



WADDESDON  
Rothschild Collections

Annual Review 2016/17



WADDES DON  
Rothschild Collections

## ANNUAL REVIEW 2016/17

Review of the year from  
March 2016 – February 2017

Cover: Waddesdon Manor, North Front. Photo: Waddesdon Image Library, Chris Lacey  
Above: Jean-Henri Riesener, detail from a chest of drawers, 1776, oak  
Acc no: 2251, Waddesdon (National Trust) Bequest of James de Rothschild, 1957



# Contents

Reflecting on 2016/17	1
2016/17 in numbers	4
Collections	6
Stewardship	18
People	34
Commercial Enterprise	52
Committee Lists	66
Staff List	67

Right: Aerial view courtesy of Red Bull Fly Past. Photo: Joerg Mitter







# Reflecting on 2016/17

Looking back on the 2016/17 season, it is the expansion in the range and depth of our offer to visitors which really stands out, with its success reflected in our visitor numbers. This has been a record year; we broke the 400,000 barrier for the first time, with grounds visitors up 9% at 423,436. In large part, this was due to the appeal of Christmas, which likewise had a record year with 149,000 people coming over 7 weeks. Memorable elements included the Biscuiteers gingerbread model of the Manor, including its interiors, which brought the Stables to a standstill and the beauty of the dressed trees in the House. Outside, the vibrant Dazzle@Waddesdon, choreographed architectural lighting to music on the North Front façade, and Bruce Munro's Field of Light – the last and largest of his iterations of this enduringly popular work, were all very well received. All this, combined with the increasingly popular Fair means that Christmas, despite the large amount of investment needed, delivers real profit to be ploughed back into the preservation of Waddesdon.

The increase in visitors was also driven by programming across the year, from Easter trails to Colourscape, to the Feast and Chilli Festivals and popular outdoor film screenings, all of which appeal to our gardens audience and families. All of them represent the Manor at its best, embracing its traditions of entertaining with celebrations of food and drink, performance, music and art. Our education

programme also continue to expand, with visits from 89 schools. Alongside these actual visits, I am particularly delighted that our virtual visits are climbing, with a 54% increase in visits to our website and active digital engagement – surely an aspect of our outreach on which we will build in years to come.

Inside, the exhibitions programme continues to flourish, with its mission to share the wealth of Waddesdon's collections and research with the widest possible audience, exemplifying our capacity to inspire through both historic and contemporary lenses. Kate Malone: Inspired by Waddesdon in the Coach House, in collaboration with Adrian Sassoon, featured new ceramic work made in response to the place, the gardens and estate and personalities from Waddesdon's history. Kate's beautiful shapes and innovative glazes were instantly appealing and two of the most striking pieces, embodying Ferdinand and Alice, were acquired by the Rothschild Foundation. A Closer Look: Spotlight on French Royal Furniture by Jean-Henri Riesener, launched a four-year collaborative research project with the Wallace Collection and Royal Collection. It also paved the way for a redisplay of the Red Drawing Room, Step this way – The Red Drawing Room Opened Up, complete with a digital replica of the Savonnerie carpet, allowing visitors to experience the entrance to the House as originally intended. The carpet bedding design on the Parterre from June recreated the central panel of the Savonnerie.



These were well received, both by the public (the Riesener exhibition alone had 59,000 visitors) and reached off-site audiences through press and social media attention.

October saw a first for Waddesdon with the opening of an exhibition which explored the interface between new technology and art. The Veronica Scanner: Live 3D Portraiture was a collaboration with the Royal Academy and Adam Lowe's Factum Foundation looking at how photogrammetry, 3D printing and portraiture relate to one another. Visitors had their heads scanned, and saw 3D printers create busts from the digital files in real time – an example of the vision for Waddesdon to look forward while respecting its past.

Another highlight of the year was the establishment of a major collaboration – the Getty Rothschild Fellowship, based for 6 months in Waddesdon and Los Angeles, working on a subject of relevance to both places. I am delighted that the inaugural scholar will be David Saunders, formerly Head of Conservation at the British Museum, who will work on his book on museum lighting. When with us, the Fellow will live in the Flint House, which transferred to the Rothschild Foundation this year. Designed by Charlotte Skene Catling and winner of the RIBA House of the Year award, we are also opening it to private groups and, with Windmill Hill, to public open afternoon tours.

Major projects in the year have included the installation of a Panova lift to allow step-free access to the Manor. We have also refreshed and redecorated the Manor Restaurant, Manor Shop and Kitchen Corridor in the East Wing.

The result is transformational, with a much greater sense of light and space. The Manor Shop was also transformed, with a new look, and a complete new product range, inspired by the Collections and the Rothschild connection with natural history. The Stables added to its family-friendly offer by turning shop into a new Treaterie, with seating and food to go. Also in the Trading Company, we were delighted that the Five Arrows Hotel retained its AA Gold Stars, putting it in the top 5% of AA properties nationally.

Our stewardship of the historic buildings, collections and gardens in our care also continued through the year with customary focus. There is much to celebrate in these areas but I pick out just one example, which serves to highlight the expertise and excellence our staff teams bring to everything they do. In the Aviary, 50 individual birds from 22 species were reared to independence, including the Rothschild Peacock Pheasant, a first for Waddesdon. Other new arrivals were the pair of endangered Bornean Peacock pheasants. Waddesdon is currently the only zoo to keep this species in Europe.


**Lord Rothschild** Chair of Trustees

*Jacob Rothschild*

## Step this way – The Red Drawing Room Opened Up



# 2016/17 in numbers

**VISITORS**   
**423,436**  
 visitors to the house and gardens, up 9%


**149,000**  
 record numbers of visitors over the Christmas season, up 14%

17,939 Easter visitors  
 28% increase in gift-aid revenue, to £85,131  
 1,650 visitors to outdoor film screenings

**EVENTS**   
**6,843**  
 visitors to Colourscape  
**11,180** visitors to Feast weekend  
 8,000 visitors attended the Chilli Festival

**DIGITAL REACH**   
 54% increase in total web engagement across all Waddesdon websites  
 49% increase in Facebook fans

**£67,972**  
 worth of free search advertising through Google AdWords

**MEDIA ACTIVITY**   
**1,066**  
 print, broadcast and online items reached 267,090,540 people  
 Total media coverage (print, broadcast and online) worth  
**£4,824,350**  
 of equivalent advertising

## THE COLLECTION

**119,128**  
 visitors to exhibitions in the House  
 7 loans made to 6 major exhibitions

77 specialist groups and visitors  
 188 objects cleaned and conserved  
 9,456 objects inventoried  
 220 images supplied for academic publications, exhibitions and research



The Dining Room at Waddesdon Manor. Photo: Waddesdon Image Library, Mike Fear



# Collections



Our exhibitions programmes are key to Waddesdon's mission of sharing the wealth of its collections and research.

## EXHIBITIONS

# 59,152

visitors to the Riesener exhibition

# 27,320

visitors to the Kate Malone exhibition which ran June to October



Above: View of the exhibition A Closer Look: Spotlight on French Royal Furniture by Jean-Henri Riesener (1734-1806) in the White Drawing Room at Waddesdon Manor, National Trust, 2016. Photo: Waddesdon Image Library, Mike Fear  
Left: View of the exhibition Kate Malone: Inspired by Waddesdon Manor in the Coach House at Waddesdon Manor, National Trust, 2016. © Kate Malone. Photo: Waddesdon Image Library, Mike Fear



The opening of two significant exhibitions in June exemplified Waddesdon's capacity to inspire, both with up-to-the-minute contemporary art and through celebrating the extraordinary works of art in the permanent collections.

*Kate Malone: Inspired by Waddesdon* in the Coach House, in collaboration with Adrian Sassoon, featured new ceramic work made in response to the place, the gardens and estate and personalities from Waddesdon's history. The work was for sale via Adrian's gallery, with part of the proceeds going to offset the cost of the exhibition.

*Bountiful Invention: Drawings by Oppenord and Meissonnier*, showcased the work of two of the most inventive and innovative architects and draughtsmen of the 18th century.

For the start of the main season in March, *Persuading the King: a manuscript petition by Gabriel de Saint-Aubin (1724-1780)* opened in the Red Ante Room. Gabriel de Saint-Aubin's volume *Placets de l'officier Desbans*, an extraordinarily elaborate manuscript petition, was submitted by a soldier to Marie Antoinette and Louis XVI, asking for a long-promised promotion and celebrated Lord Rothschild's long-term loan of the manuscript to the Manor. It highlighted the 18th-century phenomenon for such petitions, drawing parallels with modern political lobbying practice.

An 'object in focus' exhibition, on the three Riesener commodes, *A Closer Look: Spotlight on French Royal Furniture by Jean-Henri Riesener (1734-1806)*, launched the four-year collaborative research project with the Wallace

Collection and Royal Collection, with input from Versailles and the Metropolitan Museum of Art. It also paved the way for a redisplay of the Red Drawing Room, *Step this way - The Red Drawing Room Opened Up*, complete with a digital replica of the Savonnerie carpet, allowing visitors to experience the entrance to the House as originally intended. The carpet bedding design on the Parterre from June cleverly recreated the central panel of the Savonnerie.

*Tales from the Archives* in the Family Room focused on people and how the records we hold in the Waddesdon archives tell us their stories. It shared recent research into those who signed Waddesdon visitors' book - from Winston Churchill to Lord Rosebery and Henry James to John Everett Millais.

The Riches of the Earth display and trail continued on from last year.

October saw a first for Waddesdon with the opening of an exhibition about 3D scanning and its cultural applications. *The Veronica Scanner: Live 3D Portraiture* was a collaboration with the Royal Academy and Adam Lowe's Factum Foundation which explored how photogrammetry, 3D printing and portraiture relate to one another. Visitors could not only have their own heads scanned, but also see 3D printers create busts from the digital files in real time in an engaging exploration of the interface between technology and art.

A new Rothschild ironwork display was created on the Wine Cellar staircase, and a display of day and evening gloves in the State Dressing Room Lobby.



Above: View of the exhibition *The Veronica Scanner: Live 3D Portraiture* in the Coach House at Waddesdon Manor, National Trust, 2016. Photo: Waddesdon Image Library, Mike Fear



## ACQUISITIONS AND 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. In another major transfer, the award-winning Flint House was passed to the Rothschild Foundation. Designed by Charlotte Skene Catling and winner of the RIBA House of the Year award, it will be used by visitors to Waddesdon, and annually by the Rothschild Getty Fellow.

Some of the most notable acquisitions this year were five portraits of members of the Rothschild family which represent different generations, helping to illustrate the early history of the family, the close relationships that existed amongst family members and the tight business links established within the five European branches.

Unknown, *Charlotte de Rothschild*, c. 1835, sepia and watercolour on card

Unknown, *Emma Louise von Rothschild*, c. 1925, pencil on paper

Liberio Prospero, *Nathaniel Mayer Rothschild*, 1888, watercolour and gouache on paper

Attributed to Friedrich Johann Lieder, *Amschel Mayer von Rothschild*, c. 1840, watercolour and pencil on card

Friedrich Johann Lieder, *Anselm Salomon Rothschild*, c 1840, watercolour on card

Family member Barons Amschel and Anselm (Ferdinand's great-uncle and his father) were the subject of two watercolour portrait acquisitions.



Left: Flint House. Photo: Waddesdon Image Library

Right: Liberio Prospero: *Nathaniel Mayer Rothschild*, 1888, watercolour, Acc. 104.2016, Waddesdon (Rothschild Foundation) on loan since 2016



## WADDESDON MANOR

Other new acquisitions this year included:

The Baron Ferdinand and Miss Alice vases made by Kate Malone for her exhibition

Pair of Vases, James Pulham and Son, terracotta, made for the Paris International Exhibition, 1867 this important pair of vases was acquired to complement our existing collections of Pulham rockwork, revealing a different aspect of the firm's production.

Bust of *Elizabeth I*, c 1780, British, coade stone, Eleanor Coade (1732-1821), after John Bacon (1740-1799) - the bust was acquired for inclusion in a forthcoming exhibition *Power and Portraiture*.

Isack von Ostade's painting *Soldiers resting outside an Inn*, dated 1657, which was accepted by HM Government under the Cultural Gifts Scheme for the National Trust and allocated to Waddesdon was put on display in the Morning Room.

*Snuffbox*, 1806-1807, Swiss, Czech, gold and enamel, stamped with the tax mark for Prague 1806-7. This important late 18th-century neo-classical snuff box, previously in Lord Rothschild's private collection, transferred to the Rothschild Foundation. Stolen from Waddesdon Manor in 2003, the snuffbox was successfully recovered in 2013.

Short-term loans in and out

Three pieces of neon art were kindly put on loan by the Zabłudowicz Art Trust for Winter Light at Waddesdon. These were Yael Bartana *And Europe will be stunned* (2010), Dan Attoe *Simple Thoughts* (2008) and Mark Melvin *When*

Above: Yael Bartana, *And Europe will be stunned*, 2010; neon; 2720 x 1930mm; Zabłudowicz Collection; acc. no. 285.2016; © Yael Bartana. Photo: Waddesdon Image Library, Mike Fear  
Right: Kate Malone, Baron Ferdinand and Miss Alice lidded vases, 2015 © Kate Malone. Courtesy of Adrian Sassoon, London. Photo: Sylvain Deleu.



*Clapping One Handed* (2008). They were displayed in the Coach House.

The Courtauld Institute of Art and the V&A lent drawings for the *Bountiful Invention* exhibition.

Joshua Reynolds *Mrs Lloyd Inscribing a Tree* will be lent for the exhibition 'The Great Spectacle: the Royal Academy and its summer exhibitions 1769 - 2018' in 2018.

In November, the Glove Collection Trust were able to negotiate for their entire collection to be housed all together at the Museum of Fashion, Bath, which already has their pre-19th-century collection on loan. The benefits of everything being in a single place are very evident and so we were happy to agree to their request for the early termination of our loan agreement. The collection was inventoried and returned in December. We hope that our work in documenting, storing, exhibiting and disseminating information about the gloves has contributed to awareness and knowledge of the collection.





## ACADEMIC PROGRAMME

### Academic Activity

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.

Conferences at Waddesdon included the annual National Trust Conference and the Furniture History Society Study Day which both brought a specialist audience to see and discuss our Riesener exhibition.

Other academic highlights included Emily Roy's paper at Birkbeck College on Léon Bakst's *Sleeping Princess*, Juliet Carey's presentation of a paper on *Edmond de Rothschild's Boxes* to the Seminar in the History of Collecting at the Wallace Collection, Ulrich Leben's talk on the Gobelins at the Mobilier Nationale and another on tools for the study of material culture in the *Things* seminar series at Cambridge University's Centre for Research in the Arts, Social Sciences and Humanities (CRASSH). The second lecture in the West series at Spencer House, celebrating the loan from the Yale Center for British Art of *Milkmaids in St James's Park*, on West and George III was given by Desmond Shawe-Taylor to a large and appreciative audience.

book on *Le Style Empire: L'Hôtel de Beauharnais à Paris*. Juliet Carey wrote on Edmund de Waal at Waddesdon and a chapter in Christie Brown, Clare Twomey, Julian Stair (eds.), *Contemporary Clay and Museum Culture: Ceramics in the Expanded Field*, based on the paper given at the conference last year.

### Publications

This year saw the long-awaited publication of the Louvre volume on the French Rothschild's collections in public museums in France, edited by Pauline Prevost-Marcilhacy, with contributions from Ulrich Leben and former curator Rachel Boak. Ulrich also published his



Left: *Milkmaids in St James's Park, Westminster Abbey Beyond*, Yale Center for British Art, Paul Mellon Fund  
Above: Edmund de Waal, *all and more*, 2012, displayed in the Dining Room at Waddesdon Manor, The Rothschild Collection (The National Trust) Private Collection © Edmund de Waal. Photo: Waddesdon Image Library, Paul Barker





## Collaborations

The Rothschild Foundation was asked to advise a new charitable body, The Capricorn Foundation, set up to manage the former estate of the late Harry Hyams, including Ramsbury Manor, in Wiltshire, and its collections.

The Rothschild Foundation made a grant to support a staging of the *Ballet Royale de la Nuit* by Ensembles Correspondances, a French company which undertakes revivals and re-presentations of early music and performances. The manuscript of one of their projects is kept at Waddesdon.

For the fourth year running, Warwick University included a module based at Waddesdon in the first year of its BA course in Art History; our fruitful collaborative intern programme with Oxford University's Art History Department continued, and it was the first year of a new MA in the Art Market and the History of Collecting in partnership with the University of Buckingham and National Gallery. Our second intern from Bard Graduate Centre for the Study of Decorative Arts, Margaret Frick, joined the department in June for six weeks.

We continued to be involved in teaching on the Attingham/Wallace Collection/Waddesdon Study Week, which took place in October. The Courtauld Institute of Art brought their French 18th century MA Students, and Sotheby's Institute of Art brought their Art Museums, Galleries and Curating Course for a day with Rachel Jacobs.

The Dining Room at Ramsbury Manor, Wiltshire

## Specialist and Group Visits

Specialist visitors included groups from the Ecole du Louvre, patrons and supporters of the Winterthur Museum, the Oxford Centre for Hebrew and Jewish Studies, the Crafts Council, the Royal Collection Trust, the National Gallery of Australia patrons, the V&A Directors' Circle, a tour for the Trustees and Patrons of the Royal Academy and a visit by Georg Coll, the new owner of Colnaghi, who visited the Archive and the Manor. The Kate Malone exhibition also generated several ceramics group visits, and a number of architectural firms came to see the Flint House. Professor Paul Smith, Director Oxford University Museum of Natural History came to discuss a possible project *History of the Earth and the Visual Arts*, and Dame Rosalind Savill and Charles and Caroline Pridgeon to look at the Zeppenfeld drawings.

The second Names Not Numbers conference was hosted by the Rothschild Foundation at Windmill Hill in September. Pippa Shirley gave the introduction to a series of interesting panel sessions around the weekend's theme *The True Human*, with speakers including Yasmin Alibhai-Brown, John Hegarty and Marcus du Sautoy.

Kate Malone, *Little Triumphant Acorn and Small Lidded Oak Vases*, 2015 © Kate Malone. Courtesy of Adrian Sassoon, London. Photo: Sylvain Deleu





Stewardship

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

Venus Clock in the West Gallery, Waddesdon Manor, 1700-1725, oak and bronze  
Acc: 2366. Photo: Waddesdon Image Library, Chris Lacey



## CONSERVATION, RESTORATION & MAINTENANCE

The annual cycle of conservation continued, some as part of rolling programmes of cleaning and repair, some in response to events or driven by exhibitions.

### Conservation

Sarah Staniforth and Katy Lithgow, Head Conservator at the National Trust led a useful familiarisation session with Pippa and Colette on the National Trust Conservation Priorities Index, a template which balances information on different object types and materials, their stability, condition and display or exhibition needs to produce a prioritised list of work.

The annual cycle of conservation cleaning continued in all areas of the Collections.

The Conservation Workshop, overseen by Joan Allen following Jane Mathew's retirement, completed the third and final pair of West Gallery curtains, which were brought back and rehung by the Stewards.

Cliveden Conservation worked on the sculpture of *Infant Bacchus* at the Aviary, repairing minor losses and repointing the base, and applying a poultice to remove discolouration. They also carried out minor repairs to one of the Parterre vases.

Conservation work was carried out on Gabriel Metsu's *La visite d'un Gallant* ahead of it travelling to the Vermeer exhibition at the Louvre in February, then on to the National Gallery of Ireland, followed by the National Gallery of Washington.

Giovanni Paolo Panini's *A Ball Given by the duc de Nivernais to mark the Birth of the Dauphin* required conservation work before travelling to the Getty in April for *Eyewitness Views: Making History in the Capitals of Eighteenth-Century Europe*.

Hans Eworth's *Thomas Howard, 4th Duke of Norfolk* needed work ahead of its display in the Power and Portraiture exhibition in the Red Ante Room.

Conservation was completed on three paintings which had been flagged up as unstable in the 2010 paintings survey: Jean-Marc Nattier, *Unknown Woman as the Personification of a Spring*; after Jean-Baptiste Pater, *Musicians and Other Figures in a Park*, and Jan Wyck, *'Swallow' and Old William, Groom to Sir T S Bonnet*.

Julia Margaret Cameron's photograph of Hannah Rothschild, acquired in 2015, was conserved by photograph conservator Susie Clark including removing the photograph from the old mount, reattaching fragments, remounting and cleaning.

Conservation work began on a group of family portraits acquired by the Rothschild Foundation during 2015 and 2016, and on 10 almanacs ahead of display in the Glorious Years exhibition.



One of the late 18th century wrought-iron brackets in store was sent for conservation. Following paint analysis by Hare & Humphreys in London it was established that in the first half of the 19th century the bracket has been partially gilded with sections of the main frame left in charcoal black. This is the scheme was replicated and the bracket added to the collection of historic ironwork on display in the West Staircase at the Manor.

Another bracket from the staircase at Piccadilly was cleaned and treated by George Hammond in preparation for display in the West Lobby staircase.

Repairs were made to one of the Schrödel / Garrard Candelabrum (by Rupert Harris following minor damage).



## Maintenance & Cleaning

Putting the House to bed from November concentrated on cleaning and covering the Ground Floor and the areas of the Bachelors' Wing not displayed for Christmas, the first floor and Apartments. The George III Service, and silver and the silk flowers from the Collections were also cleaned.

The Drawings Rooms were redecorated, following advice from David Mlinaric, replacing the green with blue, creating a lighter effect. The White Drawing Room paintwork was touched up and Paul Knibb carried out cosmetic staining and painting of exhibition fittings and boxes disguising cameras in the Dining Room and Main Entrance.

The major carpet project was the lifting and relaying of the carpet in Armoury and Garden Corridor to facilitate new lighting which was needed in Kitchen Corridor below as part of the East Wing project.

Work on West Gallery spot lighting on the panels at each end of the room was completed with old fittings removed. Light levels were adjusted and the picture and tapestry panel levels reviewed in the Morning Room and West Hall. Snagging continued with the new mesh blinds, particularly the roller ratchets which are less robust than their predecessors. Exterior sun blinds, including the metal frames, were also replaced.

The Red Drawing Room shutter required work to replace its winding mechanism and gears. The fabric, interlining and linings had to be peeled back from the side panels to give access to the gearing spindle to enable the repairs as well as the removal of the shutter itself.

The Armoury Corridor shutters were fed and made good.

The sculpture at Windmill Hill was cleaned, as was the Xavier Veilhan following its move to the top of Fern Tree Walk.

The winter covers went on from the end of October and as usual were checked every two weeks to make sure that none had come adrift and were abrading the surface of the statues.

During the winter there was a furniture beetle outbreak identified in the Bachelors' Wing. Two wooden chairs were promptly isolated and treated. One of the leather chairs from the Billiard Room needed an in-depth clean and a stabilising wax finish applied to combat the bloom forming as a result of previous treatments breaking down. A chair from the Low White was found to have mould on the bottom cloth and inner upholstery and was treated. Finally some remedial work was done where back cloths and upholstery around the Collections was beginning to split or break down.

## MANAGING OUR COLLECTIONS

### Documentation and Inventory

This year the focus was on the inventory and photography of the historic books in the Academic Library, Bachelors' Wing Corridor and East Sitting Room. Discrepancies in records were highlighted, researched and updated. Further work was done to ensure a full inventory of the Blue Dining Room Cupboard and Butler's Pantry, Flint House, Manor Restaurant, Kitchen Corridor, B21 and the ground floor offices.

### Image Library

Work continued towards the goal of ensuring all object records have at least one digital image, prioritising all National Trust core cataloguing objects, with invaluable contributions from volunteers Fi Paine and Charlotte Dickinson.

Images on the Collections pages of the website were updated, and an audit undertaken of images linked to object records in the database to ensure only appropriate images appear alongside their catalogue entries.

We welcomed Nicola Tinsley as the new full-time Image & Research Libraries Co-ordinator.

### Library

The department library continued to grow, with new acquisitions arriving through gift and photographic requests but most significantly

through the Rothschild Foundation Book Fund which purchases and places the books on loan at the Manor. Acquisitions are made on the basis of relevance to the Manor, Rothschild family and collections generally and the research needs for exhibition and other projects. They are recommended by curators, all of whom monitor their specialist areas, visiting specialists and the family.

We now have 4,487 volumes in the working Research Libraries in the Manor and at WMH (not including the historic book collections).

### Storage

Katie Vials worked with the Facilities Team for a week in July to clear out unwanted items (including old packing crates, signage and damaged statue covers) from the three Collections stores at the Estate Yard to make the stores more accessible as the walkways had become cluttered over time.. Cliveden Conservation helped to ensure that everything in the area was safely stored, all objects are visible with walkways between all the pallets on the floor making it easier to navigate the space.

In early December Katie, the Upper West Attics which for years had been accumulating a huge variety of items, some worth keeping and some no, were rationalised so that an inventory could be carried out for the first time and plans for a hoist and banners put in place to enable staff to take objects in and out safely







## GARDENS

The summer bedding changeover was more challenging than usual as we lost both our National Trust Working Holiday and Corporate Volunteer Groups at short notice. Staff response to an SOS, and several teams of volunteers from National Trust Head Office, meant that the changeover was nevertheless finished in time for Feast weekend.

The impact of our busiest Christmas season was mitigated somewhat by dry weather, but the grounds did show the effects of this footfall, particularly on the North Front and on the Bruce Munro 'path' which needed work to help them recover. Quiet winter weather came to an abrupt end with Storm Doris hitting on 23 February, badly damaging 17 trees, seven of which had to be felled.

Drainage work and landscaping round the Four Continents was completed. A new section of parkland fence with a pedestrian gate was erected, and trees been added to the wider landscape.

**Below:** Pulham rockwork on the North Front, Waddesdon Manor. Photo: Waddesdon Image Library, Chris Lacey

Enlarging the footprint of the Visitor Information & Bags building created the opportunity to rationalise the planting in this area. The ivy-infested berberis and the blighted box plants were stripped out. Evergreen shrubs were added in the form of yew, holly and Portuguese laurel.

Further pruning was undertaken to raise the crowns on the shrubs visible from the North Avenue and expose more of the Pulham rockwork. Some yew trees were added to help retain the evergreen screen to the mound when viewed from the Aviary side. Accent lighting for the rockwork was also introduced. In Tulip Patch, the Pulham rockwork was repaired and stabilized by specialist contractor Alan Bishop, to allow safe public access once more. A leaflet and interactive web-based map highlighted the Pulham rockwork throughout the grounds, including the new Paris vases at the Dairy.

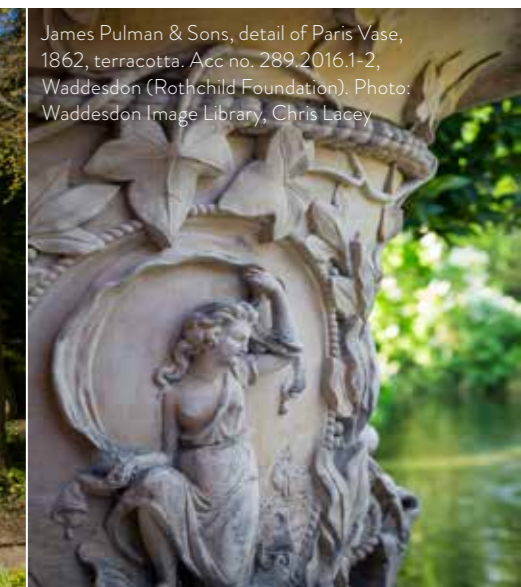
An introductory film about the Garden was completed. Made by Leah Kharibian as part of our portfolio of films about life at Waddesdon, it was a year in the making so that all the seasons could be captured. It features interviews with Paul Farnell and Sophie Piebenga, and much footage of the team in action.



South Fountain, Waddesdon Manor. Photo: Waddesdon Image Library, Chris Lacey



James Pulman & Sons, detail of Paris Vase, 1862, terracotta. Acc no. 289.2016.1-2, Waddesdon (Rothchild Foundation). Photo: Waddesdon Image Library, Chris Lacey





## AVIARY

The Aviary saw some wonderful developments in breeding and conservation; in particular the arrival of a pair of endangered Bornean Peacock pheasants *Polyplectron schleiermacheri* from the World Pheasant Association (WPA). Waddesdon is currently the only public collection (zoo) to keep this species in Europe

Other breeding successes included:

- The Rothschild's Peacock pheasant, a first for Waddesdon and not bred in a UK collection for eight years
- The Yellow-throated Greenbul, which has no recorded breeding in the UK
- The Rothschild's Mynah (the inspiration for our mascot, Mimi the Mynah), critically endangered, last bred here in 2011.
- The Brown-breasted barbet, last bred here in 2010

At the beginning of March our Senior Aviculturist, Gavin Harrison travelled to South-East Asia to visit and advise on two of the projects funded by the Rothschild Foundation: the survey by the Wildlife Conservation Society of the Endangered Superb Pitta (Rothschild, 1914), and the Begawan Foundation on Bali. He also met the Assistant Curator of Birds at Jurong Bird Park in Singapore, to discuss the future of the Rothschild Peacock pheasant in captivity.



In May, Curator of Birds, Ian Edmans took part in discussions at the Threatened Asian Songbird Alliance meeting in Lagos, Portugal. The Blue-crowned Laughingthrush Global Species Management Plan (GSMP) and EAZA conferences were also held in 2016. Ian is on the committee for TASA's Silent Forests campaign which aims to highlight the wildlife trade in South East Asia, particularly birds. Funds raised will go towards projects supporting species threatened by trapping.

Ian Edmans also led work towards the publication of EAZA best practice guidelines for the management of Pittas in captivity.

The Aviary's weekday Meet the Keeper talks continued to be very popular. In April we hosted the Cage and Aviary Birds' readers' day, helping raise funds and awareness of the conservation issues that songbirds face. As the children's Behind the Scenes Tours were so successful last year, we increased to three the number offered in August.

50 individuals from 22 species  
reared to independence



## WINDMILL HILL ARCHIVE

Windmill Hill continued to be acclaimed a beacon of best practice for new archive design and to attract a steady stream of visitors especially groups interested in its art and architecture. Our Wednesday open afternoons for the public remained very popular. Private Events held a varied programme of events including car launches, drinks receptions and board meetings. The public events programme also continued to grow in popularity – the Windmill Hill concert series in the Reading Room is now well established.

We facilitated research visits from an increasing number of academics at all levels of higher education including provenance research by curators from other organisations using the Colnaghi archive, research into Baron Ferdinand's collecting of Sèvres porcelain, the use of the Waddesdon estate during the

Second World War, staffing at Waddesdon, and the history of Ramat Hanadiv and the Rothschild Mausoleum.

Our Archive volunteers made invaluable contributions to the cataloguing process, including on-going work on the transcription of the Waddesdon Visitors' Book; the creation of a full list of all title deeds held for Waddesdon, Eythrope and Tring; the numbering and listing of James and Dorothy's personal correspondence from the 1940s and 1950s, and transcription of a salary book transcript.

Work continued with colleagues in Records Management to ensure that Preservica is implemented successfully and seamlessly as our long-term repository for the storage of electronic and digital information both for archival and compliance purposes







## MAJOR PROJECTS

Once the doors closed for Christmas work started on the installation of the new Panova lift in the Entrance Hall to enable step-free access at the front door so that staff no longer have to position heavy ramps for a wheelchair or mobility scooter access. The Front Hall was refurbished and the multi-media handset and guidebook selling point and the storage of bags moved to the new Information & Bags building. An enlargement of the old Ticketing and Information Building on the North Front, it also houses the advance booking office team who can then provide cover on busy days.

There was a long overdue upgrade of the Manor kitchens and, more strikingly the start of a major project to refresh and redecorate the restaurant, shop and Kitchen Corridor in the East Wing. These are all critical areas for the public, so had to be done at speed, but the result was transformational, with a paler colour palette

creating a much greater sense of light and space. The corridor was re-lit and rehung with a display of ceremonial spades and Rothschild Houses to complete the scheme. The Manor Shop was transformed, with a new look and 120 new products, all inspired by Waddesdon.

The Stables Shop (for children) was transformed into the new Treaterie. Once the weather had improved sufficiently, work began on resurfacing the drives. Large sections were cut out and replaced with new sections of tarmac, in order to provide a robust road surface for the future. The roads were then dressed with grey chippings to match the work to the road to Windmill Hill.

The area around the North Fountain, the North Front and around the House remain in golden gravel, to be renewed in the second phase of this project in 2019.

## ENVIRONMENTAL INITIATIVES

Waddesdon continued to strive to improve its 'green' credentials, with the focus in particular this year on renewable energy options

Arrow Energy were commissioned to carry out a feasibility study for a renewable heat and power system to replace or partially replace the existing fossil fuel boilers, for financial benefits and carbon savings.

Progress continued on the introduction of mixed recycling facilities across the site. Following the separation of visitor waste, recycling was introduced into all staff areas in the Manor and Windmill Hill offices.





# People

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







## VISITOR NUMBERS

The 2016/17 season was our most successful ever in terms of visitor numbers. For the first time, we broke the 400,000 barrier, finishing the season on 423,436 visitors (2016: 390,127). This was an increase of 33,309 (9%) on the previous year. These figures were largely a result of another excellent Christmas season, which also attracted record numbers of visitors, 149,000. Visitor numbers were also boosted by the Hygge marketing campaign for winter weekends between January and March.

Paying grounds visitors were up 9% at 76,239 (2016: 69,400) and National Trust members who make up 71% of visitors to the grounds increased by 10% year on year to 298,987 (2016:272,614).

Overall House visitors increased by 5% year on year to 180,821 (2016:172,058), with House paying visitors up by 3% to 28,876 (2016: 27,995). The percentage of overall visitors who included the House in their visit remained fairly constant at 43%.

Easter fell on 16 April and the last weekend of the school holidays. With reasonable weather all week we had the highest visitor numbers, certainly in the last 10 years since Cadbury's started their Easter sponsorship. The final numbers for the week were 17,939, with 14,575 visiting over the long Bank Holiday, and the most on Good Friday (4,345). The Easter Egg trails, although dogged by a media storm around Cadbury's dropping the word Easter from their promotional material, sold a record 3,777 over the weekend with very few disappointed hunters.

Waddesdon's 9% increase in visitor numbers compared favourably with the average increase of 7% across the sector and we retained our position of fifth most visited National Trust property according to the Association of Leading Visitor Attractions (for the calendar year January to December 2016). Only Giant's Causeway, Attingham Park, Cliveden and Belton House outstripped us.





## MEMBERSHIP NUMBERS

# £30,000

increase in National Trust Memberships  
Recruitment revenue

It was a record year for on-site recruitment of National Trust members. The Visitor Services team prioritised the conversion of paying visitors for which we earn significant revenue in the form of a recruitment bonus: this year £282,293, an increase of over £30,000.

Waddesdon moved from 9th to 6th in the National Trust top recruiters list.

This success was achieved, in part, by taking recruitment off-site. Commercial companies including Network Rail, Suzuki and Santander welcomed a National Trust presence in their headquarters and we generated over £11,000 in recruitment bonus in this way.



## EVENTS

A strong programme of events throughout the season celebrated the landscape and history of Waddesdon, encouraging visitors to return all year round. Four key events enhanced the outdoor experience, designed to build new audiences, increasing visitor numbers and secondary spend without increasing demand on the House.

### Colourscape

This year Colourscape, the inflatable labyrinth of light and sound, was scheduled for May half-term, instead of the very busy Easter holiday period. Held in partnership with the Eye Music Trust (funded by Arts Council England), it featured daily, curated, live, contemporary music performances. The Rothschild Foundation supported two additional mid-week days to enable free access for 170 children with special educational needs. It included art and performance workshops, a food fair, a walk through part of the ground floor of the Manor, and a handling collection.





## Feast

Over 62 local food and drink producers, and a varied performance programme curated by creative consultant Maria Bota, came together to produce our second successful food and art festival over the weekend of 28/29 June. Inspired by the Baron's Treat and celebrating the Manor's traditions of hospitality and entertaining, the concept embodies a feast for all the senses.



## Chilli Festival

With musical acts and family activities, this charming festival on 3 and 4 September was once again very well received by both visitors and exhibitors alike.







## Christmas

# 149,060

visitors over the Christmas season, up 14%

# 60,000

Christmas House visitors, up 4%

# 24%

increase in Christmas admissions

# 10,229

visitors to the final day of the Christmas Fair, the highest ever for a single day

We had more visitors at Christmas than ever before: up 14% on the previous year at 149,060 grounds visitors (2015: 130,953). Income from admissions also increased significantly to £860,225 (2015: £695,002) an increase of £165,223 – nearly 24%. As always, demand for House tickets outstripped supply, underlining the importance of strengthening our offer for grounds visitors.

Bruce Munro returned with *Field of Light*, in the very last showing of his best known work, which had recently been displayed at Uluru in Australia. A piece deservedly popular for its beautiful sensory impact, this year, in its largest



manifestation at Waddesdon, it stretched from Aviary Glade to beyond the Rose Garden, with 9,000 fibre optic stems. *Field of Light* combined with *Dazzle@Waddesdon*, a short son-et-lumière commissioned from Woodroffe Bassett which used our permanent architectural lighting to create choreographed, colourful plays of light across the façade of the House. There were four different “shows”, which ran every 15 minutes, with music inspired by the place and the season. We repeated the tree lighting around the North Front, which was programmed into the performances.





The *pièce de résistance* was arguably the 3m by 2m model of the Manor made by the Biscuiteers from iced gingerbread. The interiors of the model, displayed in the Coach House, were hand-iced in intricate detail and featured paintings, porcelain, furniture, carpets, and even the elephant automaton. It was supported by a short film of it being made which was also available on the website. The model attracted huge national press coverage, both broadsheet and TV, including a double-page spread in the *Daily Mail* that was seen by 1,511,357 people, and was loved by visitors, who queued around the courtyard to see it.

To create a link with the displays in the House, the Education team worked with the Biscuiteers to create a Jolly Gingers gingerbread man trail for younger visitors. The shops sold a range of Biscuiteers merchandise, including biscuit tree decorations, Christmas tins and Jolly Gingers.

A new pop-up shop at the Stables, *Glow@Waddesdon* celebrated the theme through all things light-based, from flashing trainers and gloves to novelty Christmas tree lights. The Zablowdowicz Collection very kindly, and at short notice, lent three pieces of neon art, which were hung in the Coach House.

Inside the House, the decorations explored the Collections. *Magical Materials* was inspired by the natural and mineral materials which are so richly evoked at Waddesdon, whether exotic wood marquetry and veneers, glass or 'earth' metals – gold, silver and iron. There was an extraordinary paper tree, another made of books and a cork tree in the Wine Cellars. In the White Drawing Room a single tree was decorated with iced gingerbread baubles by the Biscuiteers inspired by Sèvres and decorative panelling. These were on sale in the shop.

Christmas saw the highest number of visitors - 10,229 in a single day - on Sunday 11 December, the final day of the four-week Christmas Fair. Although the sheer volume of people huge strain on the parking and transport facilities, Matthew Hulme, Head of Visitor Operations, managed to park everyone, and all the frontline teams coped well.

The introduction of a £5 fee on all telephone and online bookings, for paying and NT visitors, succeeded in significantly reducing the number of no-shows on the day. The £5 booking fee was redeemable on catering and retail spend via a voucher which was issued when tickets were collected.

## Other events

From January to the start of the new season we open only at weekends. This year we adopted (like the rest of the world as it turned out) the Danish concept of Hygge – the art of feeling 'warm and cosy', for our campaign to build a new audience for this period, to encourage walkers and families to brave the winter weather for Sunday lunch or hot chocolate in the Stables. The Coach House was transformed into a space for families to get out of the weather and settle down to read a good book, relax over jigsaws or board games or have a go at den making. There were children's retro films to watch and a 'thought tree'.

To support the campaign we trialled allowing dogs into part of the grounds, promoting four new walks, two suitable for dogs and two not. Dogs were permitted from the visitor car park along Green Lane, up the exit drive and through Tulip Patch to the Stables Courtyard, giving

access to Stables Café if seated outside. Feedback from visitors was largely positive. We recorded 8,867 visits to the maps and walks pages on the new website plus 2,870 downloads of the walking routes map (including the dog walk routes). In addition, 87 people used 'dogs' as search term on website since the New Year.

This year for the first time we partnered with Luna Cinema, the leading national outdoor screenings organisation to show Baz Luhrmann's adaptation of *Romeo & Juliet* for its 20th anniversary, and *Breakfast at Tiffanys* on 26 and 27 August.

Extending our range of guided visits, Eythrope Garden tours were introduced this year to coincide with the publication of Lady Mary Keen's book *Paradise and Plenty*, and the award-winning Flint House was opened for two successful public afternoons.





## MARKETING & PR

House & Gardens 6-page feature on the Flint House valued at £177,574

**4,896,833** (the highest single item reach) viewers of BBC1 Breakfast watched a feature about the gingerbread Manor made by the Biscuiteers

**1,511,357** people saw the Daily Mail's 'Now that's a gingerbread house!' double-page spread in November

**1,136,292** viewers watched Kirstie's Handmade Christmas featuring our Christmas decorations and Christmas fair in December

**6,910,000** total reach for the Veronica Scanner exhibition coverage on TV, radio and in print, total value around £24,410

Integration of press, print, marketing and digital campaigns increased the impact and effectiveness of the team's activity. Regular distribution of promotional materials was directed to reach new audiences through residential door drops and pick-up in supermarkets, shopping centres, train stations, bars, museums, galleries and leisure centres locally and further afield into Hertfordshire, Oxfordshire, Bedfordshire and London.

Outdoor advertising sites were bought to penetrate the London market, placing posters in Marylebone station, Kew and South Kensington tube station over a total of 10 weeks during the

summer. These posters featured Kate Malone's exhibition and Waddesdon as a summer day out destination. The Kate Malone campaign also ran in Oxford and Milton Keynes.

Jack FM brought a live roadshow to Chilli Festival, devised to attract 25-40 year olds to make a first visit to Waddesdon. They supported this with pre-promotion across the three days leading up to the event, reaching an audience of 113,000 local listeners per day.

### Website and Online Content

**54%** increase in total web engagement across all Waddesdon websites

**58%** increase in unique users

**39%** increase in page views

Our web presence was redesigned to make the site structure more coherent for online visitors, optimised for search engines and capable of hosting a wider range of media. We also improved our content on the National Trust website, resulting in 150,561 web sessions on the Waddesdon National Trust page, and 9,524 visits coming across from the National Trust website.

We continued to explore ways to increase Waddesdon's worldwide visibility through Collections, Gardens images and video on Google Arts & Culture.

The entire collection of arms and armour was fully catalogued, photographed and available online. The remaining 22 Limoges enamels complete records were also uploaded. Seven manuscript complete records were also finished and uploaded.

### Social Media and Digital Initiatives

Christmas Google AdWords campaign achieved 351,414 impressions and 13,951 click-throughs

**57,356** average number of engaged Facebook users each month

**149,000** average month impressions on Twitter

Social media and digital output formed an important aspect of our outreach.

We sent e-campaigns to our 28,720 email list every two weeks and continued to build partnerships with the Wallace Collection, Fitzwilliam Museum, the Jewish Museum, Balfour 100 consortium, the Crafts Council, Music at Oxford, Aylesbury Waterside Theatre, Aylesbury Choral Society and the Thame Food Festival offering reciprocal promotions.

Facebook continued to be our most cost-effective social media platform and advertising tool, especially for messages about family activities.

We responded quickly to the PokémonGo phenomenon to maximise media coverage in school holidays and to attract new audiences through Facebook. Our Communications Coordinator was interviewed for a series of live links from the Gardens, Aviary and House throughout BBC Radio Oxford's three-hour breakfast show, highlighting links to Ferdinand as a collector.

We increased activity on Instagram, with video content receiving the best reception. A video of snow at Waddesdon received 969 views. Beautiful photographs of the House and Gardens remained popular, with a post of a misty morning receiving 2,736 impressions, 326 likes and 333 engagements.

We continued to maintain a presence on Pinterest, which received 7,111 viewers on average each month. However, we chose to focus our social media efforts on our most popular channel, Facebook, and restricted our activity on Pinterest mainly to weddings and Christmas.

Waddesdon's YouTube channel was watched for 4,331 hours from September to February. This significant increase on the previous six months was almost entirely accounted for by the film showing the creation of the gingerbread Manor model, watched 62,570 times through a range of national and international online news coverage links to our YouTube channel.

To further target new online audiences we teamed up with VideoFlare.com in a new initiative. This allowed us to present our short films, including the *Marvellous Elephant*, *Putting the House to Bed*, and *Pictures in Plants*, to browsers on a range of high traffic web pages, including Homes and Antiques, Radio Times, History Extra, Countryfile, Gardens Illustrated and BBC Good Food.



Our films were widely viewed on Facebook with 122,223 views. Most popular were those posted in advance of our Christmas season opening, while over 36,200 watched the trailer for the *Veronica Scanner* exhibition on a single Facebook post.

There was a considerable increase in the number of reviews of Waddesdon by visitors on Facebook, TripAdvisor and Google. Most were extremely positive, with an average rating of 4.6 out of 5 on Facebook and 4.5 out of 5 on Google.

*'The flower beds are lovely. Lots of polyanthus in flower and the tulips will be in flower soon. Such beautiful colours. Both the white by the aviary and the red, orange and yellow at the back of the house were so pretty. We loved spotting the birds in the aviary as always. Well done Waddesdon.'*  
 TripAdvisor review (26 Mar 2017)

*'Great day out for all the family! Beautiful grounds, woodland walks, great adventure play-ground for the children and a perfect hill for roly-polys!'*  
 Facebook review (27 Mar 2017)

### Christmas Marketing

Christmas coverage totalled 180 items, reaching 26,460,000 people and valued at £920,960

Christmas Google Adwords campaign achieved 351,414 impressions and 13,951 click-throughs

Hygge campaign attracted 304,259 impressions and 8,609 click-throughs

A comprehensive multi-channel campaign was executed for Christmas. This included distribution of flyers to commercial sites as well as distribution of a Winter Diary to residential addresses, print adverts in both local and national publications, radio adverts and outdoor posters at nine railway stations, four London tube stations and six roadside sites over six weeks.

The different offers within the winter season (Jan-Mar), such as winter walks and food events, were given more coherence through the 'Hygge' campaign. Distribution of a flyer helped raise awareness as well as doubling as the onsite map. With coverage in *The Sunday Times* and *Waitrose Weekend*, Hygge winter weekends coverage was valued at over £31,000, while the *Daily Telegraph* feature including the Five Arrows Hotel reached 488,436 readers and an advertising equivalent value of over £79,000.

## FAMILY, EDUCATION & SCHOOLS PROGRAMME

1,166

children took part in paid activities over the summer holidays

89 schools visited Waddesdon during the 2016 season

2,350 children came to education sessions in the House

Family Activities in the summer holidays were based on the Five Arrows, with each week taking a different country as its theme. Visiting children made ice cream during Italian Week and scaled a climbing wall during Austrian Week, focussed on art in French Week and planted their own beanstalks for Brothers Grimm in German Week. The team also partnered with Jaques of London to run croquet matches on the lawn for English Week, which ran across the August Bank Holiday.

Overall, 1,166 children took part in paid activities.

Our first Brownies' weekends in July were a sell-out with just over 300 attendees. Girls aged 7-10 came along to earn their Out and About, Wildlife Explorer and Waddesdon Wanderer badges.

The programme of curriculum learning sessions for schools continued to expand, with six regular sessions offered (*Fun with Fairytales*, *Garden Explorers*, *Who Lives in a House Like This?*, *Riches of the Earth*, *Tremendous Trees*, *Myths and Legends*). The team also responded to specific requests and created bespoke sessions for schools.

Waddesdon developed a close working relationship with Langley Academy in Slough, the only school in the country to offer Museum Learning as a strand in its curriculum. Joint initiatives included a Careers Day at Waddesdon in September, attended by 29 Langley students.





## STAFF & VOLUNTEERS & INTERNSHIPS

340 volunteers support Waddesdon on a regular basis

37,698 volunteer hours contributed (equivalent of 18.8 full-time staff)

4,376 hours contributed by Garden volunteers between March 2016 and February 2017

*'My time at Waddesdon...has been a rewarding and worthwhile experience...[it] has confirmed my desire to pursue a career within an historic collection and has begun to equip me with skills needed to attain this'*

Laura Wick, Collections Care and Conservation Intern

*'...it has helped reaffirm my passion for teaching history to the general public... by combining the delivery of activities with office tasks, this internship has helped me to better understand what it means to be an educator in the heritage sector'*

Lia Perez, Education Intern

Insights training, delivered by the National Trust, continued in March for the next tier of supervisory staff (46) and new managers. In addition, we ran a follow-up session on team effectiveness with the Senior Management Team and their line managers and key staff members attended the National Trust Influencing and Negotiating course.

In early April we began another year of Service Promise training for staff and volunteers. This year we are focussing on how to deliver difficult

messages to visitors, and also on team building to continue the momentum from the Insights training.

New season briefings were held once again in March and over 300 staff and volunteers attended, up from 250 the previous year.

The Longwood Garden students made their annual visit in May to Waddesdon and Eythrope to help with the bedding changeover, and Hannah Lucas, one of our craft gardeners completed her exchange trip to Longwood in March. David Sleasman, Longwood's Library and Information Services Co-ordinator, arrived for a three month placement in May, spending time with the team both in the Gardens, Collection and Archives and making various visits to other gardens. In September, Simon Wales, Matt Hulme and Jo Fells made a very successful return visit to look at visitor services, facilities, marketing and the events programme, including Longwood's light show, Nightscape.

With the added responsibilities of Flint House and Eythrope garden tours, Visitor Services roles continued to evolve and expand. Sarah Hickin (Visitor Services Assistant Manager) left us to take up a new position with the Ashmolean in Oxford. We now have three managers reporting to Matthew Hulme (Head of Visitor Operations) with distinct responsibilities; Francesca Page-Smith (Visitor Engagement Manager), Hannah Walker (Visitor Experience Manager) and Hayley Rowe (Visitor Operations Manager).



Martyn Bruver, who joined us as Security & Transport Manager was subsequently appointed to the new position of Head of Compliance & Risk Management. John Iapino was promoted to the new position of Facilities Technical Manager, overseeing the day to day operation of the team and working with Head of Facilities on project planning.

Volunteers are a vital, integral part of the Waddesdon 'family'. The quarterly coffee mornings for volunteers, led by Volunteers Manager Helen Franklin and attended by as many of our Senior Management Team as possible, continued to be well attended, and over 90 volunteers came to a Christmas debrief in January. For the first time our annual staff quiz in October was opened to volunteers, and the annual day out, this year to Burghley House, was enjoyed by all.

Helen has also developed a successful new partnership with Springhill Prison, in which Waddesdon offers work experience for prisoners preparing for release.

We welcomed our first five interns under the new internship programme, FutureTalent@Waddesdon, supported by the Rothschild Foundation. This initiative is in addition to our regular student programmes whereby we train four Garden Students, two as part of the Professional Gardeners Guild scheme and two attached to local horticultural courses, and an annual internship programme with Oxford University, selecting one final year student (History/History of Art) to work as part of the Collections team for three months.



# Commercial Enterprise

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







## WADDES DON TRADING

Commercial income is earned by the Rothschild Waddesdon Limited Group, comprising a range of retail and catering outlets at Waddesdon, together with private events, the Five Arrows Hotel and public events (including filming).

## Catering

A Treaterie slideshow on Facebook reached an audience of 24,000, with 1,500 post clicks and 643 reactions, comments and shares: ‘an excellent reason to visit’, ‘..it’s gorgeous – smells like heaven and tastes delish..’, ‘I’m sold!’

*‘We were booked in for the champagne afternoon tea, and it was very enjoyable. Many of the savoury items were a twist on the usual finger sandwiches - with a ham and mustard scone for example and a yummy beetroot and goats cheese tart.’*



Catering had a good year, with profits up on budget (although down on last year when we were without a Catering Manager). Catering sales outperformed the increase in visitor numbers, spend per visitor was up and margins remained strong, thanks in part to continued focus on in-house production, local provenance and high margin lines such as pancakes, waffles, pastries and afternoon teas.

Highlights of a busy year included an upgrade to the Manor kitchens, re-decoration of the Manor Restaurant, a new pastry kitchen in the

Stables, new staff hospitality training, and the development both of an interesting events programme showcasing the work of our chefs, and a partnership with Nyetimber to promote the launch of the new Nyetimber afternoon tea.

The biggest innovation of the year was undoubtedly the launch of the Treaterie which transformed the former Stables shop into a new café serving a range of patisserie, waffles, pancakes, and local ice cream. It was very well received, with a social media campaign producing impressive results,.





## Retail

120 new Waddesdon exclusive products created

Online shop sales up 35% on the previous year

Chinese wine sales accounted for 27% of Wine Shop turnover

64 special group wine tastings generated ticket sales worth £27k

Here are just a few of the 318 mentions of the shops on Trip Advisor: *'The shop is amazing', 'The wine shop sells a very good selection of Rothschild wines to suit all tastes and prices', 'The gift shops had a good range of good quality items', 'The gift shop is well stocked and the stables shop has pocket money toys for the children', 'The shop in the house is well stocked with a variety of items, I always find the book titles fascinating'.*

This year saw a major overhaul of the Manor Shop, with dramatic colours, bold visual merchandising and a much more focused range with clear links to the house and garden. More than 100 new Waddesdon exclusive products were created. The number of lines overall was reduced by half to allow for simpler, more

dramatic displays. We also reduced the number of low margin book and food lines in favour of higher margin stationery and homeware products.

Retail profits were up on the previous year, and all our on-site shops (Manor, Wine, Christmas and Stables) traded ahead of budget, with online shop sales also up.

Peter Tompkins, our Wine Advisor, concentrated on building wine related events and tastings to generate sales. The development of a strong partnership with East Song, a Chinese tour guide operator with 7,000 international agents, also contributed to the jump in wine sales over the year. In the Manor Shop, Biscuiteer related products at Christmas helped boost sales beyond the visitor number uplift. We continue to work closely with the design team for Christmas to ensure strong cohesive links between the decorations used in the House and those on sale in the shops. New for 2016 was our Neon pop-up shop in the Stables 'glow@waddesdon', launched in October and featuring an eclectic range of LED, glow and neon products.





## Public Events

### Feast June 2016

*'Great weekend! Sold out on the Sunday.... roll on next year! Thank you for arranging a great event'*

*'Really well organised, great entertainment for the children, a fab day out for visitors'*

### Christmas Fair December 2016

*'My many thanks to all involved making this magical fair happen. It's an awesome place to meet new and repeat satisfied customers over the three consecutive years I have exhibited'*

*'Thanks for all your support. You made it an enjoyable experience, and brilliantly organised'*

A combination of strong filming revenue and healthy profits from the Christmas and Feast Food fairs and Chilli Festival resulted in another good year for Public events. Feedback on the fairs was positive from both exhibitors and visitors alike.





## Private Events

1,290 visitors to Wedding Inspiration days generated 77 show round requests and 17 confirmed wedding bookings

33 corporate events held during the year

22% increase in overseas corporate bookings

22% increase in Christmas party bookings

Awards: the Dairy was a regional finalist in the 2016 Wedding Industry Awards, a finalist in the Four Counties Wedding Awards and was shortlisted for The UK Wedding Awards.

*‘Everything from the food and drink, the staff and, of course, the venue itself was perfection. We had many compliments from the guests not just about the beautiful venue and the delicious food and drink but also on the professionalism and most importantly the helpfulness and pleasant attitude of all the staff. We felt that for all involved nothing was too much trouble on our special day.’ (23.4.16)*

*‘On behalf of my mother, father and step-father we would like to say a very*

*big thank you to all the staff at the Dairy for making my sister and her now husbands special day so magical. Emma you have been amazing thank you for all your hard work. Jo and Darren had a wedding fit for a fairy tale it was everything she had ever dreamt of’.*

(24.8.16)

A key driver in our weddings marketing plan were our Wedding Inspiration days, held in March and October with the help of Kelly Chandler from the Bespoke Wedding company. These are a showcase for a carefully curated range of wedding suppliers to demonstrate their work, with fashion shows, make-up and hair demonstrations, cocktail workshops, table settings and wedding florists. We continue to develop a strong list of preferred suppliers who support the event.

*‘I really don’t know how you manage time after time to pull off such an amazing showcase event - Sunday’s event definitely had the absolute ‘wow’ factor! And heaven knows how you get so many quality couples through the doors each time, over 200 brides in attendance is just unheard of in the Home Counties, so whatever you’re doing is working wonders. And I know from meeting suppliers and wedding co-ordinators at other venues, that your Inspiration Event is regularly talked about, dare I say that I often sense a*

*little bit of envy! Since Sunday I’ve taken two wedding bookings, and I’m sure many more will come in during the next few months.’ (Mark Sisley, photographer)*

Proposals have become the new ‘wedding event’. Waddesdon is now one of the prime venues on The Proposers website and we hosted two wedding proposals in 2016, on the Parterre and at the Dairy. We have added a section on our own website to promote this activity.

Following our exposure in the Asiana publication we had a number of enquiries for large Asian weddings and our first booking for August 2017 using the Aviary Glade and the marquee site on the South Front.

We hosted more corporate events than last year, focussing on one-to-one time with key contacts and companies, and trialed a number of highly successful events at the Flint House which has now been added to our portfolio of event spaces.

*‘Firstly I would like to thank you and your colleagues for all your help on the day. You were all absolutely brilliant and an enjoyable day was had by all. We will definitely be coming back again!’*

(Bucks Healthcare June 2016)

Overseas corporate bookings and Christmas party revenue were both up, all of which helped translate last year’s losses into a healthy profit for the Private Events sector.







## WADDESDON WINES LTD

*now owned by the Rothschild Foundation. Include? Have info for first 6 months of the year only until it transferred to RF in Sept 2016*



## The Five Arrows Hotel

*Retained AA gold stars, putting the hotel in the top 5-10% of AA properties*

*Awarded TripAdvisor certificate of excellence*

*Held third placed ranking out of 100 hotels in Buckinghamshire*

Promotion of weddings at the hotel emphasised the good value offered by the Old Coach House.





## GROUP VISITS

*535 groups totalling 16,615 over the year*

*182 group visits at Christmas, up from 160 last year*

*38% increase in overall Business Development, Tourism and Filming turnover*

*Waddesdon shortlisted in the 2017 Group Travel Awards for best Historic House and Garden*

The addition of the Old Coach House at the Five Arrows and the Dairy as two alternative venues for catering, boosted turnover and we now promote the Old Coach House as an alternative venue for group catering all year round.

Kim Hallett attended five group travel fairs in the UK, promoting Waddesdon to the UK Group and Travel Trade, with marked interest from Coach Tour operators (CTOs) and Group Tour Operators (GTOs), underlining the progress we are making in this highly competitive brochure market.

Capitalising on the continued interest in the lives of the servants at Waddesdon, we developed, together with the Visitor Services team a very well received new Manor Kitchen Discovery Tour, an opportunity for group visitors to find out what life was like in Waddesdon's kitchens, preparing for a 1890s weekend house party.

Waddesdon's profile in China, North America, Germany and Scandinavia continued to grow, particularly in the Chinese market where we recorded over 200% growth across the organisation including general group visits, retail wine sales and private events. Our work with East Song, an organisation which markets to Chinese tour guides living in the UK successfully drove retail wine sales.

Visit Britain frequently cited Waddesdon as an example of best practise and brought two familiarisation trips to us covering two of our most important markets, China and North America.

As part of a new initiative Kim Hallett completed a successful sales trip to Germany negotiating with one of the largest tour operators in the region, Service Reisen Giessen.

We saw some encouraging enquiries from Japan, mostly for generic group visits and at Explore GB, Kim had meetings with two of biggest two operators JTB and Miki Travel at their request. The groups brochure was translated into Japanese (alongside German and Chinese) and this was well received by these operators.



## FILM, TV & OTHER MEDIA

Following the retirement of Suzy Barron, Kim Hallett assumed responsibility for filming. This is a natural fit since filming tourism is an increasingly popular part of the group market with Germany and Scandinavia in particular creating tours to UK film locations. Waddesdon is popular, for example, with the Midsomer Murders tours from Germany, having provided the location for the series some years ago.

Amongst those using Waddesdon as a film location were the Netflix mini-series 'The Crown,' a NEXT Directory photoshoot, 'Kirsty's Handmade Christmas,' a Bollywood film and the Channel 4 series " Kiss Me First." Asiana – the highest circulation Indian Wedding magazine in the UK - used interiors and exteriors to showcase the creations of an Indian wedding dress designer.



## COMMITTEES

### Academic Committee

Lord Rothschild  
(Chair)

Lady Rothschild

David Landau

Alastair Laing

Neil McGregor

The Hon. Hannah Rothschild

Dame Rosalind Savill CBE

Sarah Staniforth

Patricia Williams

Other attendees

Pippa Shirley

Sarah Weir OBE

Fabia Bromovsky

### Gardens Committee

Lord Rothschild  
(Chair)

Mike Calnan

Sarah Cook

Peter Inskip

Jim Marshall

The Hon Beth Rothschild

Candida Lycett-Green

Peter Inskip

Kim Wilkie

Other attendees

Fabia Bromovsky

Pippa Shirley

Sarah Weir OBE

Paul Farnell

### Management Committee

The Hon Hannah Rothschild  
(Chair)

Nicola Briggs

Other attendees

Sarah Weir OBE

Fabia Bromovsky

Kim Hallett

Edward Parsons

Sara Sweetland

Simon Wales

Pippa Shirley

Dave Silvester

June Primmer

## STAFF LIST 1 March 2016 to 28 February 2017

David	Hebburn	Accounts	Rachel	Jacobs	Collection
Samantha	Jarvis	Accounts	Ulrich	Leben	Collection
Rosemarie	Jones	Accounts	Phillippa	Plock	Collection
Kayleigh	Mott	Accounts	Nicola	Tinsley	Collection
Hassan	Mukhtar	Accounts	Katie	Vials	Collection
Debbie	Payne	Accounts	Colette	Warbrick	Collection
Sue	Rapley	Accounts	Joan	Allen	Conservation
Catherine	Taylor	Archive	Christine	Burnham	Conservation
Llyr	Davies	Aviary	Karen	Featonby	Conservation
Ian	Edmans	Aviary	Julie	Isherwood	Conservation
Gavin	Harrison	Aviary	Katherine	Cassels	Education
Josh	Bargrove	Catering	Sarah	Dewberry	Education
James	Boothaway	Catering	Emma	Backwell	Events
Elis	Carani	Catering	Hollie	Barr	Events
Daniel	Caterer	Catering	Sophie	Harris	Events
Craig	Clark	Catering	Claire	Holland	Events
Paul	Cottrell	Catering	Mihai	Moscu	Events
Harry	Cox	Catering	Evelina	Rausiene-Black	Events
Stewart	Davies	Catering	Cristian	Spalanzino	Events
Andrew	George	Catering	Gary	Hart	Facilities
Niamh	Malewicz	Catering	Gary	Hatchman	Facilities
Przemyslaw	Nadolski	Catering	Stuart	Howard	Facilities
Stelica	Scarlat	Catering	John	Iapino	Facilities
Zachery	Selwood	Catering	Kevin	Rees	Facilities
Sally	Skinner	Catering	Ian	Smith	Facilities
Daniel	Skinner	Catering	Martin	Smith	Facilities
Ben	Thurkettle	Catering	Lewis	Brigginslaw	Five Arrows Hotel
Oliver	Waddon	Catering	Wioletta	Brooke-Ward	Five Arrows Hotel
Diane	Bellis	Collection	Matthew	Butcher	Five Arrows Hotel
Juliet	Carey	Collection	Julie	Chalmers	Five Arrows Hotel
Mia	Jackson	Collection	Amber	Chalmers	Five Arrows Hotel



WADDESDON MANOR

Rick	Foster	Garden
Chris	Gibson	Garden
Ben	Hignell	Garden
Simon	Lewis	Garden
Hannah	Lucas	Garden
Jennifer	Thompson	Garden
Peter	Thorp	Garden
Ian	White	Garden
David	Wilson	Garden
Christine	Benton	Housekeeping
Tracy	Gibson	Housekeeping
Christine	Howe	Housekeeping
Pauline	Johnstone	Housekeeping
Michelle	Knight	Housekeeping
Beverley	Northway	Housekeeping
Varsha	Parmar	Housekeeping
Julie	Quinn	Housekeeping
Deborah	Tearle	Housekeeping
Jane	Cliffe	Marketing
Catherine	Conisbee	Marketing
Vicky	Darby	Marketing
Jo	Fells	Marketing
Emma	Gilliland	Marketing
Alison	Hill	Marketing
Emma	Mason	Marketing
Olivia	Parker	Marketing
June	Primmer	Marketing
Marie	Stewart	Public Events
Eleanor	Burgess	Records & IT
Kayleigh	Creser	Records & IT
Steve	Rumsey	Records & IT
Joan	Adams	Retail
Roddy	Bedford	Retail

Sheena	Cox	Retail
Juliet	Hall	Retail
Nicola	Mertens	Retail
Peter	Tompkins	Retail
Lishman	Young	Retail
Donna	Allen	Security
Steve	Brackley	Security
Dawn	Kingsley	Security
Ray	Raby	Security
Paul	Worsley	Security
Carol	Bradbury	Stewards
Margaret	Clarke	Stewards
Jane	Finch	Stewards
Ann	Newbold	Stewards
Harriet	Nichols	Stewards
Sarah	Patch	Stewards
Matthew	Waters	Stewards
Kim	Hallett	Travel Trade
Helen	Franklin	Visitor Services
Matthew	Hulme	Visitor Services
Victoria	Lovatt-Morris	Visitor Services
Francesca	Page-Smith	Visitor Services
Cheryl	Richardson	Visitor Services
Hayley	Rowe	Visitor Services
Hannah	Walker	Visitor Services
Andrew	Bartlett	Wine Company
Lucy	Bonson	Wine Company
Christopher	Campbell	Wine Company
Stephen	Lane	Wine Company
Michael	Lord	Wine Company
Katie	Murray	Wine Company
Joe	Wray	Wine Company

# Bountiful Invention

Juste-Aurele Meissonnier:  
The facade of Sainte-Sulpice, Paris, 1726,  
Acc. no. 2129

