increase in House visitors during the main season

1,000 participants in Joe Wicks' workout session on the North Front

9,414 visitors to ChilliFest

150,000 visitors to Christmas season

5,429 participants in Doodle Jam

## COLLECTIONS

# 8,000

objects inventoried  
during the year

1,300 new Archive records records created

940 new digital photography records created

# 2,600

visitors to the  
Windmill Hill Archive

37 individuals from 16 species reared to independence in the Aviary

## FAMILY, EDUCATION & SCHOOLS PROGRAMME

# 18,000

school visitors between March 2022 and the end October

# 9,962



children from 84 schools took part in the 'Winter Woodland' Christmas project  
716 school children helped plant 75,000 bulbs in Daffodil Valley

## STAFF & VOLUNTEERS

# 398

volunteers

## DIGITAL REACH

# 110,000

e-newsletter subscribers

23% increase in Facebook engagement, reaching an audience of 2,645,484

6.6% increase in Instagram followers, to 35,339

# 2,936,435

website  
page views

Exhibition website page views doubled to 31,906

## MEDIA ACTIVITY

# 352m

Reaching over 352 million people

# 144

pieces of coverage for the  
Christmas season reaching  
over 47 million people

# £12,900,000

Advertising equivalent value

# 987

articles





# Collections

## EXHIBITIONS & DISPLAYS

Our exhibitions programmes are key to Waddesdon's mission to share the wealth of its collections and research activity with everyone

### 2022 EXHIBITIONS

#### **Alice's Wonderlands: A Celebration of Alice de Rothschild's Centenary, March - October**

In the centenary year of Alice de Rothschild's death, we celebrated her life and legacy with a series of interconnected exhibitions looking at her life as a collector (in the House), as a gardener (at the Coach House and at Eythrope) and her family relationships (in the Family Room). We also recreated a lost interior - her Red Sitting Room at the Manor, in what is now the White Drawing Room. The Bachelors' Wing was open at weekends for the first time, so that Alice's arms and armour collections, and her re-presentation of the Smoking Room, could be enjoyed by more visitors. At Eythrope, where Miss Alice's Walled Garden exemplified her horticultural knowledge, standards and innovation, there was an extended programme of ticketed tours and talks with additional interpretation, including a leaflet and panels. At the Manor, we reintroduced a 3D carpet bedding bird, which was one of the notable features of the garden in Alice's time.

Drawn entirely from our own collections and objects lent by Lord Rothschild, this exhibition ran until the end of the main season and elicited high levels of satisfaction in our visitor surveys.





**Edmund de Waal: *We live here, forever taking leave*, June - October**

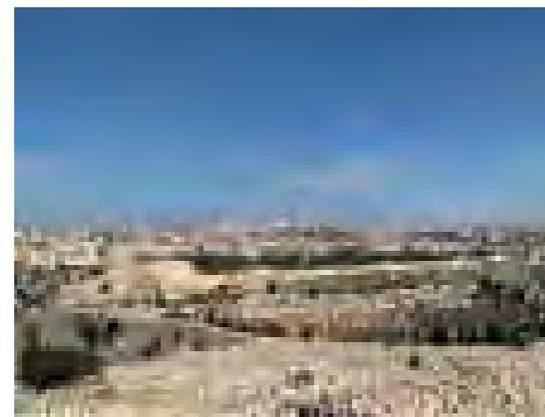
Our second collaboration with Edmund de Waal, in an exhibition in the Drawings Room, focussed on two major pieces bound for the new National Library of Israel, due to open in 2023. Psalm IV (given by Ealan and Melinda Wingate) and sukkah were part of Edmund's installation, the Library of Exile, in Venice and at the British Museum in 2020-21. This exhibition was supported by a grant from the Rothschild Foundation.





**Gainsborough's Pink Boy Conserved**

An object in focus exhibition in the Red Anteroom revealed the results of cleaning and conservation of *The Pink Boy* carried out by Rica Jones. This restored the painting's appearance which had been obscured by discoloured varnish and old repairs. Her work showed how some colours had changed over time and uncovered the original brilliance of others. Infra-red reflectography revealed that Gainsborough made dramatic changes to the composition. The exhibition coincided with the exceptional loan of the Blue Boy from the Huntington Art Gallery in Pasadena to the National Gallery, and the two paintings were able to be seen briefly together for the first time in London – an exciting moment. We displayed the *Pink Boy* alongside the other portraits by Gainsborough of boys in Van Dyck costume from the collections here, including that of Gainsborough Dupont.



**Views of Jerusalem**

In the summer three paintings of Jerusalem seen from the Mount of Olives, by Luigi Mayer, Edward Lear and William Simpson, all on loan from Lord Rothschild, were put on display in the James and Dorothy de Rothschild Room. They joined the painting of the city by Vanmour which was already there, and together formed a fascinating overview of the topography and architecture of the holy city over almost two centuries. The display was accompanied by a leaflet and an online exhibition.



Top: William Simpson, *Jerusalem from the Mount of Olives*, 1869; Above: *Jerusalem from the Mount of Olives* today

*The Pink Boy* during cleaning; Infa-red reflectography reveals Gainsborough's first version of the composition

Edward Bawden and John Piper

Two new acquisitions by the Rothschild Foundation, Edward Bawden's *The English Pub* and part of John Piper's huge 42-panel mural, *An Englishman's Home*, made for the Festival of Britain on the South Bank in 1951, went on display in the Stables Restaurant. The Bawden panel was made for the P&O liner, the *Oronsay*, and joined *English Country Delights*, already at Waddesdon on loan from the private collection, which was made for *Oronsay's* sister ship, the *Orcades*.



*The English Pub* in situ in the *Oronsay*



Top: Edward Bawden, *The English Pub*, 1946; Bottom, John Piper *The Englishman's Home*, 1951

## ACQUISITIONS & LOANS

Acquisitions are an important expression of Waddesdon's vitality and are made in the Rothschild spirit. The Rothschild Foundation acquires works for Waddesdon which complement the collections or relate to the Manor and the Rothschild family

### Acquisitions

John Piper: *The Englishman's Home*, (1951), Fawley Bottom, acrylic on marine plywood panels, acquired by the Rothschild Foundation.

Edward Bawden: *The English Pub* (1949-51), oil on panel, acquired by the Rothschild Foundation

The Rothschild Foundation commissioned reproductions of images from the Victoria and Albert Wedding Procession Book for display at the Dairy.

### Loans

#### *Loans from the private collection*

Lord Rothschild placed on loan three paintings of views of Jerusalem and a book, *the Catalogue des Livres de Madame Sophie* (1778-1782), listing the books owned by Louis XV's third daughter, one of the so-called Daughters of France.

#### *Loans-in for Exhibition*

Lord Rothschild generously put on temporary loan over 50 objects for display in the *Alice's Wonderlands* exhibitions. Hannah Rothschild also

lent two wooden reliquary busts originally in the hall at Eythrope. As well as these private loans from the family, the Rothschild Archive placed on loan four letters written by members of the Rothschild family in the 1860s and 1870s.

Nine pieces were placed on loan for *Edmund de Waal: we live here, forever taking leave*: three from the National Library of Israel, and six from the Gagosian Gallery.

#### *Outward Loans*

Sculpture of a Rhinoceros (Clara) - lent to Clara the Rhinoceros at the Rijksmuseum, 30 September 2022 to 15 January 2023.



Unknown, attributed to Nicholas Hilliard: *Man in an Armillary Sphere* (1569) and Hans Eworth: *Thomas Howard, 4th Duke of Norfolk* (1500-1600) – lent to *Who was the Master of the Countess of Warwick?* at Compton Verney Art Gallery & Park, 4 February to 8 May 2023.

James II Five Guineas coin (1687) – lent to *The Last Voyage of the Gloucester: Norfolk's Royal Shipwreck* at Norwich Castle Museum and Art Gallery, 25 February to 10 September 2023

#### *New Requests to Borrow*

Hans Eworth: *Thomas Howard, 4th Duke of Norfolk* (1500-1600) and Steven Van der Meulen: *Robert Dudley, Earl of Leicester* (c 1564) – for *Painted Love: Renaissance Marriage Portraits* at the Holburne Museum of Art, Bath from 26 May to 1 October 2023.

#### *Existing Requests*

Nicholas Hilliard: *Queen Elizabeth I*, and Nicholas Hilliard: *Sir Amias Paulet* (both 1576-1578) - for *The Tudors: Art and Majesty in Renaissance England* at the Fine Arts Museums of San Francisco, 24 June to 24 September 2023

Nicholas Hilliard, (1547-1619), *Queen Elizabeth I* (1533-1603), 1576-8, Rothschild Family.  
Nicholas Hilliard (1547-1619), *Sir Amias Paulet* (1532-1588), 1576-8, Rothschild Family.



## ACADEMIC PROGRAMME

Members of the Collections department host and take part in a wide range of academic activities both at Waddesdon and elsewhere. They speak at conferences, carry out research and develop specialist collaborations and partnerships with many institutions

### *Collaborations and partnerships*

#### **Jewish Country House Project**

The AHRC (Arts and Humanities Research Council) major grant for a four-year collaborative research project: *Jewish Country Houses: objects, networks, people*, led by Abigail Green (Oxford), with Tom Stammers (Durham), Jaclyn Granick (Cardiff), Silvia Davoli (Strawberry Hill) and Juliet Carey (Waddesdon) continued in its second year.

The key aim of the project is to increase awareness amongst Jewish, as well as other, audiences of this rich heritage, and to enable the partner houses to work together to widen and raise their profile. It was at last possible to hold two conferences rescheduled due to the global pandemic: 'Jewish Collectors and Patterns of Taste (c. 1850-1930)' 27-29 June at the Sorbonne Université with sessions at the Musée Nissim de Camodo, the Musée d'Art et d'Histoire de Judaïsme, Paris and the Château de Champs-sur-Marne; and 'Jewish Business Dynasties 1850-1950: Family, Power and Vulnerability' 19-20 September at the Château de Seneffe, Belgium.

*The Lure of the Land: Jewish Country Houses* book, jointly edited by Juliet Carey and Abigail Green, remained on track for publication in 2024.

Two articles about the project appeared in The Jewish Chronicle which continued to be very supportive. A thematic route linking a range of properties together, 'Palaces, Villas, and Country Houses' remained live on the European Association for the Preservation and Promotion of Jewish Culture and Heritage website.

Beyond Waddesdon, Sophie von Hellermann's installation at Schloss Freienwalde, *Remembering Walther Rathenau*, curated by Ruth Ur, opened in July. Abigail Green and Marcus Roberts curated a pop-up graphic Jewish country houses exhibition, launched at the Limmud Festival. This is proposed to be shown at Waddesdon in 2025.



### Historic Houses Archivists Group

This group, which exists to promote good practice and offer support and advice to those caring for archives within a historic house setting, had a fascinating visit to the new Lambeth Palace Library building in May. Unfortunately their meeting scheduled for September had to be cancelled in the wake of HM The Queen's death. The Gardens Museum was successful in its application to the Records at Risk grant scheme and for funding of work to assess the condition of the Halliday Company archive (the builders of the Waddesdon and Eythrope glass houses) and make recommendations regarding its future.

### Cataloguing

The curatorial team continued to update records for works in the Alice exhibitions, as well as adding catalogue details about seat furniture. A temporary, two-year position of Cataloguer and an additional 3 month post were created to support curators in capturing knowledge gathered through research for exhibitions and other projects, allowing them time to contribute to the central and digital institutional record.

### Interpretation & Public Programmes

With the removal of pandemic restrictions, pre-Covid interpretation was restored. Talks and tours resumed, with the Treasury particularly popular, and touchscreens, the handling collection and House booklet were all re-introduced. As part of our strategic aim to appeal to diverse audiences, we introduced Relaxed Openings throughout the season for neurodivergent visitors which were very

well received. One visitor wrote to tell us that "it is only at these relaxed viewings when I feel that we are truly accepted and do not have to feel anxious about judgements or even disapproval."

### Access Review

In August and September Goss Consultancy, a specialist in accessibility at visitor attractions, completed an Access Review of Waddesdon. They were impressed by what had already been achieved and praised our Changing Places toilet and step-free provision inside the Manor. The report they produced in November contained 193 recommended actions for further improvements. These varied in cost and feasibility, with each item given a 'high, medium, low' priority ranking. We are now working through these with improvements already made to our hearing loop provision, signage, visitor map and playground. Staff also part in accessibility awareness training.

### Higher Education & Specialist Teaching

Also returning to pre-pandemic normal, teaching included the University of Warwick Art History BA students and two groups from the Wallace Collection/University of Buckingham MA.

### Publications

Juliet Carey published an article, *Circumventing the Orient: the Getty Museum's Dudley Vases and Sèvres chinoiseries*, in *The French Porcelain Society Journal*, 2022, published in November.

### Lectures & Conferences

Juliet spoke on 'Waddesdon Manor and Antisemitism: curating a rich Jewish house' at the Jewish Country House conference, and 'Jewish Business Dynasties 1850-1950: Family, Power and Vulnerability' 19-20 September, at Château de Seneffe. She also spoke on 'Drawing Invention: works by Gilles-Marie Oppenord and Juste-Aurèle Meissonnier at Waddesdon' at Cambridge University for the Art History BA special subject 'Paris 1715-1815: The Birth of the Modern Art World'. Pippa Shirley lectured on Waddesdon to the Friends of the Broadway Museum.

Mia Jackson delivered two online lectures on André Charles Boulle, to the Furniture History Society and the Institute of Classical Architecture and Art, Southern California. She also delivered a training lecture on Waddesdon's Sèvres porcelain, to volunteers.

### Specialist Visitors and Groups

As pandemic restrictions lifted, there was an upsurge in numbers of both groups and individual visitors. Highlights included the Roxburghe Club for their Anniversary meeting, hosted by Hannah Rothschild, the Oxford Society of Bibliophiles, the Oxford Ceramics Group.

Group visitors included over 100 members of the Antiquarian Booksellers Association, the Patrons of the Detroit Institute of Art Patrons, the American Friends of Royal Oak (who had a dinner in the White Drawing Room) and the Beckford Society.

### Oxford University Intern

Niamh Twyford arrived in September as our next Intern, having completed her Masters in the History of Art and Visual Culture, focussing on 19th-century Paris.



Three ship vases by Sèvres porcelain manufactory, 1761 -1762; Inside of door on pedestal clock, in contre-partie marquetry, detail, Boulle, around 1714; long-case clock designed by André-Charles Boulle and Alexandre-Jean Oppenordt around 1714

# Stewardship

Caring for our Collections,  
House and Gardens,  
Now and Forever



## CONSERVATION & MAINTENANCE

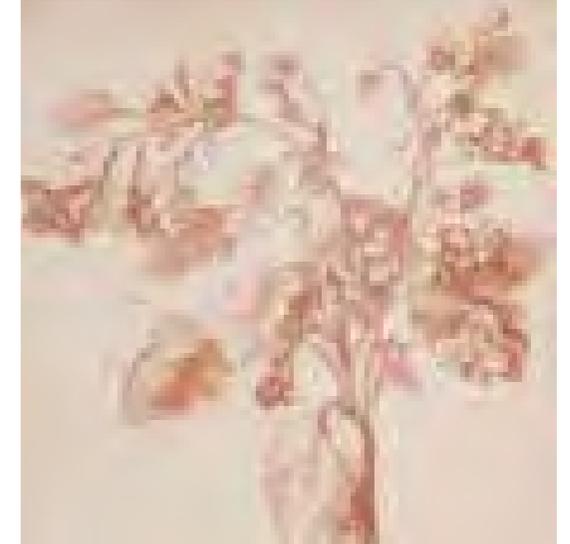
Our on-going programme of conservation and maintenance included completion of halogen bulb replacement, blind servicing and repairs, and shutter and door upgrades.

Following the completion in May of the major capital project to replace pipework on the Second Floor, the Stewards worked closely with Facilities to put the rooms back together and refit the carpets. The Lift Staircase and corridor from the Blue Dining Room were decorated ready for the Christmas displays.

Ahead of the Edmund de Waal exhibition, the cabinets were removed from the Drawings Room, which was also redecorated.

Victoria Geddes, Assistant Steward responsible for managing the exterior sculpture, oversaw the general sculpture clean. All the sculpture covers were repaired through the summer and were put in place by the beginning of November.

During August, Campbell Norman-Smith from Granary Conservation worked on eight pieces of furniture and frames at the Manor and then came back in September for an additional campaign. He also worked on a variety of objects in need of minor repairs including a settee with an Aubusson tapestry top cover in the State Bedroom; a chess table and a chair on loan for Miss Alice's Sitting Room re-creation. In the studio he worked on an early 17th-century prayer desk (*prie dieu*), with 19th-century alterations. In addition, he removed old adhesives and residue from the weight of the Balthazar Lietaud regulator clock, on display in the Family Room.



As part of the reorganisation of the drawings collection, external paper conservator Celia Bockmuehl remounted another 188 prints and drawings during this period bringing the total number to 460. These were drawings that have previously been in mounts now considered too large or too small for the safety of the object, as well as a significant number of works which had never been mounted.

Another 52 new cotton winter covers for furniture covers were completed, and the campaign of remedial work and sewing small repairs to netted areas on curtains, tassels and furniture continued. Leather conservator Chris Calnan worked on the leather ceiling, walls and braids in the Bachelors' Wing. Perspex manufacturer Dauphin was commissioned to make discreet Perspex protection to cover the leather where it is most exposed to the public.

## MANAGING OUR COLLECTIONS



## Inventory & Documentation

Over 8,000 objects were inventoried during this period in display rooms, stores and domestic areas. 55 new object records were created during this period most of which were for incoming loans for temporary exhibition including the Edmund de Waal exhibition and the paintings of Jerusalem.



Views of Jerusalem. Photo: Waddesdon Image Library, Mike Fear  
Edmund de Waal, *Just (for RMR)*, 2022. Photo: Waddesdon Image Library, Chris Lacey



### *Book Library*

New acquisitions are made through gifts, photographic requests and purchases by the Rothschild Foundation Book Fund as necessary. During the reporting period 39 titles were added to the Research Libraries of which 28 were gifts or gifts through photographic requests and four were purchased. We continued to catalogue books in the apartments and bedrooms throughout the Manor. .

### *Image Library*

During this reporting period 940 new digital photography records were created on the Vernon

database to ensure that all object records contained at least one digital record image. As well as new photography, many photo records were updated on Vernon to improve cataloguing and provide rights information.

The Image Library responded to 57 image requests from external institutions and individuals, as well as supplying images in-house. It provided captions and source images for all copy, including leaflets, posters, labels, interpretation panels, as well as acquiring copyright clearance for all in-copyright works that appear in these publications.



'La visite d'un Gallant' by Charles-Louis Lingée, after Gabriel Metsu in *Recueil d'estampes d'après les tableaux du cabinet de Monseigneur le duc de Choiseul*. Paris, Pierre-François Basan, 1771 [1772]. Photo: Waddesdon Image Library, Mike Fear

## ARCHIVES & RECORDS MANAGEMENT

In the first full year since the merger of Archives and Records Management, the team reaped the benefits of operating as one department, with clearer processes for managing records, from creation to inclusion in the archive

### Access & Visitors

*Resolving enquiries contributes to our knowledge and understanding of the archives and the history of Waddesdon.*

The Amongst external visitors hosted by the Archive were regular researchers from Colnaghi and Tring Historical Society as well as an academic working on the Economic Board for Palestine and a French researcher looking at Rothschild collecting and French dealers. Use of the premises by WEL for corporate events and meetings continued to grow with 2064 visitors over the year attending 25 events. 241 external visitors also used the building for non-commercial events and 380 staff attended in-house meetings.

### Archive Cataloguing & Administration

During this period over 1300 new entries were created on the archive catalogue in the Vernon database, including a mixture of newly accessioned material and additional cataloguing completed by volunteers, bringing the total number of database entries for archival material to almost 22,000.

Our volunteers continued to add greatly to our understanding of the collections. Projects included completion of the creation of individual descriptions for letters James sent to Dorothy

during the First World War; creating a transcript of the Waddesdon Manor Visitors' Book for the period after 1922; transcribing the Inventory of Plate from 1899-1902 belonging to Alice de Rothschild; creating new descriptions for Dorothy's diaries; improving catalogue descriptions for a group of PICA files. New volunteers joined us to work on the Butrint archaeological archive, weeding duplicates from the paper and electronic files, copying electronic files from vulnerable external media and creating lists of slides and photographs

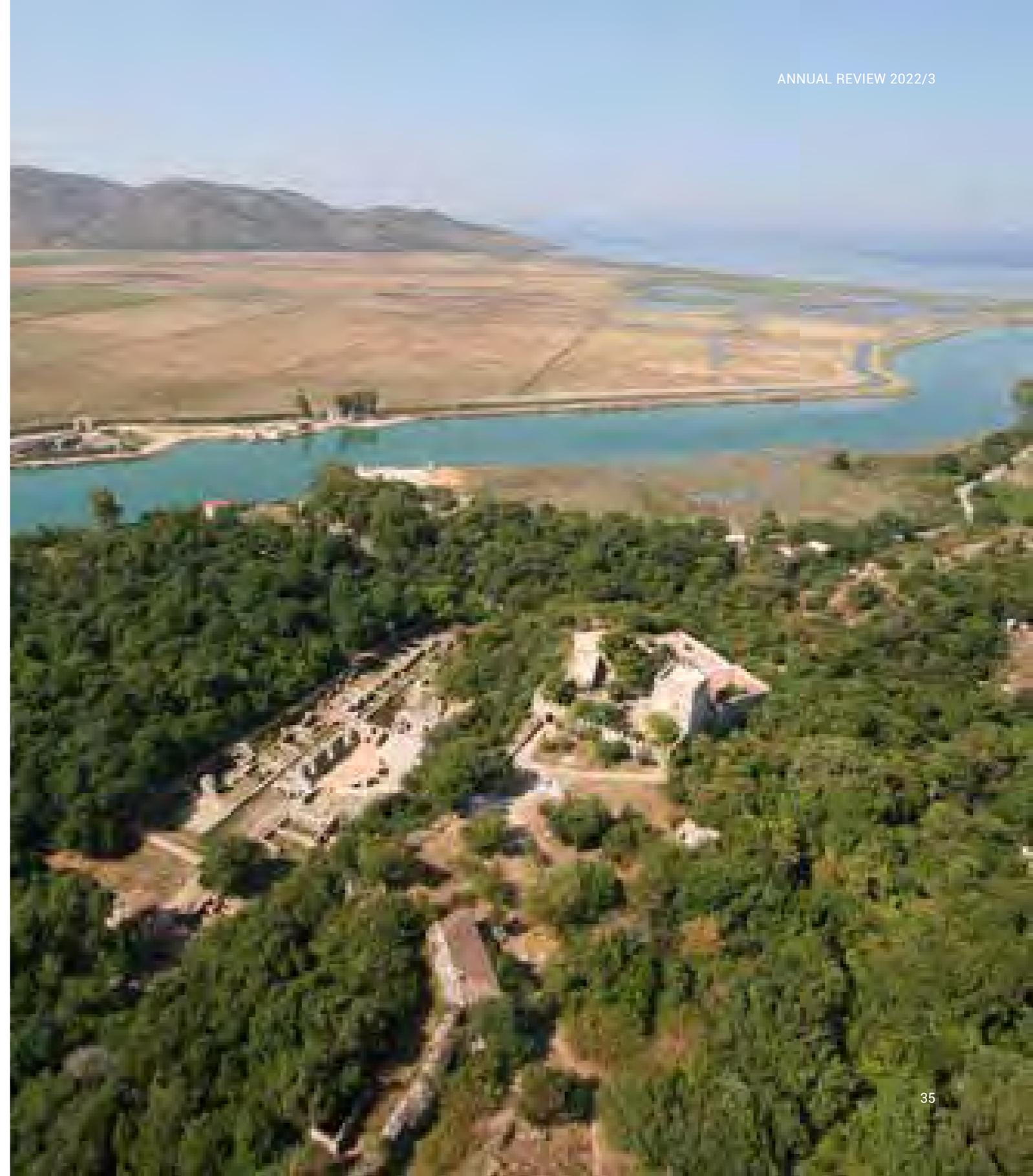
### Collaborations

#### Colnaghi

We continued to see a high number of enquiries and research visits for Colnaghi archival material, which we store and look after for the Colnaghi Foundation.

#### Butrint Archaeological Archive

Natasha Harlow made excellent progress towards completing a basic catalogue, reorganising and numbering the Archive, assisted by three volunteers. It is hoped that when her contract comes to an end in the summer of 2023, we will have a complete and useable first draft catalogue for both paper and digital files. We also received and answered our first enquiries from external academics, demonstrating the success of the Archive project in creating a usable listing.



## THE GARDENS



The prolonged dry spell of weather stretched from late Spring into the Summer, when drought was declared. This caused a number of challenges, and the Gardens team found itself spending ever increasing amounts of time watering. The carpet bedding in the Parterre, and in the Aviary, celebrating HM Queen Elizabeth's Platinum Jubilee and Miss Alice's Centenary) and the 3D bird all continued to look wonderful, thanks to their efforts, through the season, until they were removed in October to make way for the Spring plantings.

Time lost to watering was made up with the suspension of mowing regimes as the grass stopped growing in the drought conditions. In many places, the lawns became extremely parched and brown, as they did everywhere in the south-east, but recovered quickly in almost all areas once the rain arrived in September and October. The wildflower plantings survived well in general and we were able to cut and bale Daffodil Valley, Tree Hill and Deer Pen.

A number of trees fared badly in the drought, particularly the Horse Chestnuts across the Estate. There were, however, fewer than expected cases of Sudden Limb Drop partly due to the on-going work on the trees as stipulated in our tree survey.

Seeing which trees coped better with the warm, dry conditions helped inform decisions on the choice of tree varieties used in the shelterbelt and core of the garden in future, such as Quercus, Acer, Betula, Fagus and Corylus.

The Conservatory display in the House was changed three times during the year, with plants propagated and grown by the team, under the careful eye of Jennifer Thompson.

In October, gardens staff, ably assisted by a large number of school pupils, planted thousands of bulbs in Daffodil Valley to replenish the display.



The garden provided the backdrop for a number of large-scale events over the year, from concerts to theatre to the astonishing spectacle of a Joe Wicks workout roadshow. We also were a location for the Netflix series *Bridgerton*, which saw the Aviary garden and South Front transformed. In November, we prepared the Garden for the Christmas Season, installing rope barriers for the Light Trail and advising on placement of the displays and infrastructure. We also supported the installation of the Christmas Fair. This year, the chalets on the North Front were elevated slightly, which reduced the impact on the turf. Once the Fair was removed in January, we aerated the lawns and were pleased that they recovered quickly.

**Eythrope Walled Garden**

Walled Garden tours were held every Wednesday from 11 May to 12 October. Here too, we battled with the extreme weather conditions. Watering became the main job for several weeks and, as at the Manor, working patterns changed to avoid the hottest parts of the day. Despite the challenges, the garden looked lovely and never failed to impress visitors. The vegetable garden remained productive, supplying the Manor restaurants, vegetable boxes to the Manor shop, and tour guests as well as selling produce to the family. The pumpkins and gourds were particularly productive, with the biggest crop for many years.



30 days old) with two more chicks getting close to being reared. 40% of the individuals reared were species of conservation concern. Notable successes included three Sumatran laughingthrushes *Garrulax bicolor*; an endangered species which we hadn't bred since 2018. We were also particularly pleased to have continued success with the fairy Bluebirds *Irena puella*, rearing another five individuals again this year.



We were able to exchange birds with ZSL London Zoo, ZSL Whipsnade, Chester, Marwell, Living Rainforest, Birdworld and three private collections. A second pair of Hill Myna *Gracula regilosa* joined the collection from Birdworld. It was great to see visitors engaging with the Myna. Their talking and laughing adding something special to our "meet the keeper" sessions.

**Aviary**

The redecoration of the Aviary made it a challenging year for its inhabitants. Whilst every effort was made to mitigate the consequences of moving birds to temporary shelters, breeding was inevitably adversely affected to some extent. Hampered by Brexit movement restrictions and the consequential reduction of holding space, compounded by the closure and reductions of other bird collections, it was decided we should focus on breeding only those species deemed most important or which we could re-home easily. 37 individuals from 16 species were reared to independence (defined as

The Aviary supported research on neo-phobia of the critically endangered Rothschild Myna, led by Anglia Ruskin University (ARU), Cambridge University and the National University of Singapore. The study examined how captive Rothschild Myna responded to the presence of new objects and types of food, and how well they tackled simple problem-solving tasks. This work was published in the Royal Society Open Science and led to additional funding to further this research into other endangered passerine species.





## MAJOR PROJECTS

### Capital Projects come out of our long-term strategy to maintain and develop Waddesdon for the future

This year saw the completion of the latest Quinquennial Report, prepared by architects Inskip & Gee, who have worked closely with Waddesdon over the last 30 years. The report formed the basis for much of the planned works, and included detailed surveys for mechanical, electrical and other systems, in addition to the historical fabric.

Quinquennial and other works relevant to National Trust ownership in progress during the year included:

- Aviary Redecoration
- Manor external decorations and stonework repairs
- Institute Lodge (101 High St) repairs
- Roads and path repairs
- Conservation projects including cleaning of Gainsborough's *Pink Boy* and reinstatement of the historic gasoliers on North Front following the move of *Lafite* to the Dairy
- Pulham Rock works, Tulip Patch
- Manor irrigation survey
- Additional electric car charging points

#### Permanent walking path from visitor car park to Manor & admissions kiosk

The ticketing kiosk by the Entry Gate came into use in June. Meanwhile, the vehicular route was reviewed, with a view to directing all visitor traffic, including premium parkers, through the Welcome Pavilion, thus eliminating the need for a building at the Entry Gate, and improving the presentation of

the parkland. The walking path is also planned to be re-routed where it comes through the perimeter fence and up the hill, making for a much more aesthetically appropriate approach.

#### The Wedding Cake and Lafite

Building of the *Wedding Cake* on-site began in December for completion in late April 2023. Created by the Joana Vasconcelos Studio, this major commission by the Rothschild Foundation will not only be a centrepiece of the sculpture collections at the Dairy but will also be an important element in WEL's wedding and hospitality offer as a venue for weddings, photographs and receptions. Joana's glass bottle sculptures, *Lafite*, will also be moved to the Dairy.

#### Coffee Bar

The new Coffee Bar outside the Manor Shop was completed and opened for business. An espresso machine was also installed in the Woodland Café, offering an additional takeaway coffee outlet for visitors.

#### Safety Ladders

New safety ladders were installed in the large roof cavities at either end of the main Manor building on three levels to allow for access, including onto the highest point of the roof. The previous historic wooden ladders which were no longer safe or fit for purpose were put into storage.

# People

Through its exhibitions programme, educational and special events, Waddesdon strives to engage, inspire and inform



## VISITOR NUMBERS

In total we welcomed 342,039 visitors to Waddesdon during the year

Waddesdon moved up from 11th to 7th in ALVA's Following a mystery visit from a Visit England assessor in May, our score went up from 89% in 2021 to 93%, with the assessor commenting "back in the 90s where you belong", a tremendous accolade for all staff.

### 2022 ALVA figures (Jan to Dec 2022)

The top three NT sites in 2022 (Jan-Dec) were Clumber Park (541,351), Attingham Park (538,394) and Cliveden (536,672) all of which continue to benefit from the close proximity of large, relatively affluent population centres. Of our closest geographical competitors Blenheim Palace reported 806,806 and 211,735 for Stowe. The Natural History Museum at Tring saw 134,208 visitors. When measured against sites of a comparable scale and collection, Castle Howard reported 266,998 visitors, Mottisfont 320,976 and Saltram 148,440. Figures were not available for Petworth. Woburn Abbey remains closed to visitors.

By the end of the main season, National Trust Membership recruitment was tracking 300% ahead of the previous year, with new Visitor Experience staff now trained to sell membership.





## EVENTS

The 2022 season opened with Easter and we took part in the National Trust family activities promotion, creating a trail for young visitors around the grounds. We also commissioned designer Jane Le Bon to create a beautiful display of eggs for the Stables.

In March, we collaborated with the charity Florence Nightingale Hospice on a special event to commemorate loved ones and raise funds for local hospice care with a display at the Aviary of 500 metal snowdrops, each individually made by British Ironworks.

Michelle Merrison, the charity's In Memory Manager, told us, "We are overjoyed to be able to display these somewhere as magical as Waddesdon Manor and be given an opportunity to reflect and honour those no longer with us in such a visually beautiful way." Over 700 people visited with their families to see their special flower displayed, and profits went to help the Hospice to continue to provide their vital care.

The annual Colourscape installation returned to its May half term slot and ran for the nine days and the Jubilee Weekend. Ticket sales were 5,981. Other large-scale events included Race for Life, in May, and our first large dog walking event, attracting over 1,000 dogs, in partnership with Agria, which put on a number of national dog walks around the country.

On 16 and 17 June Waddesdon hosted the first European performances of *The Teapot Prince*, a recreation of an 18th-century court ballet, in

partnership with New York University. It was performed outside, as was originally intended, on the steps of the Parterre. There was an associated study day on the ballet, organised by Kate Tunstall (University of Oxford), and funded by The Oxford Research Centre in the Humanities (TORCH), with contributions from Mia Jackson, Edmund de Waal, Matt Smith, Edmund de Waal, Katie Scott and Sarah Howe, which was held at Worcester College Oxford, and attended by around 60 people.



Between 2 and 5 July, in conjunction with promoter Sony/Senbla, four concerts were held on the North Front: Michael Bublé, McFly, Michel Ball & Alfie Boe, and Tears For Fears. Bucks Council's Safety Advisory Group was consulted as part of the event planning, but unfortunately the parking plans put to Senbla were largely ignored by the promoter on the night of first concert. Consequently there was poor management of traffic, and subsequent complaints on social media, managed successfully by our Marketing Team, with the support of PR consultant, Tracey Jones from Brera. We swiftly insisted our parking plan be implemented for the remaining three concerts, with the result that these all ran smoothly.

There were various smaller theatre, music and cinema ticketed events scheduled from June to September, including the return of the Jazz evening on the Parterre, Luna Cinema (four nights), the Lord Chamberlains' Men performing Shakespeare on the North Front, and children's theatre. In August, we hosted a 1,000-strong workout session on the North Front with the body coach, Joe Wicks.

Chilli Fest returned in early September, held again with a variety of stalls, live music and outdoor children's activities, all looking and sounding very lively. A grounds event charge of £5 per adult visitor (£2.50 per child) was implemented in addition to the regular grounds admission arrangements, so that further investment could be put into this popular event. 9,414 tickets were sold for the three days.

The house closed to visitors the week before October half term and our Halloween offer was reduced this year to trial how this change affected visitor numbers, while providing additional time for the Christmas set-up. Although a drop in numbers was anticipated the marked knock-on impact to secondary spend was greater than expected. This experiment is not being repeated for 2023.

After Christmas, we retained the Winter Light displays in the gardens for three weekends in January, opening Fridays, Saturdays and Sundays, before the property was briefly closed. The grounds reopened for February half term with a wonderful colouring-in installation, Doodle Jam, at the Stables. This was immensely popular with families and attracted 5,429 visitors.

## Christmas

The House opened for Christmas the first time since 2019, with a new route through the Red Drawing Room, Dining Room and Conservatory, designed to rest the Bachelors' Wing which had opened additionally at weekends through the main season as part of the Alice centenary.

Rather than introduce a narrative theme, this year we took the collections and function of the rooms as inspiration. For example, an elaborate paper sculpture of a peacock on the Dining Room table, and a tree decorated in homage to Miss Alice's Rules in the White Drawing Room. Outside, we again worked with Luminism (Yes Events) on a light show on the North Front and garden light trail, linking the Manor with the Stables for the first time with a series of interactive light and sound installations. Miss Alice's Drive was devoted to school's projects, and the Coach House had an indoor exhibition of light installations.

The Christmas Fair was installed on the North Front, with 80 carefully chosen stalls selling a range of produce and gifts.

Visitor numbers to the grounds were 145,986 overall, of which 63,807 visited the House, all of whom buy a ticket, including NT members. Ticket income and commercial activity (the Fair, shops and restaurants) contributed £1.9 million to support Waddesdon this year.



## MARKETING & PR

With a return to a full range of events, promotional objectives focussed on attracting new, paying audiences and increasing secondary spend for visitors while on-site.

### Campaigns

In common with many other tourism attractions, Waddesdon experienced below forecast visitor numbers and a continuing trend for late or on the day booking. Concentrating on flexible, easily monitored, digitally-led campaigns allowed us to react to booking trends and adjust digital marketing activity as needed. A variety of digital formats, including native and programmatic advertising, social media advertising and digital awareness campaigns, as well as radio adverts were used to encourage visits. A 'summer days out' campaign targeting domestic tourism and encouraging new, paying staycation audiences to 'discover France in the Chilterns' ran throughout July and August. A comprehensive PR and marketing campaign for Chilli Fest helped buck the downward trend in visitor numbers, generating good attendance. Arts-focused audiences were targeted with marketing for our exhibitions, raising Waddesdon's profile as an art destination outside London. Campaigns for *Alice's Wonderlands*, *The Pink Boy Conserved* and *A Rothschild Treasury* all performed well.

Once again, Christmas ticket releases were staggered to ensure availability for paying audiences. The accompanying integrated multi-channel marketing campaign reflected the timings of three ticket releases, and included YouTube campaigns, programmatic adverts, social media advertising,

external emails to See Tickets subscribers, railway advertising (both print and digital with trackable QR codes), as well as the distribution of the Christmas flyer to local households.

In partnership with Travel Beat we worked to develop and re-build our groups business, forging relationships with both domestic and international tour operators. A range of appealing group packages for 2023 designed to showcase Waddesdon's unique selling points, were launched with two familiarisation trips in October. Group House & Grounds slots for Christmas 2022 completely sold out. Again working with Travel Beat, we built relationships with online ticketing agencies to help Waddesdon reach a new audience and also re-launched Virgin Experience Days.

### Press & PR

The press campaign for *Alice's Wonderlands* generated 60 articles over the summer, including in *The Guardian*, *Life*, *American in Britain* and *The Frustrated Gardener* (blog) with a total estimated reach of 20,200,000. Following features in both *The Telegraph* and *The Times* in May, Thomas Gainsborough's *The Pink Boy Conserved* secured a further mention in *The Guardian* (both print and online) over the summer, with a combined reach of 115,000 and £286,300 advertising equivalent value. *The Teapot Prince* ballet was featured in a national picture story for *The Times* in June 2022, the returned gold box continued to generate national coverage with a feature in *Homes & Antiques* magazine, and the press campaign for *Edmund de Waal: We live here, forever taking leave* secured coverage in *The Jewish Chronicle*, *Art Daily*, *Times Radio* with Michael Portillo, and *Prospect* and *Church Times*. Broadcast coverage included a significant segment in *BBC Antiques Road Trip* in



September featuring the Manor, the Aviary and interviews with Ian Edmans from Waddesdon's Aviculturist team. We also had BBC South Today on site to film news segments on the Joe Wicks event in August 2022 and *Standing with Giants* in October 2022. Several local radio interviews and broadcast features over the summer promoted our half term events and Chilli Fest. We had a successful PR campaign for Christmas 2022, featured in 144 pieces of coverage reaching 47,598,711 people with an advertising equivalent value of £1,749,937. Highlights included features in *Time Out*, *Waitrose Food*, *The English Garden* and *Oxford Times*.

### Print

Given the focus on digital campaigns and sustainability, only two leaflets were produced, one for each of our two major events, Christmas and Chilli Fest. In addition, postcards featuring *A Rothschild Treasury* were printed for distribution around cultural venues in London and Oxford.



### Digital

There were over 15,000 new subscribers for our regular e-newsletter, bringing the total number of subscribers to more than 110,000. Our reach was further broadened by reciprocal email promotions with partners Compton Verney, the Wallace Collection, Estorick Collection and Waterperry Gardens. Facebook remained by far our most effective social media platform, with our total engagement (clicks, comments, shares and reactions) at 113,129. Our Facebook reached 2,645,484 people and generated 52,263 link clicks. The most popular post was announcing Standing with Giants, reaching 54,100 people and attracting 4,158 engagements including 168 comments and 261 shares. Our second ticket push Christmas at Waddesdon Facebook post reached 51,500 people and attracted 2,022 engagements including 1,300 link clicks.

Collections' best performing Facebook post shared the story of how we recreated the garden beds as they would have been in Miss Alice's day as part of her centenary celebrations (12,102 impressions and 468 engagements). The same post had 1,282 impressions and 95 engagements on Twitter. The best performing collections Instagram post was a last chance to see inside the House which also featured our exhibitions (23,900 impressions and 1,100 likes). On Instagram, Collections began a new #ObjectOfTheMonth series with a combination of posts and stories in coordination with our Digital Projects & Collections Manager. House, gardens and exhibition content also performed very well on our Pinterest account. The platform is designed for content to be available to view for perpetuity with new users coming across content when they are searching for inspiration.

The most successful online paid advertisement was for a boosted post pushing late summer visits to Waddesdon, reaching 24,640 people and generating 1,427 link clicks (costing just £0.05 per engagement). Our Christmas social ad campaign was also successful, reaching 190,251 users and generating 9,456 link clicks (costing £0.08 per engagement).

The number of user-reviewers continued to grow on Facebook, TripAdvisor and Google. Google reviews were overwhelmingly positive, rating on average 4.6 out of 5, for example:

***So much to see it takes more than one visit. Will be going there at Christmas and to test out their Sunday lunch. I can't say too much as I want to keep this place to myself!*** - Google review

***One of the best National Trust properties I've ever visited. Built just to host all the treasures of the Rothschild family, the word "luxury" fails to describe this Manor.*** - Google review

The number of followers on Instagram increased by 22% to 39,176, boosted by a change in our content creation, with more reels, favoured by Instagram in its algorithm. Our 'countdown to Christmas' post was our most successful ever gaining 2,985 likes and reaching 65,600 people. We also saw 1,612 web sessions generated directly from our Instagram account. In September, we created a TikTok account to allow us to reach a new audience, connecting in a different way. One of our most viewed videos featured the early spring gardens at Waddesdon and had 1,216 views.

We benefitted from £99,453.74 worth of free search advertising through Google Ads Grants scheme, attracting 82,990 click-throughs to our website from searchers.



### Website

Although the total number of website sessions from March 2022 - March 2023 at 2,242,441 was down 18% on the same period the previous year, there were still over 7,142,493 pages viewed across the site. Christmas content was most viewed, with 600,719 total page views (an increase of 45% on the previous year), and 135,738 views of the Christmas Fair page. Our public event pages performed well with Chilli Fest being the most viewed after Christmas with 40,595 views.

Over 253,948 pages of Collections, House and Gardens content were viewed, with the most visited pages being the virtual tours. There were 50,634 page views about the exhibitions - over 18,000 more than in the last period with 24,513 for Alice's Wonderlands, 4,835 for Edmund de Waal: we live here, forever taking leave, 4,026 for Gainsborough: The Pink Boy Conserved, 2,320 for the Treasury,

and 2,296 for the Elephant Family. Paintings and Sèvres were the most popular among the Collection highlights and 'Sèvres' was the top search term used. The top Collection item was a Pot-pourri vase.

Collections broadened its online content still further with a number of tours and Collection highlights on Bloomberg Connects, the app for virtual tours of a growing number of national and international museums and galleries, which went live in November. Another two Smartify tours were also created. Smartify similarly allows users to download and browse content either on site or at home.

Films on Waddesdon's YouTube channel hosted 1,919,816 views and were watched for 68,700 hours. The most popular film continued to be *The Rothschild Family and Waddesdon* which was viewed 737,119 times. Our exhibition trail for *Alice's Wonderlands* also did well with 186,299 views.



## FAMILY, EDUCATION & SCHOOLS PROGRAMME

### Schools Programme

The Learning team welcomed over 18,000 school visitors between March 2022 and the end of February 2023. Some of the most popular workshops were 'Don't Get Lost!', a geography-focussed orienteering session, and 'Life during WW2: Our Evacuee Story', looking at the Second World War. Established workshops such as 'Fun with Fairytales' and 'Garden Explorers' were also popular.

In June, Living History Week focussed on gardens. External demonstrators ran workshops for 180 pupils on rationing, digging for victory, perfume making, natural tie-dyeing and wild art. There was also a day specifically for home-educating families.

The achievement of Arts Award Advisor status for Discover and Explore level (the two entry-level categories for Arts Award) allowed Waddesdon to offer sessions to support local schools' participation in the scheme.

In collaboration with Buckinghamshire Culture and a variety of cultural institutions across the county, the Learning team were part of 'Together We Build', a National Heritage Lottery Fund project celebrating the 2012 London Paralympics. Attending a Schools Day organised and hosted by Waddesdon, 224 local school children explored the Paralympic values of Determination, Courage, Inspiration and Equality. Activities ranged from the Paralympic sport Boccia to meeting Paralympian swimmer Will Parry, with sessions also from the National Paralympic Heritage Trust, Discover Bucks Museum and Buckinghamshire Archives.

A mini-exhibition in the Powerhouse of menus from the 1964 Paralympics was curated by Community Curator, Andy Shipley who as a registered blind person was keen to get involved in the project to promote access for all.



Buckinghamshire Culture was also instrumental in bringing the Learning team's Jubilee project to life. Entitled 'Woolly Walk for the Jubilee' the project engaged local community group, the Aylesbury Yarn Bombers in decorating the Greenway with Jubilee-inspired yarn creations. The decorations were on display for the two weeks preceding and during the Jubilee celebrations and received excellent feedback from local Greenway users.

Throughout October, the Learning team worked closely with the Gardens Department to bring 716 school children to Waddesdon to plant 75,000 bulbs in Daffodil Valley, as well as tulips and daffodils in pots, ready for a Spring display of many varieties in the Stables. Pupils learned about the history and social significance of the tulip, as well as creating their own paper tulips to take home. Children from participating schools returned in the Spring to see the fruits of their labours.

**Garden Explorers**

**Workshop length: 3 hours**

**Summary**  
Children will have a tour of the gardens, focussing on the life cycles of plants and animals in the formal and informal gardens.

In the afternoon, there will be the opportunity to build bug habitats, and to hunt for butterflies and bees.

**Learning Outcomes**

- To know what plants and trees need to grow.
- To name the parts of a plant and what they do.
- To understand the life cycle of a plant, tree and insect.
- To name the different parts of an insect.
- To explore insect habitats.

**Who Lives in a House Like This?**

**Workshop length: 3 hours**

**Learning Objectives**

- To provide an understanding of how households worked in the past and compare to today.
- To gain an understanding of different classes of people in the Victorian era, and some of the roles they might have held.
- Discover more about the Rothschild family and Waddesdon Manor through exploration of artefacts.

**National Curriculum links**

- A study of an aspect of history or a site dating from a period beyond 1066 that is significant in the locality.
- Address and sometimes devise historically valid questions about change, cause, similarity and difference, and significance.
- Understand how our knowledge of the past is constructed from a range of sources.

**Fun with Fairytales**

**Workshop length: 3 hours**

**Summary**  
Children will have a tour of the house and gardens, focussing on the pictures of Sleeping Beauty by Leon Bakst. Pupils will be in the Bakst room doing role play, in the gardens and will see the Aviary. In the afternoon, there will be a literacy activity involving sequencing.

**Learning Outcomes**

- To enhance understanding of the Sleeping Beauty story.
- To learn about Leon Bakst and his relationship with the Rothschilds.
- To improve vocabulary relating to traditional tales.

**Background**  
The Bakst Room at Waddesdon is located in a circular turret on the West side of the house. James de Rothschild, who was not very interested in art by his own admission, decided to commission Leon Bakst to decorate the drawing room of his London home, 34 Park Street, soon after his marriage to Dorothy in 1913. Bakst was best known for his spectacular set and costume designs for the Ballets Russes, which first appeared in Paris in 1910, and in London in 1913. Bakst chose the theme of Sleeping Beauty, but it was James who decided that the characters should be portrayed as members of his family and friends. James himself is the Prince, and Sleeping Beauty is his sister-in-law Noemie. The family pets are also included: Dorothy's dog Muffin and the cat belonging to James's sister, Alexandrine. Due to Bakst's ill health and World War One, the paintings were not finished until 1922. As James and Dorothy had inherited Waddesdon by then, the paintings were never installed in their first London home. In 1930 James and Dorothy bought a house at St James's Place, London, and the paintings lined the small dining room. They remained there until Dorothy's death in 1988, and in 1995, Lord Rothschild brought them to Waddesdon.

The year's biggest project was 'Winter Woodland', a Christmas display along Miss Alice's Drive. In total, 9,962 children from 84 schools took part. The project was supported by Oxford University Press, who gave permission to use the book *The Tree That's Meant to Be* by Yuval Zommer. Throughout September, the Learning team ran Zoom sessions for schools, exploring the book, and asking children what made trees unique. Submissions were then written on specially made aluminium trees for display. 6,000 trees were hung on metal wires across two wooden arbours at the entrance to Miss Alice's Drive; feedback from the public was overwhelmingly positive.



The Christmas project also included elements familiar from earlier years. 18 schools submitted photographic entries for the lightbox display competition along Miss Alice's Drive, with the theme of 'Winter Woodland'. The winners, by public vote, was Hamilton Academy, from High Wycombe which won £1000. In collaboration with the artist Michelle Dufaur, five giant willow lanterns were created by local secondary schools, each portraying a mammal, bird or insect dependent on the oak tree.



## ROTHSCHILD FOUNDATION LEARNING PROJECTS

The Learning team continued to work closely with the Rothschild Foundation Grants team to identify and increase access for otherwise hard-to-reach local people and schools, maximising the support Waddesdon can offer a grantee. Examples of these partnerships were:

### Schools Access Fund

The Schools Access Fund went from strength to strength, with 36 schools benefitting from bursaries in the six months to October alone, facilitating access with funds for National Trust Education Group Membership, transport costs, workshop fees and staff cover. Feedback from teachers was overwhelmingly positive, with comments such as "It was great to expose our children to a National Trust property and for them to experience the grounds and be out in the fresh air. The staff were extremely friendly, helpful, and engaged. We had a fantastic time, and it was definitely worth the trip for that alone."

### Cultural Outreach Group - Buckinghamshire Cultural Partnership

The Cultural Outreach Group (COG), project is focussed on developing a partnership with the South Bucks Jewish Community (SBJC). Following on from a successful community day and Sukkot event in 2021, SBJC visited for a Rosh Hashanah service in September. Community members enjoyed the Grounds and House, as well as creating artwork for a largescale willow hanukiah, in collaboration with willow artist Michelle Dufaur, for display over the festive period.

### ARTiculation

As part of the continuing stART Talking programme, run by ARTiculation, pupils took part in a Discovery Day at Waddesdon on 29 June, designed to encourage state-funded school pupils in Year 10 and 11 to become more confident in their public speaking. Participants had a tour of the House and the Alice's Wonderlands exhibition, before giving a presentation to their peers and curatorial staff on a piece of art they had chosen to study in-depth.

ARTiculation also held a regional heat for the ARTiculation prize at the Dairy at Waddesdon in January, with schools from Waddesdon and Milton Keynes taking part. The heat was adjudicated by Michael Shrive, Assistant Curator, who chose a Waddesdon pupil to continue through to the next round of the prize.

### Action4Youth

Our partnership with Action4Youth continued for its sixth year, with secondary students visiting Waddesdon for workshop sessions as part of the Arts and Culture pillar of their Inspiration Programme. This year the focus was on developing visual intelligence. Over the course of the main season 75 pupils aged between 13 and 17 from state-maintained schools across Buckinghamshire compared the 18th century art of the Manor with the contemporary art of Windmill Hill.

**Furze Down School**

**Sèvres Pot-pourri Vase  
1762**

This vase in the shape of a ship is arguably one of the most famous models to be made by the Sèvres porcelain factory.

It was so intricate and difficult to make that it is thought only twelve were ever produced. Ten of these survive today, of which Waddesdon owns three. The bright colour of this vase was distinctive to Sèvres and was called 'bleu céleste'. The painting on the vase shows a battle scene; only seven other vases are known to have this unusual decoration.

This vase was created to hold pot-pourri, a mixture of dried flowers, herbs, and spices. The holes in the rigging and porthole openings would have allowed the smell to enter the room.



**pARTicipate**

**Booker Park  
Kingfisher Class**

**Mrs Abington, by Joshua Reynolds  
1764-1768, 1772-1773 (hair and dress repainted)**

A full-length oil portrait of Mrs Abington, Frances Barton, dressed in classical costume as Thalia, the Comic Muse by Joshua Reynolds.

Frances Abington was one of the most celebrated actresses of the Georgian age, and a highly visible leader of London fashion. Most portraits in the 18th century were commissioned by men, fathers, husbands, brothers, or lovers, and so this portrait is unusual in that it was commissioned by Mrs Abington herself. She is shown as Thalia, the Greek Muse of Comedy.

This portrait went back to Reynolds a few years after it was painted so that the dress and hairstyle could be updated. Blue sprigs on her dress were made less pronounced and her hair was restyled to add the ringlelet over her shoulder.

Senior Curator, Juliet Carey, says:  
Portraits of women in the 18th century were most often commissioned by men - fathers, husbands, brothers, lovers - but I love the fact that this portrait was almost certainly commissioned by the sitter herself. Frances Abington was one of the most famous actresses of her day. She used portraits to create her own public image and promote herself as a leader of fashion and the embodiment of Comedy.



**pARTicipate**

**pARTicipate**

**pARTicipate** is an outdoor exhibition of artwork created by local SEND schools which aims to bring the treasured objects of Waddesdon out into the grounds.

Each photographic mosaic depicts one of the highlights of our collection, made up of hundreds of images taken by the students.

We asked students to think about what was important to them, so that the items, people, and places that have special meaning to them form a picture of the objects that are special to us.

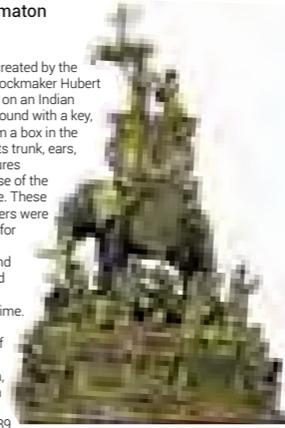
We hope that the exhibition will inspire you to think about what might be special to you and help you to view the Waddesdon collection in a new light.

**Alfriston School**

**Musical Automaton  
1768-1772**

This automaton, created by the talented French clockmaker Hubert Martinet, is based on an Indian elephant. When wound with a key, it plays music from a box in the base and moves its trunk, ears, tail, and eyes. Figures decorating the base of the model also revolve. These mechanical wonders were made specifically for export to wealthy patrons in India and China and aroused great curiosity in audiences of the time.

A noted admirer of the elephant was the Shah of Persia, Naser al-Din Shah Qajar, who visited Waddesdon in 1889. He was reportedly delighted by the automaton and asked for it to be wound again and again.



**pARTicipate**

### Electric Voice Theatre

On 25 March Waddesdon's Parterre was the venue for the performance of 'A Song for Miriam', created by Electric Voice Theatre in collaboration with local primary school Thomas Hickman, celebrating the life of renowned entomologist Miriam Rothschild. As well as performing their piece, pupils also had a tour of the Manor, and met entomologists and their wide variety of live bugs.

### Ballet des Porcelaines

As part of the Rothschild Foundation-funded *Ballet Des Porcelaines* project, there was a special gala performance and workshop day for schools on 16 June. Thirty children from two schools took part in Sèvres porcelain handling sessions, and learned about the Sèvres and Meissen in the Collections. They then had a movement workshop with members of the ballet company before watching a performance of *The Teapot Prince*. Teachers found that the day was eye-opening for their pupils, many of whom had never before seen a live dance performance.





## STAFF & VOLUNTEERS

### Staff

As Waddesdon continued to adjust to a post-Covid world, there were further staff changes through the year. Following the departure of Mark Blandford Baker in February 2022, Ben Avigdori took on the role of Acting CEO for the Rothschild Foundation. In May, Jo Fells, Head of Marketing & Communications left after seven years at Waddesdon, and in agreement with Simon Wales, his position of Chief Executive, Waddesdon Business, was made redundant. Pippa Shirley became Director of Waddesdon and in August Rosalind Mearns joined us as General Manager to lead the operational divisions: Visitor Experience, Volunteering, Security & Transport, Health & Safety, and Housekeeping. The commercial operations: RWL Catering, Retail and Public Events and Marketing, continued to be supported by Ben Avigdori and Pippa.

Following the departure of Hannah Hopkinson July, Elspeth Osman-Allu took on the role of Marketing Manager and Louella Teasdale was recruited as the new Marketing Officer (Events, Catering & Retail), bringing the team up to four full-time members.

Other organisational changes included the merger of the Waddesdon Facilities team and the Waddesdon Estate Maintenance team into a Shared Services sector within the Rothschild Foundation. After consultation, Ian Blake became Head of Property Maintenance, Stuart Howard became Head of Heritage Capital Projects, and John Iapino became Facilities Manager with responsibility for the Manor Facilities Team.

Following consultation, responsibility for wine sales were moved to WWL from RWL, allowing staff from the latter to focus on the visitor experience running on-site sales and events such as tastings, while moving off-site transactions to WWL. RWL Wine Advisor Peter Tompkins transferred into WWL, taking up a new Account Manager position, forging closer links between the two commercial businesses. Following his move and the departure of Oliver Waddon from RWL, Claudio Patti was appointed as Assistant Retail Manager & Wine Ambassador in September.

In September, Supervisor Ray Raby left Security after 18 years at Waddesdon, following the department's restructure earlier in the year.

Jonathan Cooke retired from his position as Assistant Gardens Manager at Eythrope, and Daniel Jones was appointed as his replacement in August. Peter Turski, Assistant Gardens Manager at Waddesdon also left in October and we were delighted to promote Hannah Lucas to the position from Craft Gardener. Hannah celebrated 10 years at Waddesdon with this news in November.

We welcomed Tamsyn Rangel as our new Enquiries and Group Bookings Coordinator, and Tom Tyler as a Facilities Trainee Technician. Christopher Leach transferred from Waddesdon Estate LLP into the Rothschild Foundation in October to take up a new position as Head of Sustainability & Conservation for the Rothschild Foundation.

Under a restructure of the Housekeeping department in August, a new 30-hour role was created, with Charlotte Ayres taking up this position in October.

Working closely with department heads and the Head of Apprentices at the National Trust, we created, for the first time, National Trust apprenticeship positions. Bee McLoughlin became our first Business Admin Apprentice in September, and Charlotte Burton and Holly Webster our Production Chef Apprentices in October.

Post pandemic it was clear there were some struggles with health and stress resilience in our teams. Attention to staff engagement and wellbeing was therefore paramount. Monthly morning wellbeing workshops started in July, co-hosted by psychotherapist Lotte Stringer, followed later by additional lunchtime sessions. A wellbeing information 'hub' was created on SharePoint, including details of policies in place to support wellbeing and mental health challenges, such as flexible and hybrid working, the cycle to work scheme, and our time off policies with a generous dependents leave allowance. In response to feedback about reward and recognition we launched an employee recognition and celebration platform, 'Hive Five', to enable staff to celebrate one another for a job well done and their contribution to Waddesdon.

The first of three planned surveys with Hive People Science was launched in October, asking for staff views on Health and Wellbeing, and how they felt that this was prioritised at Waddesdon. The survey identified the cost-of-living crisis as having the biggest impact on mental health, with 33% identifying finances as their biggest concern.

Plans were also drawn up for two groups to work through the Future, Engage, Deliver Leadership programme in 2023, and with refresher sessions developed to bring previous cohorts back together to reflect on how their prior experience of the programme could continue to support their leadership aims at Waddesdon.

in April staff and volunteers voted to support the Vana Trust Organic Farm as Waddesdon's Charity of the Year. On the Oxfordshire and Buckinghamshire border, the farm (part of a larger charity providing educational support in southern Africa) provides activities, work experience and support for people with learning disabilities, autism and mental health issues from aged 14 upwards. The farm nurtures, encourages, and teaches trainees valuable life skills while developing a work ethic and sense of belonging and accomplishment.

Three staff and volunteer events were held in support of the charity: a walk of the Estate in June, a picnic at Eythrope in August, attended by over 180 staff and volunteers, and a quiz night in the Village Hall in October, enjoyed by more than 150. All these events were attended by representatives from Vana Trust.

Following a period of intensive consultation and creation of a blueprint in partnership with Cultural Associates Oxford, The Waddesdon Pathway received grant funding from the Rothschild Foundation in summer 2022. Through the Pathway, Waddesdon aims to create an inclusive training programme for the development of a career in the management of museums, historic houses and other heritage attractions, and as well as skills, knowledge and confidence to succeed in other career paths.



### Volunteering

In the first season since the pandemic fully open to the public, the focus was on a 're-set' to ensure all volunteers (whether they volunteered through the pandemic or were returning post-Covid) had the same positive attitude to visitor care, with emphasis on the 'Acknowledge, Interact, Engage' approach. In addition to this training, a series of curator zoom lectures were given to allow volunteers to learn more about different aspects of the collection and history of the house.

A new Waddesdon Volunteer Alumni Group was launched in May to keep in touch with volunteers who had retired, many of whom had given years of service.

Following a recruitment day for Christmas, volunteer numbers stood at 398. The outdoor Winter Light role created for Christmas 2021 renamed Grounds Host and numbers increased,

with 46 new recruits, to support the Visitor Experience team at the Welcome Pavilion, the North Fountain and roaming around the immediate grounds of the Manor. The Garden Guide team was increased to eight to allow Introductory Grounds walks to resume: free tours of the grounds and covering both the history of the Manor and Rothschild Family and the planting and landscaping of the area around the House. Inside the Manor, the volunteer House Host team was also expanded so it was possible to Open the Batchelors' Wing every day during the main season.

The social side of volunteering fully returned post pandemic, with an enjoyable volunteer coach trip for 80 volunteers to visit the Inspiring Walt Disney exhibition at the Wallace Collection. Coffee mornings were also re-introduced and there was a good turnout for the Charity of the Year events. These social gatherings are an extremely important way of acknowledging the support and hard work of the volunteers, and thanking them.



## Commercial Enterprise

Every penny generated by commercial activity is re-invested in the running of Waddesdon Manor



Rothschild Waddesdon Limited and Waddesdon Enterprises Ltd settled into their new operational modes as introduced in 2021, with RWL running Catering, Retail and Public Events and filming, and WEL responsible for the Dairy, Five Arrows Hotel and the private events business, greatly boosted by the reopening of the refurbished Dairy with its extended event space into the South Hall. The on-line wine shop also transferred to the wine company, Waddesdon Wines Ltd, although RWL continued to run the on-site wine shop and to organise wine tastings and other events, including dinners in the Manor Restaurant and Wine Cellars.

The Public Events programme included the trader markets at the Chilli Fest weekend, for which a grounds event charge of £5 per adult visitor (£2.50 per child) was introduced in addition to regular Grounds admission arrangements, so that further investment could be put into this popular event. This generated revenue of £612k. The Christmas Fair ran from mid-November to just before Christmas. Commercial filming included for Netflix's successful *Bridgerton* series, which used the Aviary, South Front and land around Windmill Hill.

Despite the ongoing challenges of the year, including hospitality staffing recruitment issues, continuing Covid impact on staff teams, including from the new Omicron virus, RWL ended the year making a profit of £58k (21/22: 190k).



## COMMITTEES

### Management Committee

Ben Avigdori  
 Nicola Briggs  
 Suzie Hanson  
 Victoria Lovatt-Morris  
 Pippa Shirley  
 Dave Silvester

### Academic Committee

Lord Rothschild  
 Ben Avigdori  
 Alastair Laing  
 Christopher Rowell  
 Rosalind Savill  
 Pippa Shirley  
 Peter Troughton

### RWL Board

Victoria Lovatt-Morris  
 Dave Silvester  
 Pippa Shirley

## STAFF LIST 1 March 2022 to 28 February 2023

Ben Avigdori	CEO Foundation	Matthew Williamson	Catering
Pippa Shirley	Director of Waddesdon	Joanna Searcey	Catering
Dave Silvester	Chief Financial Officer	Anna Janakova	Catering
Simon Wales	CEO of Waddesdon	Daniel Skinner	Catering
Victoria Lovatt-Morris	Director of People	Harry Cox	Catering
Ellie Stout	Director of Grants	Andrew Bloomer	Catering & Retail
Suzie Hanson	Head of Gardens	Stewart Davies	Catering & Retail
Holly Saunders	CEO of WEL	Charlotte Buton	Catering Apprentice
Chris Campbell	Managing Director of WWL	Bee McLoughlin	Catering Apprentice
Scott Evry	Accounts	Holly Webster	Catering Apprentice
Barry Dunbar	Accounts	Anna Szilagyi	Collections
Kayleigh Mott	Accounts	Heather Dawson-Mains	Collections
Hassan Mukhtar	Accounts	Michael Shrive	Collections
Samantha Jarvis	Accounts	Mia Jackson	Collections
Susan Rapley	Accounts	Katie Hicks	Collections
Debbie Payne	Accounts	Juliet Carey	Collections
Ijeoma Nmaju	Accounts	Hannah Kaspar	Collections
Ben Taylor	Archives & Records	Colette Warbrick	Collections
Ellen Higgs	Archives & Records	Nandipa Mabere	Collections
Catherine Taylor	Archives & Records	Megan Boldison	Collections
Gavin Harrison	Aviary	Niamh Twyford	Collections
Llyr Davies	Aviary	Christopher Stoker	Collections
Ian Edmans	Aviary	Vicky Wilson	Collections (Spencer House)
James Boothaway	Catering	Amy Coe	Conservation
Daniel Caterer	Catering	Victoria Geddes	Conservation
Craig Clark	Catering	Nicholas Featherstone	Conservation
Ibrahim Oguirhil	Catering	Sarah Tucker	Conservation
Amie Sadler	Catering	Laura Holbrooke	Conservation
Sally Skinner	Catering	Andrea Routledge	Conservation
Ben Thurkettle	Catering	Matthew Waters	Conservation

Jane	Finch	Conservation
Teryn	Dear	Conservation
Christopher	Campbell-Kelly	EA to CEO
Leanne	Bryant	EA to Director of Waddesdon
Karen	Nicoll	EA to Head of Grants
Katie	Bullenthorpe	EA to Head of Filming/ Public Events & Head of Security/Transport
Sarah	Dewberry	Education
Sophie	Wolstencroft	Education
Daniel	Jones	Eythrope
Sophie	Dixon	Eythrope
Darren	Redding	Eythrope
Thomas	Baird	Eythrope
David	Meads	Eythrope
Barry	Clarke	Eythrope
Paul	Callingham	Eythrope
Jonathan	Cooke	Eythrope
Tom	Tyler	Facilities
Adam	Cook	Facilities
Stuart	Howard	Facilities
Gary	Hatchman	Facilities
John	Iapino	Facilities
Ian	Smith	Facilities
Paul	Hobley	Facilities
Martin	Hill	Gardens
Nicola	Claiden	Gardens
Isabella	Mooney	Gardens
Hannah	Lucas	Gardens
Jennifer	Thompson	Gardens
Ian	White	Gardens
Simon	Lewis	Gardens
Andrew	Batten	Gardens
Peter	Thorp	Gardens

Laura	Quinlan	Gardens
Chloe	Roberts	Gardens
Peter	Turski	Gardens
Sarah	Bateman	Gardens/Aviary
Rosalind	Mearns	General Manager
Dave	Terrace	Grants
Rowena	Mitchell	Grants
Karen	Walker	Grants
Leona	Forsyth	Grants
Eloize	Ridgeway	Health & Safety
Arminda	Andrade	Housekeeping
Charlotte	Ayres	Housekeeping
Elaine	Fallon	Housekeeping
Samantha	Duffett	Housekeeping
Lauren	Quinn	Housekeeping
Pauline	Turnbull	Housekeeping
Deborah	Tearle	Housekeeping
Michelle	Knight	Housekeeping
Julie	Quinn	Housekeeping
Beverley	Northway	Housekeeping
Katie	Smith	HR
Hayley	Featherstone	HR
Sheena	Cox	HR
Callum	O'Connell	IT
Jesse	Duncan	IT
Andrew	Jackson	IT
Tony	Conway	IT
Chris	Leach	Sustainability
Kathryn	Waller	Marketing
Louella	Teasdale	Marketing
Lucy	Ray-Chaudhuri	Marketing
Imogen	Plumridge	Marketing
Elsbeth	Osman-Allu	Marketing
Hannah	Hopkinson	Marketing

Jo	Fells	Marketing
Daisy	Austin	Property Management
Terry	Allen	Property Management
Michelle	Foreman	Property Management
Salvatore	Palombo	Property Management
Ian	Blake	Property Management
Keith	Stallwood	Property Management
Cameron	Thomas	Property Management
Ieuan	Evans	Property Management
Charyss	Hedgecock	Public Events
Marie	Stewart	Public Events
Nicola	Mertens	Retail
Bart	Wojcik	Retail
Oliver	Waddon	Retail
Claudio	Patti	Retail
Donna	Allen	Security
Dawn	Kingsley	Security
Ray	Raby	Security
Basharat	Ali	Security
Steve	Brackley	Security
Paul	Worsley	Security & Transport
Ron	Harrington	Transport
Tamsyn	Rangel	Visitor Services
Gemma	Coton	Visitor Services
Francesca	Page-Smith	Visitor Services
Joel	Fox	Visitor Services
Megan	Fletcher	Volunteering
Helen	Franklin	Volunteering
David	Barrios Castillo	WEL
Sandra	Bullivant	WEL
Matthew	Butcher	WEL
Julie	Chalmers	WEL
Alastair	Dudley	WEL
Michele	Foster	WEL

Sophie	Harris	WEL
Claire	Holland	WEL
Angus	Keeley	WEL
Yuliya	Kharchenko	WEL
Regan	Murphy	WEL
Vishali	Nareshkumar	WEL
George	Newman	WEL
Adam	Parsons	WEL
Connie	Saunders	WEL
Karl	Tearle	WEL
Jack	Thomson	WEL
Edoardo	Tomissini	WEL
Margaret	Wright	WEL
Courtney	Scott	WEL
Amber	Chalmers	WEL
Andrew	Bartlett	WWL
Vanessa	Blackburn-Hamilton	WWL
Lauren	Boyes	WWL
Kelly	Burt	WWL
Sarah	Harrison	WWL
Jamie	Haughton	WWL
Shaunagh	Holden	WWL
Mick	Lord	WWL
Helen	Miller	WWL
Katie	Murray	WWL
Peter	Tompkins	WWL
Beth	Vining	WWL
Georgina	Wetton	WWL
Joe	Wray	WWL
Rachael	Bishop	WWL

