

An aerial photograph of a large estate. In the center-right, a grand castle with multiple towers and a dark roof is surrounded by a dense forest. To the left of the castle, a large, vibrant green lawn is visible. In the upper right, a large, calm lake reflects the sky. The surrounding landscape consists of various green fields and patches of trees. The overall scene is bright and clear, suggesting a sunny day.

Annual Review
2019/20



WADDESDON
Rothschild Collections



Above: South Parterre.
Photo: Waddesdon Image Library, Hugh Mothersole.



WADDES DON
Rothschild Collections

ANNUAL REVIEW 2019/20

Review of the year from
March 2019 – February 2020



Front cover: Aerial image of Waddesdon Manor.
Photo: Waddesdon Image Library.

Contents

Reflecting on 2019/20	1
2019/20 in numbers	4
Collections	6
Stewardship	22
Gardens	28
People	38
Commercial Enterprise	56
Committee Lists	68
Staff List	69



Right: South Parterre. Photo: Waddesdon Image Library, Hugh Mothersole.



Above: Eliot Hodgkin, *Auricula*, 1955. © The Estate of Eliot Hodgkin.

Reflecting on 2019/20

Successfully weathering the storms

This was a year of challenging weather extremes: exceptionally high temperatures in the summer followed by one of the wettest winters on record. Nevertheless, as the 2019/20 season drew to close at the end of February, we could look back with satisfaction on notable highlights and successes, and some record visitor numbers, blissfully unaware of the Covid catastrophe to come.

Volatile visitor numbers, beginning slowly, caught up in the summer, thanks in part to Summer Fest and Chilli Fest. Between them these events attracted nearly 26,000 visitors over four days. Education & Learning's summer programme went from strength to strength; its Summer of Sport laid on events and activities for families right through the school summer holidays, attracting 2,500 younger visitors.

In the House the undoubted highlight was the opening of *A Rothschild Treasury* in September. A permanent gallery devoted to Rothschild family history and collecting, it received many plaudits and excellent press coverage (reaching an estimated eight million people). Our exhibitions, in particular *Brought to Life*; *Eliot Hodgkin Rediscovered* in the Coach House, which was a partnership with Ramsbury Manor in Wiltshire, and *Madame de Pompadour* in the Frame with Factum Foundation continued to

attract critical praise and prove popular with visitors. The well-received *Cedar Boys* exhibition in the Family Room and displays in the re-titled James and Dorothy de Rothschild Room highlighted the Rothschild family's role in Jewish history.

The Christmas season was our most successful ever, with overall visitor numbers up 3% at 194,853 (from 189,762) and ticket revenue up 14%. The Winter Light trail, displays in the Stables and in the House, and the increasingly popular Christmas Fair were all very well received. The re-location of the Christmas Shop from the Coach House to the more visible site of the Powerhouse attracted greater footfall and generated a considerable increase in sales on the previous year. These successes were all the more notable as they were achieved in the face of the most prolonged period of wet weather we have ever experienced in the run-up to Christmas. The rain turned car parks and paths to a muddy quagmire and forced for the first time the introduction of a cap on weekend visitor numbers to enable us to cope with the conditions. The front line, Marketing and Gardens teams dealt valiantly with everything thrown at them, and the final results were greatly to their credit.



Following Christmas came extended opening (including Wednesday to Friday) in February, a key part of our Five-Year Plan to draw in visitors at quieter times. A wide programme of walks, events and activities were planned, including for February half-term. The focus was on Spring colour both at Waddesdon and Eythrope, with special tours to enjoy the snowdrops and the thousands of daffodils and tulips planted by the Gardens department (assisted by nearly 800 school children) the previous autumn. February half-term also saw the launch of the Woodland Café, an upgrade of the Summer House, with a small retail area selling children's toys.

Unfortunately, the bad weather continued through January and February and due to the combined impact of Storms Ciara and Dennis, we had to close the property on four of the weekend days. Nevertheless, with the support of social and other media, visitor numbers ended the year down only 1% overall, at 467,247. All this, though, and our carefully laid plans for 2020, was about disappear as if in a puff of smoke as the Covid virus struck.



2019/20 in numbers

VISITORS



6% revenue from grounds and paying House visitors

Christmas visitor numbers up **3%** at **194,853** (from 189,762)

4% increase in visitors to the House at Christmas at **61,577**

EVENTS



25,639 visitors to the Summer & Chilli Fests

2,500 younger visitors took part

in the Summer of Sport



DIGITAL REACH



722,473 Facebook engagements (shares, clicks, comments)

411,600 You Tube film views

16,575 Twitter engagements

MEDIA ACTIVITY



1,377 media articles

91,911,518 media coverage reach

£7,307,145 advertising equivalent value

£4,071,333 people saw Lord Rothschild's *Madame de Pompadour in the Frame* interview on News at Ten



THE COLLECTION

30,000 visitors to the the Eliot Hodgkin exhibition
21,521 visitors to *A Rothschild Treasury* in its first seven weeks

300 objects researched, catalogued, cleaned and conserved for the new permanent *A Rothschild Treasury* gallery
24,883 web page views for exhibitions



The Rothschild Treasury at Waddesdon Manor. Photo: Waddesdon Image Library, Mike Fear.

Collections



EXHIBITIONS & DISPLAY

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

The *Madame de Pompadour in the Frame* exhibition in the House was a collaboration with Factum Foundation. It explored 3D scanning, printing and digital manipulation of high-resolution photography through the creation of a facsimile of one Francois Boucher's most famous portraits of Louis XV's mistress, which formerly belonged to Baron Ferdinand. The pairing of an oil sketch of the same sitter with its facsimile enabled visitors to compare and contrast side by side (with around a 60% success rate!). The display was designed by Flint House architect Charlotte Skene Catling and Adam Lowe of Factum.



In the Coach House, *Brought to Life; Eliot Hodgkin Rediscovered* displayed nearly 100 works, largely still-lifes, by this little-known 20th-century artist, many lent by the Ramsbury Manor Foundation. A history of Ramsbury Manor was also included in the exhibition. Curated in partnership with the Hodgkin family, and art consultant Adrian Eeles, the exhibition proved very popular with the public, drawing 30,347 visits from 22 May-20 October. Public events included curator-led tours and the Education and Learning Dept produced a family activity based on plant and fruit identification. An “in conversation” was also held at Spencer House, with the curator Adrian Eeles talking about Eliot’s life and work with the artist’s son Max Hodgkin and his friend Charlotte Gere.

The archive exhibition in the Family Room marked the 80th anniversary of the arrival at Waddesdon of the Cedar Boys, a group of 23 Jewish orphans (21 boys and two girls) from Frankfurt, given sanctuary by James and Dorothy de Rothschild. The display coincided with national commemorations of the *Kindertransport*. In June, the James and Dorothy de Rothschild Room was opened by Lord Sacks. Formerly the Goodwood Room, the displays here focus on the Rothschild family’s role in and contribution to Jewish history and projects in Israel. Both these displays, alongside work with the Jewish Country House Project and the AEPJ, (European Association for the Preservation and Promotion of Jewish Culture and Heritage) helped raise the profile of the family’s Jewish heritage and support efforts to extend our Jewish audiences.



Left: Eliot Hodgkin, *May*, 1950-51. © The Estate of Eliot Hodgkin. Photo: The Ramsbury Manor Foundation, AJ Photography.



Eliot Hodgkin May 1951



In the Morning Room, we celebrated the return of the Dubois lacquer desk from its major conservation project, with interpretation including a film of work in progress.

In September, *A Rothschild Treasury*, the new permanent display opened. It attracted 21,521 visitors between 7 September and 27 October. On the second floor (in what was formerly the Manuscripts Room and Lobby) the gallery shows small, precious *kunstkammer*-type objects, many of them on loan from the private collection, not previously seen on public display. They include important family jewellery, coins, silver and silver-gilt, wine silver and gold boxes, mounted hardstones and rock crystal, lacquer and amber, ancient glass and gold, clocks and automata. The displays, designed by Charles Marsden Smedley, with David Mlinaric and Peter Inskip as Project Architect, are visually rich and opulent, offering visitors a new kind of experience and a draw to the top floor of the Manor. New bespoke lighting and cases to museum security and environment specifications were made for the space by Armour Systems. The project included a refit and refurbishment of the First Floor Exhibition Room, with new lighting also designed by Charles for this space and the Razumovsky Corridor.

A display was created in the Red Anteroom in memory of Jayne Wrightsman, a great and generous patron and friend to Waddesdon, who sadly died in April. This included several books, such as the *Placet de l'Officier Desbans*, which she had given over the years.





Jean-Baptiste Vanmour or Van Mour, *View of the city of Jerusalem*, 1700-40; oil on canvas; acc. no. 111.2020. On loan from a Rothschild Family.

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.

Significant new acquisitions this year included:

Pair of Hall Chairs, c. 1835, mahogany, with the arms of the Rothschild and Cohen families. Unknown maker, retailed by S and H Jewell – probably commissioned by Nathan Mayer von Rothschild (1777-1836) and his wife Hannah, née Cohen (1793-1850) for Gunnersbury Park.

Lord Rothschild kindly lent an additional Omega Workshop table, to complement the example from the estate of his uncle Lord Hutchinson.

Loans from the private collection

J.-H. Fragonard: *Le Serment d’Amour* (1750-60) oil on canvas – returned from St James’ Place for display at the Manor.

Jean Baptiste Vanmour (attrib. - 1671-1737): *View of the city of Jerusalem* – this painting came on loan from Lord Rothschild for consideration for the James and Dorothy de Rothschild Room. It was formerly on display at St James’s Place.

Outward Loans

Lucas Cranach the Elder, *Portrait of a Lady*, oil on panel, to ‘Cranach: Innovation and Inspiration’

at Compton Verney. The painting belongs to the private collection and is usually displayed in the Smoking Room. Research by the exhibition’s curator tentatively proposed a re-identification of the sitter, from Sybille of Cleves to Anna of Hesse (1485-1525).

Returned from Loan

Pieter de Hooch: *The Bleaching Ground*, returned to Eythrope from ‘Pieter de Hooch in Delft’ at the Museum Prinsenhof, Delft, 11 October 2019 - 16 February 2020.



Left: Lucas Cranach the Elder, *Portrait of a Lady*, 1515; oil on panel; acc. no. 138.1996. On loan from a Rothschild Family. Photo: Waddesdon Image Library. Right: Pieter de Hooch, *Woman & child bleaching linen in Delft*, c. 1657-59; oil on canvas; acc. no. 112.2019. On loan from Rothschild Family.



Above: *Le Serment d’Amour*, J.-H. Fragonard (1750-60); acc. no. 287.1997. Photo: Waddesdon Image Library.



ACADEMIC PROGRAMME

Members of the Collections department hosted and took part in a wide range of academic activities both at Waddesdon and elsewhere. They spoke at conferences, carried out research and continued to develop specialist collaborations and partnerships with many institutions.

Collaborations and partnerships

Jewish Country House Project

The AHRC's (Arts and Humanities Research Council) major 4-year research project got underway: 'Jewish country houses: objects, networks, people', was a collaboration led by Abigail Green (Oxford), with Tom Stammers (Durham), Jaclyn Granick (Cardiff), Silvia Davoli (Strawberry Hill) and Juliet Carey (Waddesdon). Building on the academic activities, the project aimed to increase awareness amongst Jewish and other audiences of this rich heritage, and to enable the partner houses to work together to widen and raise their profile. A number of joint marketing initiatives targeted audiences with particular interest in Jewish heritage and culture. Waddesdon joined the AEPJ network, which connects Jewish heritage and museum sites world-wide. The book proposal for *The Lure of the Land: Jewish Country Houses in Britain and Europe*, edited by Abigail Green and Juliet Carey, one of the key outcomes of the project, was completed and considered by Rizzoli, Princeton University Press and Yale.

Among several related initiatives with other partners, a collaboration with Ruth Ur of UrKultur Public Art Commissions produced various arts projects, including commissioning H el ene Binet to photograph some of the houses in UK and Europe, including Waddesdon.

Factum Arte & the Alte Pinakothek, Munich

The RF supported the creation by Factum Arte of the facsimiles of the two portraits of Madame de Pompadour for display in the exhibition, and we were also grateful to the Alte Pinakothek, Munich (where the original portrait is on display) for collaborating on the scanning project.

Getty Rothschild Fellowship

The 2019 Getty Fellow was Tessa Murdoch, formerly Senior Curator at the V&A, who used her time to work on her book on refugee craftsmen in 17th and 18th-century London and her exhibition proposal for the V&A – *Marking Time: Huguenot Clockmakers in London*. The 2020 Fellow, who arrived in December 2019, was Professor Pascal Bertrand, University of Bordeaux-Montaigne, an 18th-century historian and decorative arts specialist, working on the records of the Beauvais Tapestry Manufactory for publication online, making them available to researchers for the first time. During his time at Waddesdon, he participated fully in the life of the department, working on the tapestry collections with Mia Jackson (Curator of Decorative Arts) and providing information for our own catalogue records and leading a training session for the Guides and a presentation for the department.

Interpretation & Public Programmes

Curator-led tours focussed on a particular aspect of the collection. Ten Treasury Tours were run, some as Reader Events in partnership with the *Telegraph*, which sold out.

Michael Shrive led a project to install interpretation about how the Manor ran historically in the Manor Kitchen, part of our initiative to draw visitors in February and March. The displays included interpretation and imagery, and opportunities to dress up and post images on social media. It was very well received but the public.

Higher Education and Specialist Teaching

In November and December we welcomed groups from Warwick University as part of our regular teaching programme, Oxford University History of Art Dept, Sotheby's Art Institute and the Buckingham University Art History MA programme.

Specialist and Group Visits

A wide range of visitors and special groups included the Patrons of the Isabella Stewart Gardner Museum, Boston, the Curator of Interpretation from Biltmore, the Head of Archives from the Jewish Museum, Berlin and the Head of Collections from Mount Stewart, the French Porcelain Society, the Ashmolean Museum, a manuscript group through Mondes et Merveilles and the Worshipful Company of Haberdashers (to see Eliot Hodgkin).

Individual visitors included Roberto Ferrari (Curator of Art, Columbia University, NY), Dr Arnout Balis, Gregory Martin and Elizabeth McGrath of the Corpus Rubenianum to see drawings, Harmut Ebbing, the Cultural Spokesperson of the German Liberal Party, Rachel King (the new Waddesdon Bequest curator at the British Museum), Dr Astrid Reuter from the Staatliche Kunsthalle, Karlsruhe, and Alice Minter, curator of the Gilbert Collection. Adrian Eeles also brought a large number of lender to the Eliot Hodgkin exhibition, as have the Hodgkin family, friends and other contacts.

The spring meeting of the Historic Houses Archivists Group took place at Windmill Hill on 24 May with a demonstration of our digital preservation system, Preservica. As Secretary to the group, Catherine Taylor, Head Archivist, organised the AGM at Hatfield in October.

Thanks to support from the Rothschild Foundation grants programme, a Discovery Day was held at Waddesdon for two schools in September, in collaboration with the Roche Court Education Trust programme, ARTiculation.



Lectures and Conferences

Pippa Shirley co-convoked a conference with the Goldsmiths' Company and the National Trust on bankers as collectors, held at Goldsmiths' Hall in London on 28 October, and chaired a session. Mia Jackson spoke on the Michael Eden exhibition and project at the University of Lausanne, and at the Bowes Museum on Boule furniture. Catherine, Hannah Dale and Pippa all spoke about Waddesdon and the Rothschilds to local audiences.



Research and Publications

Research was driven by exhibitions, interpretation, lectures and publications and the conservation programme, and this year mainly focussed on the Riesener Project (in partnership with the Royal Collection and the Wallace Collection, with input from Versailles, the Metropolitan Museum and the Getty), Gustave Moreau, Eythrope, Manuscripts and the Jewish Country House project. Mia Jackson published an article on the Rothschild jewels in the Society of Jewellery Historians Newsletter. Pippa Shirley published an article on the goldsmith Junko Mori in the Goldsmiths' Company Review.

Right: Ruby necklace, c 1880; Emerald Necklace, c 1910; Boucheron Brooch, 1914; Riesener Desk, c 1781. Photo: Waddesdon Image Library, Mike Fear.



Stewardship

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



CONSERVATION, RESTORATION & MAINTENANCE

Major cleaning and conservation activity undertaken for the new Treasury display precluded all but essential conservation work, notably some clock conservation work by Thomas Ellis Reece, and action to deal with a leak in the West Hall.

Following cleaning, sculpture covers went on just ahead of an usually early frost on 3 October. Covers were then checked every two weeks to make sure that none had come adrift and were abrading the surface of the statues. Storms Brian and Ciara also meant that some running repairs and re-tying was needed. A campaign to dry brush and biocide the sculpture worked well to control the build-up of staining, dust, leaves and bird mess.

Campbell Norman Smith from Granary Conservation and his intern came as usual to carry out a range of on-site repairs, including replacing castors on chairs in the Panelled Room, re-attaching a decorative moulding from the Billiard Table, putting back a mount from the bottom stretcher of the commode on the East Landing, finishing the bracket alteration for the dressing mirror from the State Dressing Room and doing a deep clean and consolidation to the heraldic table in the Smoking Room.

Putting the house to bed got underway as usual in October with the Bachelors' Wing staying open until the House closed. The team, including two interns, cleared the rooms on all floors, cleaning and covering all the furniture and then constructed a scaffold on each floor ready for the cleaning of the walls, windows,

curtains and chandeliers. Along with this they managed the cleaning of the Christmas route.

The team continued to work on the rolling programme making new cotton covers.

Fragments lost from curtains and textiles around the Collection, were logged, along with any losses or damage on furniture that we could not be repaired, and recorded on the database and stored in B20. Repairs were also recorded on the database, along with condition reports and images.

Conservation in Action demonstrations in the Morning Room in October, showing conservation framing, inventory and numbering and object and general cleaning were extremely popular.



MANAGING OUR COLLECTIONS

Inventory and Documentation

821 new digital photography records created

54 images added to database



Most cataloguing activity this year was for *A Rothschild Treasury* with over 300 objects researched, catalogued, cleaned and conserved. The catalogue data was made available on our website, in a printed leaflet and digitally via the Smartify app.

The Image Library continued to supply images in-house within the Collections department for research purposes and to the Marketing department for press and editorial requests. 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. It also organised new images and captions for Kitchen Corridor, clearance and sourcing images for publications such as the Riesener project monograph, *Jean-Henri Riesener: Cabinetmaker to Louis XVI and Marie-Antoinette*.



Gardens



GARDENS

350,000 new bulbs planted

1,138 visitors to the newly opened Eythrope Walled Garden

The year saw extremes of sunshine, temperature and rainfall, with a summer heatwave followed by the wettest winter on record. Record temperatures in July precipitated summer storms which caused minor limb damage on some of our mature trees. In February the gardens were closed on four separate occasions due to high winds (Storms Brian and Ciara in close succession) resulting in a number of trees being damaged or blown over. Large numbers of visitors at Christmas kept the Gardens team busy with continuous maintenance of the walking path in very wet conditions, and helping the Visitor Services team extricate visitor cars from the mud in the car park.

In March 2019, the Rothschild Foundation assumed the management of Eythrope Walled Garden, bringing it within the remit of the Waddesdon Gardens Dept. The garden was opened to pre-booked visitors, either individuals or groups, escorted by trained guides, every Wednesday between March and October, managed by the Visitor Services Team at the Manor.

In February, following the first season of opening the Walled Garden to pre-booked visitors, with the permission of Lord Rothschild, a section of the wider woodland garden at Eythrope was opened for special tours to see the magnificent plantings of snowdrops.

With the opening of the Eythrope Walled Garden, it was decided to restore rather than demolish the vinery built by Mrs James. Planning permission was secured, and the Vine House was fully restored with a long-lasting aluminium rather than wood frame.



For the first time, the Manor grounds were open Wednesdays to Fridays in February and March, as part of plans to draw visitors at quieter times of the year, with a big focus on the winter and spring garden, including new bulbs, many of which had been planted with the help of schools. Snowdrops were a big feature, with the display planted for Lady Rothschild, as well as crocus and daffodils which created wonderful drifts of colour along the main walking paths through the Pleasure Grounds.

Throughout the summer and winter, the entire Gardens team came together twice a month for “Blitz” days aimed at reducing the backlog of longer-term cyclical work, with the focus on the Dairy Garden, tidying up the Gardens Department Hub and the removing the benching from the Venlo glasshouse.

The Gardens and Estates Departments continued to work closely on all matters relating to green waste and composts so that 100% of all garden green waste produced was recycled,

composted into biomass, green waste soil improver for the farm, coarse bark mulch and a fine graded compost for the garden.

The Gardens team developed a series of horticulturally inspired talks and workshops on garden activities, as part of the general events programme.

The Amphitheatre was levelled to ease maintenance and improve and to recreate its historic use as the Carpet Patch (where the carpets were cleaned).

After 25 years at Waddesdon, Richard Ernst, Assistant Gardens Manager, left to look after his “own” garden in the role of Head Gardener at Houghton. Richard made a huge contribution to the work of the Gardens Dept, deputising until a replacement could be appointed for the Gardens Manager role. To mark his departure, Richard planted the first accession into the garden in 2020: an autumn flowering cherry, *Prunus subhirtilla autumnalis* ‘Rosea’.



AVIARY

62% of species reared were of IUCN conservation concern

Two notable successes of this year's breeding season were the critically endangered Blue-crowned laughingthrush *Garrulax courtoisi* and the Rothschild's myna *Leucopsar rothschildi*, both species rearing three young. There were continuing successes with the vulnerable Rothschild's peacock pheasant *Polyplectron inopinatum* which reared four young and the newly arrived near threatened Fischer's turaco *Tauraco fischeri* which reared a single chick.



The Aviary acquired seven individuals including a chestnut-backed thrush *Geokichla dohertyi*, a second pair of Fischers turacos, a hooded pitta *Pitta sordida*, a luzon bleeding heart dove *Gallicolumba luzonica* an Omei shan liocichla *Liocichla omeiensis* and a Rothschild's peacock pheasant.

In November Aviary staff nursed back to health a Siberian rubythroat *Calliope calliope*, rescued from the jaws of a cat in St Albans. Both of its wings had been clipped short to prevent flight and after discussions with the RSPB it is believed that it was probably smuggled into the UK illegally.

As part of European breeding programmes, surplus birds were sent to the collections at Beal Park, Bojnice (Slovakia), Cotswolds Wildlife Park, Jersey Zoo and Landgoed Hoenderdaell (Netherlands).

Waddesdon continued to support EAZA's Silent Forest Campaign for Asian songbirds in its second and final year. In total Waddesdon raised £10,000 for the two-year campaign.

Waddesdon was represented at the Blue-crowned laughingthrush *Garrulax courtoisi* Global Species Management Planning meeting (GSMP) in October in Prague where the best pairings were chosen ensure the ex-situ population. Rosa Gleave from Royal Holloway, University of London continued her research into this species.

The Aviary hosted the World Pheasant Association annual meeting in February. Forty members gathered and enjoyed presentations and discussions ranging from the critically endangered Trinidad piping-guan *Pipile pipile* to post mortem techniques.

In August, the Gardens Department relocated to offices in the former Pony Boxes at the old Plant Centre (its former home), closer to its equipment stores and the Venlo.



32 individuals from 13 species reared to independence (1 month old)

WINDMILL HILL ARCHIVE

Windmill Hill continues to be an acclaimed beacon of best practice for archive design and to attract a steady stream of visitors, especially groups, interested in its art and architecture.

1,719 visitors to the Archive

324 enquiries

The cataloguing of the personal correspondence of Dorothy de Rothschild from 1958 to 1988 was completed, with the creation of 4000 catalogue records describing over 10,000 letters.

Cataloguing the addition to the Colnaghi archive was also finished, with an indexing by artist of the photographic stock files. Work continued too on the Butrint Archaeological Archive.

Volunteers Helen Ward completed transcription of the Waddesdon Visitors' Book for 1880 to 1922; Carol Hardy transcribed historic plant data; Liz Whetton transcribed those oral history interviews which existed only as sound files to create an archival copy. Alan Myers repackaged and listed press cuttings for the institutional archive.



At Waddesdon we are committed to working in a sustainable way by protecting the environment and reducing pollution and waste wherever we can



MAJOR PROJECTS

Waddesdon Greenway

The Greenway, a safe walking and cycling path from Aylesbury Vale Parkway railway station to Waddesdon Manor and village, launched in 2018, continued to attract large numbers of local walkers and cyclists. Simon Wales chaired the management committee, with representatives from Waddesdon Estate, the Manor Gardens Team, Buckinghamshire Council, Waddesdon Parish Council, Berryfields Parish Council, and the Greenways & Cycleways charity.

E-bike scheme

Works continued on the funded scheme for 10 E-bikes to be located in the Waddesdon visitor car park, to encourage journeys by E-bikes from Aylesbury Vale Parkway station to Waddesdon, and possibly beyond, operated in the first year by the new Buckinghamshire Council, and possibly thereafter by the Rothschild Foundation.



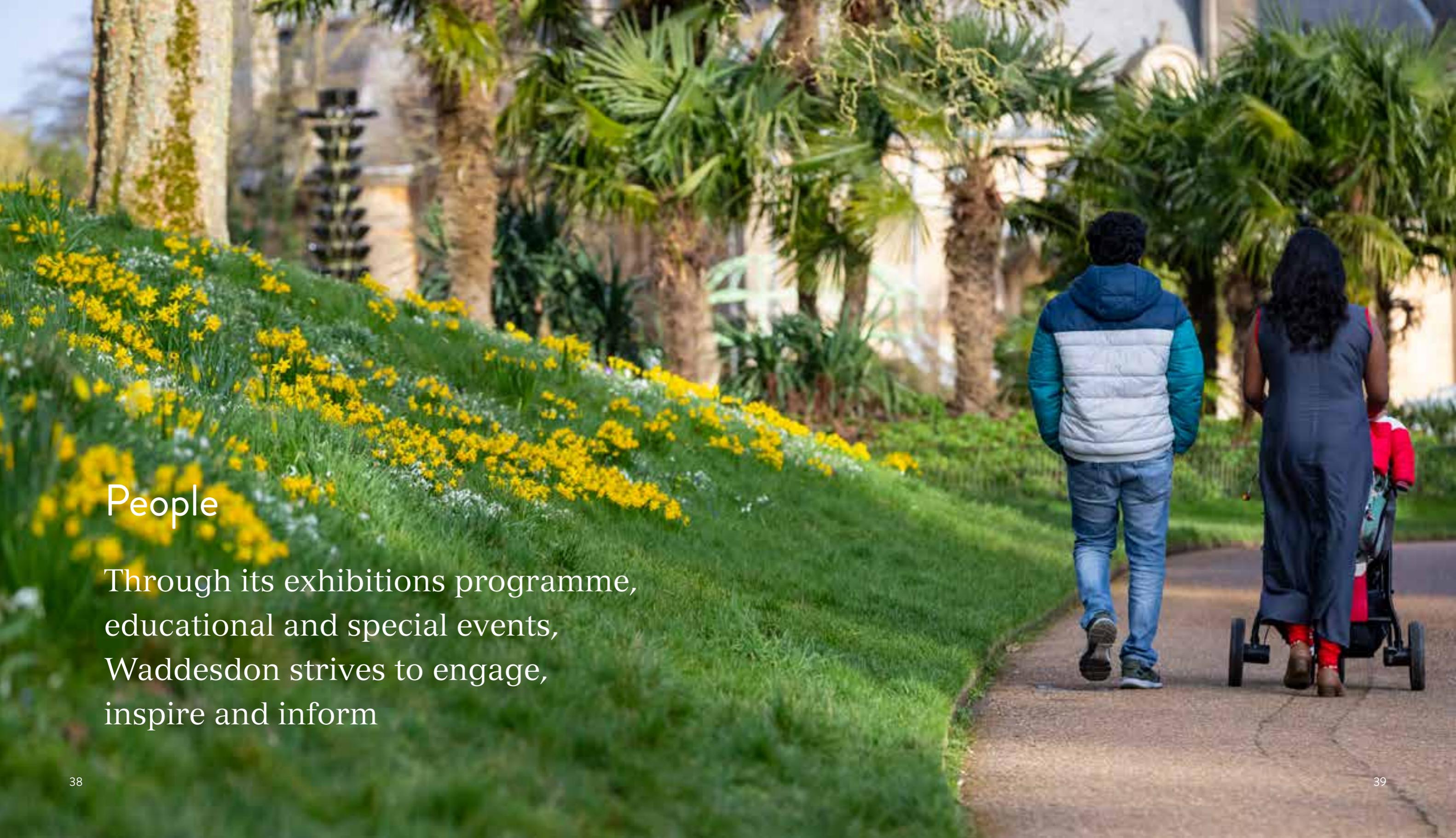
Above: Waddesdon Greenway.
Left: View of the Waddesdon Estate.

ENVIRONMENTAL INITIATIVES

Examples of environmentally friendly initiatives could be found throughout Waddesdon, from recycling all kitchen food waste to the installation of a Biomass boiler. To reduce food miles, Catering and Retail supported local producers wherever possible, including the Waddesdon Estate. Catering eliminated all single use plastic drinks, replacing them with Water Works cartons, and introduced a crisp

recycling scheme with Brown Bag. Waddesdon-branded water bottles went on sale across Catering and Retail outlets. A new filtration system at the Manor, Dairy and Five Arrows Hotel produced Waddesdon still and sparkling table water in reusable branded glass bottles. At the hotel, single-use in-room plastics (such as shampoo) were replaced with a refill system, saving up to 8,000 units per year.



A man and a woman are walking away from the camera on a paved path in a park. The man is wearing a blue and white puffer jacket and blue jeans. The woman is wearing a dark grey dress and is pushing a stroller with a child inside. The path is lined with green grass and a row of yellow flowers. In the background, there are several palm trees and a building with a dome.

People

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

VISITOR NUMBERS

467,247

total number of visitors

4% increase in the number of paying grounds visitors

At 467,247 overall visitors numbers were slightly down (1%) due primarily to the terrible weather in the later part of the year and particularly at Halloween and the February 2020 half term, which was hit by storms and four days of closure due to high winds.

On-site recruitment of National Trust membership fell year on year, chiefly because visitors booking in advance no longer had the incentive of being able to claim an admissions refund if they decide to join on the day of their visit to Waddesdon.



EVENTS



Summer Fest

13,669 visitors to Summer Fest significantly higher than for any of the previous Feast weekends

"We had an excellent day. My congratulations to the organisers for a brilliant and well thought out event. Can't wait for next year's Summer Fest!"

"We had an amazing time. Fantastic acts, incredibly helpful volunteers and great programming. A wonderful event. Well done."

"Was absolutely amazing, great atmosphere, great things for the kids and the entertainment was spectacular especially the tightrope walking and the tennis. Had a fantastic day. Congratulations to all for the hard work. Can't wait for next year."

After four years of *Feast*, we presented our first *Summer Fest* weekend on 6 & 7 July 2019. The change of identity was primarily to better position the weekend as a festival of street theatre and entertainment, with a strong catering and retail element, rather than a food festival, as its former name suggested. A new visual identity was created to support the change, with a contemporary festival feel, and the weekend was moved from mid-June to early July.

Summer Fest featured perhaps our most eclectic performance programme to date. The Bullzini Family returned with a large tightrope production, *Equilibrius*, staged across the front

of the House on the D which really helped put Summer Fest on the map.

Other highlights included the debut performance by 'hairstylists' *Osadia*, from Barcelona; slapstick acrobatic comedy from the group *Circo Rum Baba*, and the music group *Mr Wilson's Second Liners*. Inspired by the late 80s/early 90s Manchester club scene.





Chilli Fest
 THE ULTIMATE CHILLI EXPERIENCE
 31 August–1 September · 10am–5pm

Other Summer Event Highlights

All 300 tickets sold out for a new evening addition to the summer programme, *Jazz on the Parterre* in early August. Working in partnership with musician Steven Vinter (the organiser of the regular jazz nights at Waddesdon’s Long Dog pub), Simon Wales engaged the Nigel Price Quartet to perform on the lawns adjacent to the parterre, and the audience enjoyed pimms and prosecco.

The summer season was extended by moving the three nights of Luna outdoor cinema to mid-September (previously held on the August bank holiday weekend). The Sunday night screening of *Bohemian Rhapsody* sold out the 2,000 capacity.



Chilli Fest

Chilli Fest was again held on the last weekend of the school summer holidays, attracting an audience of nearly 12,000 over the two days. Featuring over 80 selected stallholders and array of chilli-related produce, this is now an established event, and one of the largest chilli events in the country. With cactus pot decorating, salsa dancing participation and a strolling mariachi band, the weekend has a relaxed informal feel, and attracts a diverse audience.



Left: Bokkie, Luna Cinema, cactus pot decorating.
 Above: Olivia’s Bakery, chilli’s, Blackfrog studio, salsa dancing.

Christmas

3% increase in the total number of Christmas season visitors (up 5,000)

The percentage of paying visitors increased to **24%**

Despite prolonged wet weather, which turned car parks to mud and forced a cap on visitors at weekends, the Christmas season was our most successful ever, with 194,853 visitors, a 3% increase of just over 5,000 on last year. Visitor numbers to the House rose by 4% to 61,577 despite the introduction of an increased House event charge for all visitors for weekend visits.

Outside we again commissioned an illuminated walking trail, designed by Yes Events, on an extended route stretching beyond the Rose Garden. A *son et lumière* on Daffodil Valley featured sequenced illuminated globes, dramatic tree lighting and Rossini's *Thieving Magpie Overture*. At the Rose Garden, interactive 'smoke stacks' were popular with younger visitors.

Inside the House, the music theme encompassed traditional and contemporary Christmas carols and festive music, including decorated trees inspired by *The Nutcracker*, *The 12 Days of Christmas* and *Christmas Number Ones*. The *pièce de résistance*, though, was the White Drawing Room, where for the first time three Sèvres porcelain ship vases were displayed together, in celebration of the popular carol. (Waddesdon is the only collection anywhere in the world to have three of these rare ship vases). The design team was led by our long-standing consultant Jane Le Bon, working closely with the Waddesdon team.

At The Stables, *Yes Events* created *Light In Motion*, a mesmerising three-minute kinetic sequence of rising and falling globes set to music, and the courtyard there was brought to life by two giant illuminated baubles, a sparkling backdrop for many visitors' photos.

The £5 surcharge levied on all House visitors, both paying and National Trust members, was for the first time increased to £7.50 for weekend visits. 'Premium Packages' offering guaranteed entrance to the House at any time during the afternoon generated additional admissions income.

The Christmas Market on the North Front ran for an extra week to Sunday December 22. The pop-up Christmas shop was in the Power House for the first time, with a selection of food offers and covered seating in the Stables courtyard and between the Coach House and playground.

Christmas 2019 was the most challenging to date for the frontline teams. With consistently wet weather for weeks in the lead-up to Christmas, the mainly grass overflow car parking area was already waterlogged by the time we opened and quickly became a quagmire. Some drivers had to be pulled free of muddy areas, and the conditions slowed traffic in and out of the overflow parking area causing queues.

After two weekends of very difficult conditions, the decision was taken to cap the maximum number of tickets available each day at 8,000 and for the remainder of the season, all weekend visitors had to pre-book their grounds tickets. Despite advance messaging and the introduction of digital roadside emergency messaging boards, some visitors still turned up with no bookings, and this added to queues into the site.



Top: Sèvres porcelain ship vases displayed in the White Drawing Room.
Above: Cube and The Elephant Family in the Winter Light-Trail. *Light In Motion* at the Stables, Coach House.

MARKETING & PR

Campaigns

Our spring campaign encouraged new and returning visitors to come to enjoy the gardens, aviary and woodland playground as well as attending big events like the Easter trails and Colourscape. A new spring map and promotional flyer showcased what was on offer. February half-term saw a small-scale campaign targeting families through flyers as well as social media advertising.

Our focus over the summer was on families, with promotions for our outdoor experience and programmed activities like the summer trails, Summer Fest and Chilli Fest and a 'days out' campaign targeting new paying visitors from London - tourists and commuters.

Marketing of the gardens all year round focused on developing a range of walks and tours, workshops and family events such as tree climbing, butterfly and bat sessions with experts, and the mown maze. Promotion for these included PR supporting the Eythrope walled garden tours, a dedicated leaflet, partnership marketing with the RHS, social media advertising, PR and third party listings.

Exhibition promotions attracted new writers, bloggers and broadcasters to Waddesdon. The Eliot Hodgkin exhibition featured in *The Times*, *The Telegraph*, *World of Interiors*, *Country Life*, *The Lady* and *Minerva*, and Lord Rothschild and Adam Lowe appeared in an *ITV News at Ten* interview about *Madame de Pompadour in the Frame*. *A Rothschild Treasury* attracted coverage

in *Tatler*, on CNN and on *BBC Saturday Review*, *Museum Crush*, *The Church Times* and *Milton Keynes Citizen*.



Efforts to attract higher spend non-NT member visitors saw the development of an event partnership with *The Daily Telegraph*: the first event, an exclusive curator tour coupled with afternoon tea and a tour of the gardens sold out in three weeks and secured two free quarter page advertisements in the paper for Waddesdon.

We partnered Chiltern Railways to promote the Greenway as the perfect car-free route to walk or cycle to Waddesdon, with new signage and space for leaflets at Aylesbury Vale Parkway in a reciprocal exchange for Waddesdon's gardeners making up planters to improve the area around the ticket office.

The Christmas campaign which began in early July, included PR, digital advertising, radio advertising, print distribution to venues and residential door drops as well as social media, London tube and Home Counties railway posters. We were able to gather more than 5,200 post-visit surveys.

Press and PR

The volume of online coverage exceeded both print and broadcast, reflecting the potential of web coverage to reach significantly higher audiences than traditional print media, and extend Waddesdon's visibility to a global audience for a longer duration. The reactive nature of digital media also offers an opportunity to respond to current trends and news stories.

Examples of digital 'listicles' (list articles), bringing Waddesdon greater visibility at a national level and the potential to reach new audiences included *Seven Spooky Day Trips from London on The Londonist*, *The Haunted Stately Homes to Visit this Halloween in Tatler*, *Best Christmas Markets for 2019 on Metro.co.uk* and *Christmas Light Switch-ons on iNews.com*.

In December, ITV's *Good Morning Britain* and *Lorraine* broadcast a competition segment from locations around the Manor grounds, reaching 8,142,666 people collectively and triggering several thousand website visits that morning. Regional channels ITV Meridian and BBC Oxford also covered the turning on of Waddesdon's Christmas lights.

Amongst the especially high volume of radio broadcast coverage was the discussion of the Christmas offer on Heart London in November, reaching 276,833 people, as well as on BBC Radio Gloucestershire and BBC Radio Oxford.

Repeats of programmes like BBC1's *Escape to the Country* and Channel 5's *Secrets of the National Trust* made with the co-operation of our curatorial and gardens teams, helped us reach a further 7,133,000 people.

The media campaigns for both *Madame de Pompadour in the Frame* and *Brought to Life: Eliot Hodgkin Rediscovered* combining the work of our external PR consultant with the on-site team created our busiest ever exhibitions press day and secured coverage in quality titles including *Country Life*, *The Daily Telegraph*, *World of Interiors* and *The Times*.

The press campaign for the opening of *A Rothschild Treasury* started in July and a series of one-to-one interviews and photoshoots arranged with Lord Rothschild to focus on the family history of collecting. All our key press targets, and more, ran reviews about the gallery, including, *The Daily Telegraph*, *the Financial Times*, *The Guardian*, *Town & Country*, *The Art Newspaper*, *The World of Interiors* and *Country Life*. It also featured in the *Times* and *Guardian* exhibition recommendations several times. CNN Style's interview Lord Rothschild was released online as the first in their series focusing on collectors.

The new gallery was discussed in length on BBC Radio 4's *Saturday Review*, and reviewed in *The Lady*, *Timeless Travel*, *Cent Magazine*, *Apollo* and *The Burlington Magazine*.

There was also significant growth in activity by the in-house PR team to support RWL's range of businesses. Coverage increased by 188% to 3,903,047 (2019:1,352,062), and included coverage in *Metro*, *Yahoo!*, *Metro.co.uk*, *The Londonist* and *the Guardian*. A push to increase coverage in travel trade media resulted in 14 pieces, with an advertising equivalent value of £111,715, reaching over 51,070 readers in the group travel business.

Print

To attract new audiences, we undertook the widest distribution ever of generic annual leaflets, at railway stations, airports, motorway service stations and popular attractions across England. For *A Rothschild Treasury* we for the first time distributed promotional postcards for pick up at venues art venues, cinemas and cafés across London.

Following a review of print, a more streamlined approach saw a reduction in the number of individual event flyers, replaced by combined flyers promoted to specific audience groups. For example, a single flyer was produced combining family events for February half-term, Easter and Colourscape, making savings on repeat distribution.

Event flyers were specifically targeted at areas such as St Albans, Milton Keynes and Watford through residential door drops and pick-up in supermarkets, shopping centres, railway stations, bars, museums, galleries, leisure centres and new build residential properties within 20 miles.



Outdoor poster sites gave Waddesdon visibility in London and locally. Christmas posters were placed in 55 tube stations, supported by digital advertising, train card panels on the Great Western line (covering Gatwick, Paddington, the Cotswolds, Reading and Henley areas) and railway posters at Banbury, Aylesbury, Oxford, St Albans, Milton Keynes, Berkhamsted and Bicester North stations.

Digital

Waddesdon’s main Twitter account reached over **10,500** followers

46% increase in Instagram followers, to **19,000**

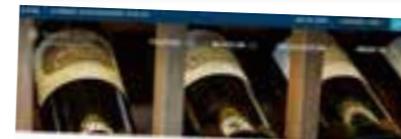
‘One of my favourite National Trust houses. Wonderful house, delightful gardens. Well worth the visit.’ Google review

‘Waddesdon Manor is the way a Stately House should look; it is perfect in every aspect.’ Google review

Partnerships with other institutions helped broaden our reach through reciprocal email promotions. Such partners included the Towersey Festival, Wallace Collection, Chiltern Arts Festival, Aylesbury Waterside Theatre, Bicester Village, the Ashmolean Museum, Crafts Council and the Thame Food Festival.



Facebook remained overwhelmingly our most effective social media platform. A photo of a lost monkey toy was one the of the most popular posts reaching over 584,017 people and attracting 87,617 engagements including 325 comments and 9,500 shares.



The most successful online paid advertisement was for the post-Christmas period up to New Year, reaching 46,592 users. The best performing post in terms of cost per result was the promotion of the February 2020 volunteer open day, which reached 14,456 people and had 9,941 engagement (costing just £0.01 per engagement).

The contribution of user-reviewers grew rapidly on Facebook, TripAdvisor and Google, with nearly 5,000 reviews on the latter, where our ratings were overwhelmingly positive, on average 4.6 out of 5.

We continued to increase activity on Instagram, implementing ‘stories’ to highlight our broad core offer and programming in addition to our usual posts of images of the gardens and House.

An Instagram ‘takeover’ of the London & South East NT account at Christmas reached an audience of 21.1K followers but a snowy post of the Manor in late February was our most successful, receiving 14,199 impressions, 2,206 likes, 196 actions and 103 saves and 59 shares.

Waddesdon’s YouTube channel hosted 1,254,800 views, a huge increase on previous years and mainly attributed to the Waddesdon and the Rothschild family history film (950,900 views). 25% of our YouTube views were in the USA (16% in the UK). The short trailer for the Anish Kapoor VR experience was viewed 20,102 times in just six weeks and the Kate Malone film from her 2016 exhibition continued to be popular with 11,123 views. Our films are also widely viewed on Facebook. We created a series of short object in focus silent films to promote the Treasury as well as additional footage of

the complete gallery, for showing on our website and our YouTube channel.

Waddesdon benefitted from £29,500 worth of free search advertising through Google Ads. This alone has attracted 45,462 click-throughs to our website from web searchers.

There was a 40-45% increase in activity on Wikipedia with the main English language Waddesdon Manor entry being viewed 187,674 times. On average Waddesdon’s images on the Wikipedia image library received 1,952,492 file views a month.

A total of 7,164,581 pages of content were viewed on our websites, with Christmas the most viewed with 357,651 page views and a further 159,112 views of the Christmas Fair content.

The redesigned Gardens content attracted a three-fold increase in web visitors (31,333 between March and August), with pages about Eythrope (6,218) and walks and maps of the gardens (11,241) proving especially popular. A new section bringing together wine content, events, history, tastings and links to the online shop also went live. Complementary changes to our homepage invited new visitors to consider the type of visit they might want to make to Waddesdon. Meanwhile, other web developments saw a makeover of the hotel website, with new photography to reflect the relaxed, informal new bar and restaurant.



FAMILY, EDUCATION & SCHOOLS PROGRAMME

8,838 school children visits, **2,500+** more than the previous year

885 school children helped plant around **90,000** tulip bulbs

3,336 children took part in October half-term activities



The Learning & Engagement team presented a full programme of activity throughout the year. Summer of Sport was the theme for summer school holiday activities, with three trails every day for children of all ages and Waddesdon's first Sports Day, on a Saturday in mid-August. With traditional races including three-legged, egg and spoon and wheelbarrows, children (and their rather competitive parents) raced each other down the North Front, in what proved to be a fun and, for some, nostalgic, experience.

Nearly 200 campers stayed pitched their tents on the main lawns and camped overnight as part of the NT's Big Camp event, now in its third year. A full programme of storytelling, stargazing and nature walks was laid on, and breakfast provided for all on the Sunday morning before the camping families departed.

The first faith school visit, in June, was from Immanuel College, a modern orthodox, co-educational independent Jewish Day School in Bushey, Hertfordshire. Twenty 16-17 year-old students attended as part of their Hebrew Studies. They visited the House and Sarah Dewberry gave a tour of the new James and Dorothy de Rothschild Room, highlighting the copy of the Balfour Declaration and exploring the history of the family and of Waddesdon.

Workshop sessions for schools included Garden Explorers, Fun with Fairy Tales, Myths and Legends, Tremendous Trees, and Our World War II Story (Evacuees), in addition to bespoke sessions such as Silent Forest, focusing on conservation work at the Aviary. The sessions were taken into schools in the closed month of January 2020, followed up by visits to see the Aviary booked for the spring term.

Around 90,000 bulbs were planted by 885 children as part of a new schools project, run in conjunction with the Gardens team. The children learnt about tulip history, made origami flowers and planted their own school display in anticipation of a return visit in the spring.



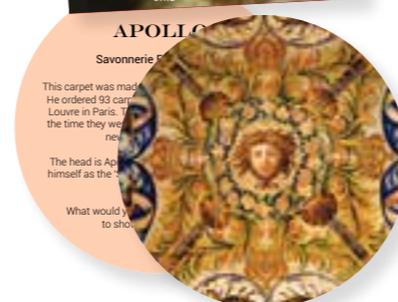
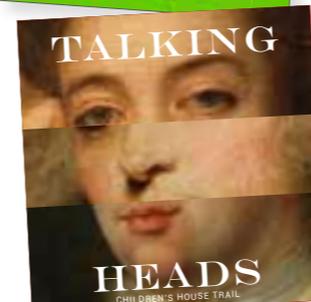
Family yoga sessions were another first, for groups of 15 children and their parents. At the Aviary, we offered Behind the Scenes tours for members of our children's Mimi's Minors annual loyalty scheme.



Explore the colours of the garden with our self-led trail

Pick one up here and discover some of the plants around the grounds

£1.50 per trail



In response to the new Manor Kitchen display, the Learning team created a 'downstairs' schools workshop, which was enjoyed by Westcott Primary School who were able to handle objects from the Collections and learn more about the Victorian Kitchen and its staff.

More than 900 school children took part in the lantern decorating workshop taken into schools. Their creations were displayed on Miss Alice's Drive, alongside the entries for the annual lightbox display, from a further 431 children, on the theme of Christmas carols. The winner with its The Twelve Days of Christmas was Furze Down, a Special Educational Needs school in Winslow.

Waddesdon Primary school created the Bachelors' Wing stairs display in the House for Christmas, with all 239 of their pupils producing a piece of art.

All these projects led to an increased number of self-led visits during the Christmas period, so the children could view their work.

Working with Furze Down School, the Learning team also delivered 'Everyone Welcome' access training, covering autism awareness and how staff and volunteers can support these visits.

October half-term activities included a trail, pumpkin carving and crafts, as well as, in conjunction with Oxford University Press, visits from published authors who gave talks, led activities and signed copies of their books for the children.

Right: Schools Kitchen visit. Sarah Dewberry (second left), Waddesdon's Head of Learning & Partnerships, presenting the winning cheque to pupils from Furze Down School.

Lantern decorating kits were specially designed for the Christmas families' activity, and 2,857 children took a lantern home.

For February half-term, families were offered a space-themed orienteering week, with three trail routes to choose from, varying in distance. There was also a bookable event, 'Journey into Space' in the Power House, where children learned more about solar system with Sirius Astronomy, with the chance to try on a spacesuit! Despite the terrible weather, including Storms Ciara and Dennis, 702 children took part during the week.

The Learning team continued to support the Rothschild Foundation Grants team in its focus on Education through the Arts. Examples included partnerships with the Cultural Outreach Group (part of the wider Buckinghamshire Cultural Partnership), ARTiculation (run by the Roche Court Educational Trust and supported by the Foundation), Action4Youth and Pop-up, a literacy organisation.





STAFF & VOLUNTEERS & INTERNSHIPS

360 volunteers contributed 49,879 hours, the equivalent of 25.5 permanent staff

Volunteers

Volunteering covers many areas including front line visitor services, education, raffle ticket selling, guiding, exhibition evaluation, and retail, as well as supporting different departments such as Gardens, the Aviary, Catering, and Collections and Archives. For the first time, the number of volunteers at Waddesdon passed the 400 mark, thanks in part to two very successful Open Days in November 2019 and February 2020.

The MyVolunteering rota and information system was rolled out across the entire volunteer team at Waddesdon, allowing volunteers to access a wide range of information on exhibitions, practical support and resources, event details etc.

Volunteer training for House Hosts was delivered to the entire Visitor Services team of volunteers - over 240 in total. This training developed in partnership with a local SEN school Furze Down in Winslow focussed particularly on ensuring visitors with autism or dementia can be well looked after at Waddesdon.

Staff

Working in close collaboration with the National Trust, a bespoke level of access was created for Waddesdon staff on the National Trust portal MyPlace.

‘Working Together’ training sessions were rolled out to permanent staff this year and 166 staff members attended the sessions which focused on the importance of excellent communication.

Following a restructure of the Catering and Retail Departments, Roddy Bedford, Retail Buyer & Business Development Manager left Waddesdon after eight years, and Paul Cottrell became Head of Retail & Catering.

We were shocked and saddened at the very sudden death of Housekeeping Manager, Christine Benton on Friday 31 January. Christine joined Waddesdon in 2003, working for Hazel Friend, and then becoming the head of department following Hazel’s retirement just over six years ago. Christine was a wonderful colleague, known to everyone at Waddesdon and much loved. It was always a family affair for



Christine with her husband Kevin and daughter Ami volunteering through the busiest times.

Richard Ernst, Assistant Head Gardener, and Joan Adams, Assistant Stock Controller both left Waddesdon after more than two decades. Mark Chambers also made the decision to leave the Gardens Department after nine years. Harriet Mash did not return from maternity leave, and

so Matthew Waters was confirmed in his position supporting Jane Finch as Deputy Head Steward. In marketing, Elspeth Osman-Allu joined as Partnerships Co-ordinator in early 2020. Adam Parsons joined as Operations Manager for Five Arrows and Private Events, replacing Josh Popple. Hayley Rowe moved from her role as Visitor Operations Manager to HR Co-ordinator in February 2020.

Staff & Volunteers’ Charity of the Year

The partnership between The Rothschild Foundation at Waddesdon Manor will enable our charity to raise awareness of our unique work within the local community, and raise much needed funds to enable the continuation of vital support to those with mental health needs. - Lindengate

Staff and volunteers voted Lindengate as their charity of the year. Based on a five-acre site in Wendover, Lindengate offers specialised gardening activities to help those with mental health needs in their continuing recovery. Their services, known as Social & Therapeutic Horticulture use the healing power of nature and the outdoors to improve mental wellbeing, boost self-esteem and social inclusion and encourage long-term recovery.



A photograph of a woman and a young child looking at a stall at a Christmas fair. The woman, with long blonde hair, is pointing at a stuffed animal on the stall. The child, wearing a brown jacket, is also looking at the stall. The stall is filled with various items, including a large white stuffed animal and a sign that says "SAVE Waddesdon". The background is filled with other people and festive lights, creating a warm and festive atmosphere.

Commercial Enterprise

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



WADDESDON TRADING

RWL, our trading company, contributed a record amount towards the upkeep of Waddesdon, achieved through a combination of uplift in sales and an increase in gross margin percentages.

Catering

Catering worked closely with the Estate and Eythrope kitchen garden to introduce Waddesdon produce in the Manor Restaurant, Stables Café and Food to Go, using the 'From our Farm' message in all promotional materials. A photo shoot in October captured evocative images of our landscape, farmers, gardeners and chefs for use on website, social media, menus, interpretation boards and table talkers.

We continued to work closely with Spring Hill Prison, offering former inmates employment in

our kitchens. Through the support of the Rothschild Foundation we also worked with Redemption Roasters (the world's first prison-based roaster and barista training centre) and the Forward Trust to offer Catering employment to previous inmates from Aylesbury Young Offenders Prison.

February half term saw the launch of the Woodland Café, an upgrade of the existing Summer House, and the first significant step in bringing Catering & Retail closer together. A small retail area, within the existing space, focused on a range of children's toys themed around the natural world and outdoor play.



Above: Woodland Café, February 2020. Photo: Waddesdon Image Library, Simon Heritage.



Retail

In the gift shop, there was greater emphasis on stock with links to the Waddesdon Estate and from local suppliers. Wine sales strategy focussed on domestic and local markets, door dropping nearly 2,000 local homes with invitations to supplier-supported wine tastings.

The greatest success was re-locating the Christmas Shop from the Coach House to the Powerhouse this year. The more visible site generated a considerable increase in sales on the previous year.

Public Events

120 traders at the Christmas Fair

‘Just a quick note to say thank you for another superb Waddesdon Christmas market. We had a great couple of weeks and we would like to thank you for the additional short notice trading week – it was a stretch but definitely worthwhile.’

Nicola, No 2 Pound Street

The largest audience yet, nearly 14,000 visitors, attended the re-branded Feast event, Summer Fest. A new area at the Aviary featured a shopping village with over 20 specially selected artisan gift and craft traders to this area.

September 2019 saw the 13th annual Waddesdon Chilli Fest staged with 78 food and drink stalls. It attracted 12,000 visitors enjoying local bands, strolling musicians, salsa dancing and a range of family activities



For the third year, the Christmas Fair was held on the north front, running a week longer than in previous years to mitigate the effects of capped visitor numbers because of extreme weather conditions from September through to Christmas.

Bad weather forced the cancellation of two Artisan Markets, but the seven markets which did run averaged just over 1,000 customers matching 2018 numbers.

Five Arrows Hotel

18 weddings, up three on last year

Sales at the hotel grew year on year, driven largely by increased food and beverage sales following the extensive refurbishment of the ground floor public areas, supported by significant marketing activity. The First Friday Club (the discounted early evening food and drink offering for our local customers on the first Friday of every month) continued to grow in popularity, encouraging us to develop a more robust regular event calendar to support the seasonal and bank holiday events.

Christmas was once again a successful period, with a growth in group bookings in the Old Coach House.

Top left: Five Arrows Hotel, February 2020. Photo: Waddesdon Image Library, Simon Heritage.
Bottom left: Waddesdon Gift Shop, April 2019. Photo: Waddesdon Image Library, Chris Lacey.



Filming

Waddesdon was once again the location for major feature filming and photo shoots, with increased interest in the Flint House and Windmill Hill. *Rebecca* in June, was the first time filming had taken place whilst Waddesdon remained open to the public. Its success proved it was possible to manage a sizeable film unit, cope with House closure and still keep a part of the operation running for the benefit of the day visitor.

In December Waddesdon was represented at the annual FOCUS show – an industry conference and trade show aimed at the film production industry, hosting a stand and giving a presentation to location.

Private Events

59 weddings, 3 more than the previous year

A record 1,458 Christmas party guests

A brand refresh for our wedding business aimed to help register Waddesdon as a destination for upscale, luxury weddings in three unique venues, each with their own identity and achieve a strong connection with the Estate, under the umbrella brand 'Weddings on the Waddesdon Estate'.

Christmas continued to be a growth market: December recorded the best Christmas party performance for the second year running. Additionally, and for the first time, we opened the Dairy to group bookings, generating several hundred more covers.

Corporate revenue also continued to grow, under the direction of a designated team member handling everything from proactive sales and research to enquiries and conversion.





Business Development and Tourism

UK Market

The strategy continued of broadening Waddesdon's profile in the travel trade, limiting dependence on the dwindling traditional social groups and extending awareness of Waddesdon within the professional group and coach tour operator market.

Over the summer 250 visitors came to see Eythrope Gardens as part of a group tour, and the number of group visitors for the Christmas season was up from 5,499 in 2018/19 to 5,622.

In October Waddesdon was awarded the Best Christmas Experience for Groups by readers of the Group Travel and Tourism trade magazine for the second time, beating off strong competition including Kew Gardens and Longleat.

Waddesdon was represented at three domestic group shows before the end of March, identifying potential new interest particularly for the new spring season and opportunities for partnerships including a joint readers' day with the trade magazine Group Travel Organiser and Blenheim Palace.

In her role as chair of the Regional Tourism Steering Group, Kim Hallett, Head Travel Trade, Tourism & Filming, worked with the local Visit Bucks CEO, Philippa Batting, and Deidre Wells, CEO Visit Kent and Visit Herts, to discuss ways to partner on future tourism projects to secure higher levels of funding from Visit Britain.



International and MICE Markets

At the Visit Britain Explore GB event in May, Kim Hallett met over 80 operators, predominantly from China and Japan, with some very motivated and interested travel agents from the USA and Canada, looking for new groups and incentive products. The new Eythrope private Garden tours predictably were of interest as was the potential to explore the Jewish Country House heritage with agents from California and New York.

With the travel trade working up to 18 months in advance the selling season for our target overseas markets in Europe particularly Germany, The Netherlands, Scandinavia and Italy, North America, Israel and China began in earnest in November at World Travel Market, continued at the Britain Inbound Market place event in January and the UKInbound sales workshop in February. In November Waddesdon was represented at the VB China Sales Mission in Xian through our marketing agent in Beijing, Hello Britain and regional Destination Management Organisation Tourism South East.

Meetings with a number of Group Tour Operators and Destination Management

Companies generated agreements with Golden Tours, Hotels & More and Hospitality Line as well as companies such as Axis and Globe who represented Waddesdon at Fitur – a global Travel Trade show in Madrid in January 2020, AC Tours, Albatross, Angela Shanley Tours and Kuoni.

The generic leaflet, *The Rothschilds at Waddesdon, The Jewish Heritage* was translated into Hebrew and both AC Tours and Angela Shanley Tours, specialists in the Israeli markets, expressed interest in working with us to explore the potential in this niche market. Kim Hallett represented Waddesdon and the Jewish Country House project at the Jewish Heritage Incubator in Bucharest in October, the annual meeting point for Route Managers of the European Route of Jewish Heritage of the Council of Europe.

Kim Hallett took part in a virtual exhibition in February, partnering with Visit Britain North America – an innovative approach to reaching a long haul market. In order to reach all four time zones in the UK the virtual show ran between 18.00 and 22.00 GMT. The Waddesdon virtual stand had a total of 132 unique views, 512 total resources were downloaded and 223 videos were viewed.



COMMITTEES

Management Committee

Fabia Bromovsky (Chair)
 Nicola Briggs
 Mike Buffin
 Magnus Goodlad
 Pippa Shirley
 Dave Silvester
 Sara Sweetland
 Simon Wales
 The Hon. Hannah Rothschild CBE
 Peter Troughton CBE

Academic Committee

Fabia Bromovsky
 Alastair Laing
 Rosalind Savill
 Christopher Rowell
 Pippa Shirley
 Peter Troughton

RWL Board

Sara Sweetland
 Fabia Bromovsky
 Dave Silvester
 The Hon Hannah Rothschild
 Magnus Goodlad

STAFF LIST 1 March 2019 to 28 February 2020

Fabia Bromovsky	Chief Executive RF	Sarah Dewberry	Education
Dave Silvester	Financial Controller	Sophie Wolstencroft	Education
Simon Wales	General Manager	Thomas Baird	Eythrope
Pippa Shirley	Head of Collections & Gardens	Paul Callingham	Eythrope
Sara Sweetland	Managing Director RWL	Jonathan Cooke	Eythrope
Barry Dunbar	Accounts	Suzie Hanson	Eythrope
Samantha Jarvis	Accounts	Naomi Corbould	Eythrope
Kayleigh Mott	Accounts	Adam Cook	Facilities
Hassan Mukhtar	Accounts	Gary Hatchman	Facilities
Debbie Payne	Accounts	Stuart Howard	Facilities
Susan Rapley	Accounts	John Iapino	Facilities
Rosemarie Jones	Accounts	Ian Smith	Facilities
David Hebburn	Accounts	Martin Smith	Facilities
Hannah Dale	Archives	Gary Hart	Facilities
Ellen Higgs	Archives	Paul Hobley	Facilities
Catherine Taylor	Archives	Kevin Rees	Facilities
Bradley Field	Archives	David Wilson	Gardens
Marlena Nuernbergerwalle	Archives	Mike Buffin	Gardens
Ian Edmans	Aviary	Peter Thorp	Gardens
Llyr Davies	Aviary	Andrew Batten	Gardens
Gavin Harrison	Aviary	Simon Lewis	Gardens
Colette Warbrick	Collections	Ian White	Gardens
Juliet Carey	Collections	Jennifer Thompson	Gardens
Mia Jackson	Collections	Hannah Lucas	Gardens
Michael Shrive	Collections	Peter Turski	Gardens
Christoper Stoker	Collections	Rebecca Lewis	Gardens
Tisha Daniels	Collections	Mark Chambers	Gardens
Benjamin Berry	Collections	Ismay Bannerman	Gardens
Ulrich Leben	Collections	Harvey Sullivan	Gardens
Katie Hicks	Collections	Darren Redding	Gardens
Rachel Jacobs	Collections	Rick Foster	Gardens
Cristina Alfonsin	Collections	Maeve Liffey	Gardens
Joan Allen	Conservation	Fionnuala Godfrey	Gardens
Christine Burnham	Conservation	Tom Smith	Gardens
Julie Isherwood	Conservation	Rebecca Spencer	Gardens
Karen Featonby	Conservation	Fanny Vein	Gardens
		Andy Fllitney	Gardens

Adam	Nichols	Gardens
Richard	Ernst	Gardens
Francis	Porter	Gardens
Eloize	Ridgeway	Health & Safety
Rodney	Donmall	Housekeeping
Sheena	Foley	Housekeeping
Varsha	Parmar	Housekeeping
Julie	Quinn	Housekeeping
Michelle	Knight	Housekeeping
Deborah	Tearle	Housekeeping
Beverley	Northway	Housekeeping
Pauline	Turnbull	Housekeeping
Lauren	Quinn	Housekeeping
Samantha	Duffett	Housekeeping
Margaret	Clarke	Housekeeping
Elaine	Fallon	Housekeeping
Victoria	Lovatt-Morris	HR
Karen	Walker	HR
Suzie	Foster	IT & Records
Chris	Sharpe	IT & Records
Steve	Rumsey	IT & Records
Paul	Hewes	IT & Records
Kayleigh	Kingsley	IT & Records
Rafael	Puleo	IT & Records
Tony	Conway	IT & Records
Jo	Fells	Marketing
Regan	Murphy	Marketing
Olivia	Parker	Marketing
Chloe	Wells	Marketing
June	Primmer	Marketing
Emma	Mason	Marketing
Jane	Cliffe	Marketing
Victoria	Jenner	Marketing
Helen	McCabe Azoia	Marketing
Louise	Bailey	Marketing
Marie	Stewart	Public Events
Stewart	Davies	Retail & Catering
Craig	Clark	Catering
Ben	Thurkettle	Catering
James	Boothaway	Catering

Daniel	Skinner	Catering
Daniel	Caterer	Catering
Paul	Cottrell	Catering
Harry	Cox	Catering
Amie	Sadler	Catering
Katie	Smith	Catering
Klaudia	Malecka	Catering
Bradley	Cooper	Catering
Stelica	Scarlat	Catering
Patryk	Blachnio	Catering
Gabriel	Moscu	Catering
Connor	Martin	Catering
Lauren	O'Sullivan	Catering
Georgia	Watkin	Catering
Elis	Carani	Catering
Sebastian	Blachnio	Catering
Wayne	Jackson	Catering
Ross	Jaggers	Catering
Andrew	George	Catering
Kieron	Beynon	Five Arrows Hotel
Wioletta	Brooke-Ward	Five Arrows Hotel
Bryan	George	Five Arrows Hotel
Charles	Morgan	Five Arrows Hotel
Amber	Chalmers	Five Arrows Hotel
Julie	Chalmers	Five Arrows Hotel
Connie	Saunders	Five Arrows Hotel
Claire	Holland	Private Events
Alastair	Dudley	Five Arrows Hotel
Matthew	Butcher	Five Arrows Hotel
Paul	Yeomans	Five Arrows Hotel
Sophie	Harris	Private Events
Karl	Tearle	Five Arrows Hotel
David	Barrios Castillo	Five Arrows Hotel
Margaret	Wright	Five Arrows Hotel
Edoardo	Tomissini	Private Events
Michele	Foster	Five Arrows Hotel
Adam	Parsons	Five Arrows Hotel
Angus	Keeley	Five Arrows Hotel
Alexandru	Petrache	Five Arrows Hotel
Joshua	Popple	Five Arrows Hotel

Nicholas	Horwood	Five Arrows Hotel
Daniel	Wesley	Five Arrows Hotel
Chris	Arnold	Five Arrows Hotel
Bela	Herencsenyi	Five Arrows Hotel
Kiera	Hodges	Five Arrows Hotel
Eszter	Biro	Five Arrows Hotel
Balazs	Varga	Five Arrows Hotel
Matthew	Thomas	Five Arrows Hotel
Elliott	Singfield - Guyatt	Five Arrows Hotel
Lewis	Brigginshaw	Five Arrows Hotel
Jack	Thomson	Five Arrows Hotel
Janet	Youssef	Five Arrows Hotel
Joe	Stratford	Five Arrows Hotel
Mihai	Moscu	Private Events
Emma	Backwell	Private Events
Evelina	Rausiene-Black	Private Events
Hollie	Barr	Private Events
Lucian	Dragusin	Private Events
Diangienda	Ekofu	Private Events
Jurgita	Maksimova	Private Events
Joan	Adams	Retail
Roddy	Bedford	Retail
Sheena	Cox	Retail
Oliver	Waddon	Retail
Peter	Tompkins	Retail
Nicola	Mertens	Retail
Marie	Valovikoff	Retail
Juliet	Hall	Retail
Ray	Raby	Security
Dawn	Kingsley	Security
Donna	Allen	Security
Teryn	Dear	Security
Darren	Washington	Security
Vincent	Holmes	Security
Basharat	Ali	Security
Steve	Brackley	Security
Elaine	Clark	security
Simon	Launchbury	security
Derek	Washington	Security
Kerri	Barber	Security
Paul	Worsley	Security & Transport

Jane	Finch	Stewards
Claire	Fleming	Stewards
Matthew	Waters	Stewards
Alison	Wilkins	Stewards
Andrea	Routledge	Stewards
Harriet	Mash	Stewards
Sarah	Patch	Stewards
Carol	Bradbury	Stewards
Abbie	Hofbauer	Stewards
Claire	Edwards	Stewards
Olivia	Flaxton	Stewards
Tayba	Batool	Stewards
Jane	Boylin	Transport
Kevin	Conroy	Transport
Ron	Harrington	Transport
Kim	Hallett	Travel Trade
Simon	Parsons	Visitor Services
Matthew	Hulme	Visitor Services
Francesca	Page-Smith	Visitor Services
Hayley	Featherstone	Visitor Services
Bernadine	Smith	Visitor Services
Lishman	Young	Visitor Services
Peter	Davies	Visitor Services
Helen	Franklin	Volunteering
Gemma	Coton	Volunteering
Lauren	Boyes	Waddesdon Wine
Chris	Campbell	Waddesdon Wine
Mick	Lord	Waddesdon Wine
Helen	Miller	Waddesdon Wine
Katie	Murray	Waddesdon Wine
Georgina	Wetton	Waddesdon Wine
Joe	Wray	Waddesdon Wine
Beth	Vining	Waddesdon Wine
Katherine	Hall	Waddesdon Wine
Andrew	Bartlett	Waddesdon Wine
Lucy	Bonson	Waddesdon Wine
Stephen	Lane	Waddesdon Wine
Elaine	Taylor	Waddesdon Wine
Will	Spivey	Waddesdon Wine
Elizabeth	Harrison	Waddesdon Wine



Cornelius Bellekin, *Triton with a nautilus shell* c. 1700 (shell) c. 1810-1830 (base); silver, gold, shell, ivory, ink and marble. Waddesdon (Rothschild Family); acc no: 312.1997. Photo: Waddesdon Image Library, Mike Fear.



Luigi Valadier, *Table centrepiece*, 18th Century, marble, lapis lazuli, crystal, mother of pearl and ormolu. Waddesdon (Rothschild Family); acc no: 110.1995. Photo: Waddesdon Image Library, Mike Fear.