



Annual Review
2017/18



WADDESDON
Rothschild Collections



Grey Drawing Room, Waddesdon
Photo: Waddesdon Image Library, Will Pryce



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Rothschild Collections

ANNUAL REVIEW 2017/18

Review of the year from
March 2017 – February 2018



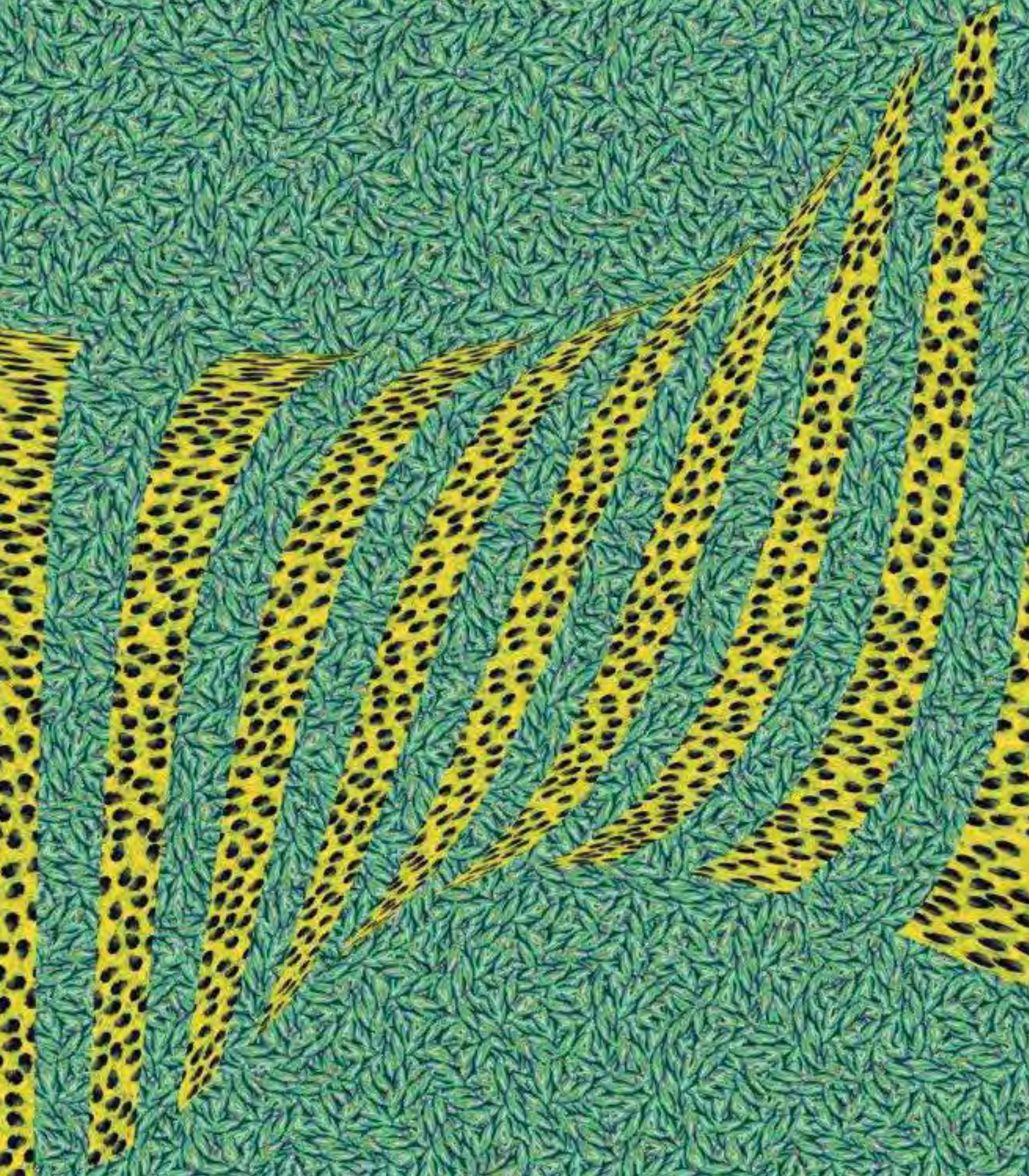
Front cover: Waddesdon Manor, North Front at dusk
Photo: Waddesdon Image Library, Chris Lacey

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Right: Parterre
Photo: Waddesdon Image Library, Chris Lacey





Reflecting on 2017/18

Looking back on 2017/18, it was in many ways a year in which our programmes celebrated the natural world, and the activities of the Rothschilds as natural historians. One of the major exhibitions was firmly rooted in this subject. *Creatures and Creations*, at the Coach House was a collaboration Waddesdon, the Natural History Museum, Tring and an artist, Platon Hadjimichaelis and a fashion designer, Mary Katranzou, who both made work inspired by the species collected by my forebear, Walter, 2nd Lord Rothschild. Platon's work illuminated the subject in a highly contemporary way, through his use of digital art to manipulate details of animals, insects and birds into vivid collages of great complexity. They were on display alongside Mary's exuberant, butterfly-inspired dresses and an actual Galapagos tortoise from Walter's own collection, lent by his museum. The exhibition included our first ever bespoke Exhibition Shop, selling designs by both artists. A new catering outlet at the Stables, The Treaterie, contributed to the fun. The Manor Shop was also restyled to fit in with the natural history theme. As an example of our integrated programming, the carpet bedding on the Parterre was designed by Platon, and the garden in general had an excellent year, despite some weather-related challenges. Our living collection of birds also prospered after a difficult start to the breeding season under the expert care of the Aviary team, with 38 birds raised to independence from 15 species. We were proud to have been the only institution in Europe to have reared the Painted bunting *Passerina ciris* this year.

The animal theme continued at Christmas, with the Enchanted Menagerie, including the *Waddesdon Imaginarium* created for the Winter Light season by the Guildhall School of Music and Drama, a 3D projection using scans of objects featuring creatures from the Collections that played across the façade of the Manor. We were also delighted to work with American artist Lauren Booth, showing her neon animal creations as part of the light trail. The strength of the Christmas programmes, including the decorated house and the popular Christmas Fair, led to our best ever figures for the Christmas season – over 181,000 in six weeks.

Elsewhere in the house, our other main exhibition was *Power and Portraiture*, an exhibition showcasing portraits of Queen Elizabeth I and her ambassador Sir Amias Paulet, newly attributed to Nicholas Hilliard, and the first time this artist known as a miniaturist is documented as painting "in great". The paintings came on long-term loan from a branch of my family, and were a splendid illustration of the breadth of Rothschild collecting. I was delighted that the Tudor portraits were complemented by Lucian Freud's portrait of HM The Queen, on loan from the Royal Collection. The exhibition, and the specially commissioned film that accompanied it, were enjoyed by public and experts alike, and attracted excellent coverage, including in *The Times* and *FT Weekend* – in all, an equivalent advertising value of £375,770.

Another highlight was an important Rothschild anniversary in 2017 – the centenary of the Balfour Declaration. A display was created around Waddesdon’s early copy of the document, explaining the role played by Baron Edmond and my cousins James and Dorothy de Rothschild in the negotiations leading up to the writing of the letter. A number of acquisitions, including a copy of *The Times* in which the Declaration was reported, were made by the Rothschild Foundation) to mark the anniversary. As part of this story, we added to the permanent displays in the Goodwood Room with a limewood model by Swiss architects Herzog & de Meuron of the new *National Library of Israel*, under construction in Jerusalem with the support of Yad Hanadiv. It now accompanies the model of the Supreme Court, making a powerful statement about the Rothschild family’s philanthropic support of contemporary architecture and Israel’s national institutions.

Digital access and interpretations is becoming ever more important at Waddesdon, and this year we launched our first 360 Virtual Tours of key interiors at the Manor. We also extended and enhanced online access to the Collections through the website. The growing importance of this audience is reflected in the statistics – a 43% increase in visitors to our websites in the six months to February 2018.

Although we are increasingly conscious of our virtual visitors, actual ones are the most important, and this was another extraordinary year, with the highest number of visitors ever at 467,756, an increase of 10% on the previous year. Paying visitors increased in line, to 84,344, with a 3% increase in paying visitors to the House,

while National Trust members remained constant at 71%. We were delighted that figures from the Association of Leading Visitor Attractions (ALVA) showed Waddesdon outstripping the industry average of 7.3% with its 11% increase in visitor numbers for the calendar year January to December 2017. Additionally, our indefatigable Visitor Services team boosted gift-aid revenue to a record £102,831.

Some of these encouraging figures were generated by the events programme throughout the year – Colourscape (staged in partnership with the Eye Music Trust), the Feast Festival and the increasingly popular Chilli Festival. Our Educational audience is also growing - nearly 5,500 school visitors took part in workshops or a self-led visit to Waddesdon and this year saw the Learning and Engagement team continue to extend its activities beyond its formal learning programme with family events like the Big Camp and Dawn Chorus sessions.

Revenues in the Trading Company were boosted by the performance of the Wine Shop, which was up on budget all year with a focus on high-margin, wine-related events. We also had a bumper year for filming revenue, including an episode on Waddesdon in *Secrets of the National Trust* with Alan Titchmarsh on Channel 5. A new monthly Artisan Food Market was also launched and is growing quickly in popularity. The Dairy delivered a record 63 weddings, and we also hosted our first major wedding for an Asian couple at the Manor – a market which we plan to develop.


Lord Rothschild Chair of Trustees

Jacob Rothschild




Opposite: Isack van Ostade, *Figures outside an inn*, 1647; Oil on canvas; acc. no. 259; Waddesdon (National Trust) Accepted under the Cultural Gifts Scheme by HM Government and allocated Waddesdon, 2016. Photo: Waddesdon Image Library, Mike Fear

2017/18 in numbers

VISITORS 
467,756
visitors to the house and gardens

10% increase (44,320 more visitors than the previous year)
House paying visitors up by nearly **3%** to **29,668** (28,876 in 2017)
A record **£102,831** gift-aid revenue

EVENTS 
7,256 visitors to Colourscape in May
181,415 grounds visitors during the Christmas season
up from **149,060** the previous year
49% uplift in Christmas visitor numbers since 2013
10,760 visitors to our summer festival Feast weekend in June

DIGITAL REACH 
1,563,625 sessions on Waddesdon website
381,289 Facebook engagements (shares, clicks, comments)
11,512 Twitter engagements
153,381 YouTube film views
15,415,292 film views on third party websites

MEDIA ACTIVITY 
1,763 articles reaching **60,476,130** people
Coverage advertising equivalent value of **£7,334,820**
90 exhibition articles with a reach of **3,414,910**

THE COLLECTION

22,000	records on the Collection database	1,865	new records created
8,077	objects inventoried	5,619	new digital photo records created



Red Drawing Room, Waddesdon. Photo: Waddesdon Image Library, Will Pryce



Collections

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

Nicholas Hilliard, *Queen Elizabeth I* (1533-1603), 1576-1578; Oil on panel; Rothschild Family; acc. no. 27.2017.
Photo: Waddesdon Image Library, Mike Fear

Nicholas Hilliard, *Sir Amias Paulet* (1533-1588), 1576-1578; Oil on panel; Rothschild Family; acc. no. 28.2017.
Photo: Waddesdon Image Library, Mike Fear

EXHIBITIONS & DISPLAY

112,012 people saw Power and Portraiture

43,804 visitors to Glorious Years



Above: View of the exhibition Creatures and Creations: Art by Platon H & designs by Mary Katrantzou inspired by Rothschild species. Photo: Mike Fear © National Trust, Waddesdon Manor

June saw the opening of two significant exhibitions, exploring the permanent collections and our continued collaboration with contemporary artists making responses to Waddesdon.

Creatures and Creations drew together contemporary art inspired by Rothschild species and haut couture fashion, in a collaboration with the artist Platon Hadjimichalis, fashion designer Mary Katrantzou and the Natural History Museum at Tring. Platon worked with Tring to create vivid digital collages celebrating animals, birds and insects with a Rothschild connection and Katrantzou designed three dresses, inspired by similar subjects. The NHM Tring lent specimens from their collections including a giant Galapagos tortoise as collected by Walter Rothschild. For the first time we introduced an exhibition shop with product designed by both artists. The summer carpet bedding on the Parterre was also designed by Platon, based on the Rothschild lily, Rothschildiana Gloriosa. The collaboration with Mary generated considerable interest in the exhibition from the fashion world, including *Chinese Vogue*. The exhibition was reviewed in *Selvedge*, *The Lady Magazine* and *Women's Wear Daily* online. BBC South Today ran interviews with Alice Adams from NHM Tring and Platon. Harriet Quick, a *Vogue* editor, posted the Katrantzou dresses on her Instagram account with 14,600 followers. In total the exhibition generated 30 media items with a total reach of 1,700,000 and advertising equivalent value of £194,500. As with the Kate Malone exhibition the previous year, this was a selling exhibition, with part of the proceeds offsetting costs.

In the House, *Power and Portraiture* explored painting at the court of Elizabeth I through an exceptional group of portraits on loan from the Rothschild family, two of which were newly attributed to Nicholas Hilliard (1567-1619). *Elizabeth I* and *Sir Amias Poulett* by Hilliard were displayed alongside a portrait of the *Duke of Norfolk* by Hans Eworth, Steven van der Meulan's magnificent portrait of *Robert Dudley, First Earl of Leicester* (on loan from the private collection) and a further portrait of Elizabeth I on loan from the National Portrait Gallery. The Tudor portraits were complemented by Lucian Freud's portrait of HM The Queen, on loan from the Royal Collection. It was joined by Ann Carrington's *Pearly Queen of Shoreditch*, from the permanent collection, as modern manifestations of royal imagery. The exhibition, and the specially commissioned film that accompanied it, were enjoyed by public and experts alike. *The Times* Fashion Director Anna Murphy wrote it up for *The Times T2* and Jackie Wullschlager covered it in *FT Weekend*. It was also written up in the academic press. In total, the exhibition gathered 32 media items with total reach of 1,220,000 and advertising equivalent value of £375,770.



Right: Lucian Freud (1922-2011), *Queen Elizabeth II* (b. 1926), 2000-2001; Royal Collection Trust © Her Majesty Queen Elizabeth II, 2017 © The Lucian Freud Archive/Bridgeman Images

Another new exhibition, *Glorious Years*, celebrated Waddesdon's unique collection of 18th-century almanacs, largely collected by Baron Ferdinand, and on display for the first time. The exhibition included a contemporary response by artist and illustrator Adam Dant, who created a playfully subversive version of an almanac, *The Mother of Parliaments*, inspired by Ferdinand and Walter Rothschild's political careers and featuring familiar figures from our own political establishment in the spirit of the 18th-century originals. Response to the exhibition was very positive with interest both in print and on-line. Curator Rachel Jacobs and Adam Dant were interviewed on radio for Mix '96 and there was coverage in *Apollo*, *Minerva* and through blogs. The multi-page feature in *Minerva* was valued at £19,560 with a reach of 10,000 people. The exhibition also appeared in *L'Objet D'Art*. In total it prompted 28 media items with reach of 494,910 and advertising equivalent value of £324,550.

2017 was the centenary of the Balfour Declaration, the letter written to Walter, then Lord Rothschild which confirmed the British Government's support for the creation of what became the nation of Israel. A focussed display was created around Waddesdon's early copy of the document, which explained the role that Baron Edmond, James and Dorothy de Rothschild played in the negotiations leading up to the writing of the letter, and the way in which it was viewed by other members of the family. A number of acquisitions, including a copy of *The Times* in which the Declaration was reported, were made by the Rothschild Foundation (RF) to mark the anniversary.



Tales from the Archive, an exhibition exploring the stories of people connected with Waddesdon as reflected in archive material and images was extended for a second year.

The Red Drawing Room redisplay, using the Eyemat version of the Savonnerie, also continued from the previous season, allowing visitors to experience the house as Baron Ferdinand's guests did, and to see the paintings and furniture at closer quarters.

Above: Adam Dant, Almanac titled: 'The Mother of Parliaments Annual Division of Revenue, A Print for The British Electorate', 2017.
Right: After Jacques-Philippe Dauphin de Beauvais, Almanac for the Year 1771 'The August Alliance between the Houses of Bourbon and Austria', 1771; etching and engraving; Waddesdon (National Trust) Bequest of James de Rothschild, 1957; acc no. 2669.3.24.
Photo: Waddesdon Image Library, Mike Fear





A small display of Rothschild jewellery was placed on loan in the Exhibition Room in August. This included a ruby necklace, earrings, brooch and tiara mounted in gold and silver, c. 1880, which originally belonged to Emma Louisa Rothschild (1844-1935) wife of Nathaniel Mayer ('Natty') Rothschild, 1st Lord Rothschild.

The display *Collecting Coins* in the Family Room reflected the Rothschild family's early history as collectors and dealers in coins and antiquities. Alongside coins collected by James de Rothschild (from the age of eight) was an exceptional collection of 82 modern British gold coins from the reign of Richard II (1367-1400) to George VI (1895-1952), the majority of which were put together by Lord Rothschild's grandfather, Charles Rothschild (1877-1923) and later added to by his father, Victor Rothschild (1910-1990).

2019 was the 250th anniversary of the foundation of the Royal Academy, and we contributed to the celebrations with a *Reynolds at Waddesdon* trail, in honour of the founding president, Sir Joshua Reynolds. Written by Juliet Carey, it focussed on our Reynolds portraits, encouraging visitors to explore them in sequence. It incorporated much new research, including insights from the scientific analysis carried out on our portraits as part of the Reynolds project.

We continued to commemorate the centenary of the end of the First World in *Waddesdon at War*, which explored the stories of the 180 men from Waddesdon who fought in the British armed forces, as well as the war's impact on the Manor and Estate. Part of the exhibition was the creation of a Roll of Honour.

The permanent displays in the Goodwood Room were augmented with a limewood model by Swiss architects Herzog & de Meuron of the new National Library of Israel, under construction in Jerusalem with the support of Yad Hanadiv. It now accompanies the model of the Supreme Court, making a powerful statement about the Rothschild family's philanthropic support of contemporary architecture and Israel's national institutions.

Two new displays were created in the Servants' Hall using earthenware tiles by Minton, Hollins and Co and plates from the Service Rousseau, made by Creuil and Montereau in the 1870s, both of which are decorated animals and birds after designs by Felix Bracquemond, kindly lent by Lord Rothschild.



Top left: Plaque depicting two rearing horsemen; Waddesdon (National Trust) Gift of Dorothy de Rothschild, 1971; acc. no. 3695. Photo: Waddesdon Image Library, Mike Fear. **Left:** Minton, Hollins & Co., Coloured tiles featuring birds and fish, 1800s; ceramic; Waddesdon (Rothschild Family) on loan since 2018; acc. no. 51.2018. Photo: Waddesdon Image Library, Mike Fear. **Above:** Coin case containing James de Rothschild's collection of coin, c1890; Mahogany; Waddesdon (Rothschild Family); acc. no. 8385. Photo: Waddesdon Image Library, Mike Fear.





Joshua Reynolds, (detail) Lady Anne Luttrell, *The Duchess of Cumberland* (1743-1809) 1772-1773; Oil on canvas; Waddesdon (National Trust) Bequest of James de Rothschild, 1957; acc. no. 2303, Photo: Waddesdon Image



Joshua Reynolds, (detail) Captain John Haynes St Leger (1756-1800), 1778; Oil on canvas; Waddesdon (National Trust) Bequest of James de Rothschild, 1957; acc. no. 2259, Photo: Waddesdon Image Library



Herzog and de Meuron: Model of the National Library of Israel, Jerusalem, 2017 © Herzog & De Meuron.
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.

New acquisitions

After David Hockney, *Two Labels for the 2014 Château Mouton Rothschild vintage*, c 2014, lithograph print of label for the 2014 Château Mouton Rothschild vintage – acquired for display at the Manor.

Unknown, *Cabinet*, 1875-1900, French? gilt-bronze, leather, mahogany – the cabinet, which has a Rothschild provenance from Tring Park was acquired for display in the Family Room.

Unknown, *Fan*, c 1865, French, mother-of-pearl, silk satin - the fan is thought to have belonged to Emma Louisa von Rothschild (1844-1935) who in 1867 married Nathaniel Mayer de Rothschild (1840-1915). Her name ‘Emma’ is embroidered in a central cartouche and the stick-guards are with the initial ‘E’ in white-metal. It was acquired to go in display with the collection of Rothschild family objects at Waddesdon.

Adam Dant, *The Mother of Parliaments: Annual Division of Revenue. A Print for the British Electorate*, 2017, English

To mark the 100th anniversary of the Balfour declaration the following items were acquired for the Archive at Waddesdon to be included in the commemorative display:

- A copy of the 9 November 1917 issue of *The Times* newspaper containing the printing of the Balfour Declaration on the day it was published
- George H Doran (Pub.), *Great Britain, Palestine and the Jews*, c 1918, British
- Herbert Samuel; *Zionism, its ideals and practical hopes*; 1919; British
- Israel, Britain and the Commonwealth Association (Ed.), 1917-1987 *The Balfour Declaration. The National Home Becomes a State*, 1987, British
- Jewish Agency (Ed.), Documents relating to the *Balfour Declaration and the Palestine Mandate*, 1939, British
- The Jerusalem Post Magazine (Ed.), *Commemorative Edition of 50th Anniversary of the Balfour Declaration*, 01 Nov 1967, British
- Zionist Organisation (Ed.), *Great Britain and Zionism, Albert Hall Meeting*, 12 Jul 1920, British

A previously unknown portrait of Baron James de Rothschild by Charles Champmartin, 1834.

Herzog and de Meuron: *Model of the National Library of Israel*, Jerusalem, 2017 – acquired for display in the Goodwood Room alongside the model of the Supreme Court.

Party Parrot, by Lauren Booth, 2017, one of the pieces made for the Christmas display, *Electric Menagerie*.

Waddesdon Manor Household Book, 1887-1891 – a ledger recording arrivals and departures of family and visitors at Waddesdon for the period 1887-91 – acquired for the Archive.

Ivor Burnell: A collection of postcards and photographs of Waddesdon and Buckinghamshire, 19th and 20th century – acquired for the Archive.

Three digital prints by Platon Hadjimichalis, *Gloriosa Rothschildiana*, *Madecassia Rothschildiana* and *Phasianus Colchicus Rothschildiana* – acquired from the exhibition *Creatures and Creations*, for display in the Stables.

Pierre Filloeul, after Jean-Siméon Chardin: *Boy building a house of cards*, c. 1737, ink on paper, French – acquired to complement the painting.

Bernard-François Lépicier, after Jean-Siméon Chardin: *Le tôton*, 1742, ink on paper, French – acquired to complement holdings of Chardin.

Acquisitions by the National Trust

Margret Jacot donated to the National Trust three monogrammed bedsheets which formerly belonged to Miss Alice and were possibly used at the Villa Beau Site in Grasse.

Loans

Specimens from the Natural History Museum at Tring were borrowed to support the interpretation of Platon Alexis Hadjimichalis digital works in *Creatures and Creations*.

For *Power and Portraiture: Painting at the Court of Elizabeth I*, the ‘Phoenix’ portrait of *Queen Elizabeth I* c. 1575, was lent by the National Portrait Gallery; the portrait of *Queen Elizabeth II* c 1999-c 2001 by Lucian Freud was lent by the Royal Collection for display in the Red Ante Room.

Two Elizabethan portraits attributed to Nicholas Hilliard, *Elizabeth I* and *Sir Amias Paulet* were delivered to Waddesdon following conservation for inclusion in the same exhibition.

Several of Adam Dant’s preparatory drawings for his almanac *The Mother of Parliaments: Annual Division of Revenue. A Print for the British Electorate*, 2017 were borrowed for exhibition.

Whilst the Dubois desk from the Morning Room was undergoing conservation we borrowed a *Bureau plat and cartonnier with clock* (c 1760-1768) attributed to Bernard van Risenburgh II from a private collection, courtesy of Christie’s.

Lord Rothschild lent an equestrian portrait of *Nathaniel Mayer, 1st Lord Rothschild*, by John Charlton for display in the Family Room, where it joined other family portraits.

The Archive at Windmill Hill took in the Candida Lycett-Green Archive of personal and family papers on an initial five-year loan.

A collection of emerald and ruby jewellery was lent by The 1967 Jewellery Settlement for display in the Exhibition Room.

A collection of coins was lent by Lord Rothschild to display in the Family Room.

A collection of earthenware tiles by Minton, Hollins and Co, after designs by Felix Bracquemond, 1870s?, were lent by Lord Rothschild to display in the Servants’ Hall.

Plates from the Service Rousseau, earthenware, Creil et Montereau, Paris, after designs by Felix Bracquemond, 1866-1875, were lent by Lord Rothschild to display in the Servants’ Hall.

Outward loans

Joshua Reynolds: *Mrs Lloyd Inscribing a Tree* (103.1995) was lent to the Royal Academy in May for display in their summer exhibition, *The Great Spectacle*.

Thomas Gainsborough: *Gainsborough Dupont* (346.1997) went to the National Portrait Gallery for conservation ahead of display in *Gainsborough’s Family Album*, opening November 2018.



Giovanni Paolo Panini: *A Ball Given by the duc de Nivernais to mark the Birth of the Dauphin* was lent to The J. Paul Getty Museum for *Eyewitness Views: Making History in the Capitals of 18th century Europe* from 9 May to 30 July. From there it transferred to the Minneapolis Institute of Art and then to the Cleveland Museum of Art, finally returning in May 2018.

Returned from loan

George Romney; *Emma Hamilton as Circe*, returned from *Seduction and Celebrity: the Spectacular Life of Emma Hamilton* at the National Maritime Museum

Gabriel Metsu: *La visite d’un Gallant* returned from The National Gallery of Art, Washington DC, the final leg of the three venue tour for *Vermeer and the Masters of Genre Painting: inspiration and rivalry*.

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.

Lectures and Conferences

The subject of this year's National Trust/Waddesdon Manor conference, on 3 October, was 'The Art of the Box: packing, storing and transporting works of art'. Juliet Carey and Mia Jackson put together the programme with Christopher Rowell, which included speakers from the V&A, Royal Collection, Wallace Collection and the National Trust.

A study day on 16 October on almanacs and calendars complemented the *Glorious Years* exhibition. Speakers included Maxime Préaud (formerly *Conservateur Général, département des Estampes et de la Photographie, Bibliothèque nationale de France*), Stephen Boyd Davis (Professor of Design Research, Royal College of Art), Véronique Sarrazin (*Maître de conférence d'histoire modern, Université d'Angers*) and Matthew Shaw (Librarian of the Institute of Historical Research, School of Advanced Study). This was followed by a workshop on the Elizabethan portraits which included speakers from the Hamilton Kerr Conservation Institute, the National Gallery, the National Portrait Gallery, Tate and the Paul Mellon Centre and attendees from the National Maritime Museum and the National Trust.

Catherine Taylor spoke about our digital archives and records project at the Oxford Museum of Natural History as part of PASIG Oxford 2017, a three day international conference on digital preservation and archiving organised by the Preservation and Archiving Special Interest group. The programme included talks from those at the cutting edge of digital archiving technology and practice from across America and Europe.

Following on from the success of the Benjamin West series at Spencer House, we showcased Waddesdon in London with three lectures on aspects of the collections.

Colette Warbrick spoke at the Courtauld Institute at a study day on digital cataloguing of museum collections.

A highlight of the year was the international two day conference organised by Oxford University, part of their research project looking at country houses built or owned by Jewish families. Funded by the Fell Fund and Paul Mellon Centre, it attracted 60 participants, with 40 from the heritage/museum sector, including country houses, the V&A, historic museums in France, Germany, the Czech Republic and heritage organisations including the Rothschild Archive, AEJP and J-trails. The conference was based in Oxford but came to Waddesdon for a tour of the Manor.

Mia Jackson spoke on St Cloud porcelain at the Wallace Collection and *Gilding, Change and Destruction* at a conference at Magdelene College, Cambridge. Ulrich Leben lectured on *Waddesdon* in New York and Memphis, Tennessee and on *Bernard Molitor* in Stuttgart. Juliet Carey spoke at the National Portrait Gallery on *Hilliard* and at the National Trust Curators’ Plenary conference on *Curating Houses with Jewish Histories*. Pippa Shirley lectured on *Waddesdon and the Rothschilds* for the Friends of the Shrewsbury Museum.

Publications

Pippa Shirley and Dora Thornton of the British Museum co-edited the papers of last year’s Waddesdon Bequest conference.

Juliet Carey wrote *Reynolds at Waddesdon*, a detailed companion to the Reynolds portraits in the collection, produced in both printed and interactive digital form. She also updated the Sculpture Trail, which was made available on-line and with an audio element. She collaborated with Sarah Bayliss and Edward Town for an article on the Tudor portraits in *The Burlington Magazine*.



Research

Mia Jackson and Ulrich Leben continued to work on the history and provenance of the Dubois desk. Mia also worked on the Rothschild jewels prior to their display, and uncovered much new material on the Service Rousseau and the Minton tiles which went on display, including finding the print sources by Félix Bracquemond for the tiles. Rachel Jacobs continued to work on the almanacs and also on manuscripts towards her exhibition proposal for Illuminated Manuscripts. Work also continued on Gustave Moreau and Eliot Hodgkin for the forthcoming exhibitions, and the Blue Boy project.

Work continued on the Riesener project, due for completion in 2020, in conjunction with the Royal Collection and the Wallace Collection with input from the Metropolitan Museum, the Getty and Versailles. Jorgen Huber, Senior Furniture Conservator at the Wallace Collection, and Max Copoletta, spent ten days in the collection in March investigating our remaining Riesener pieces. This entailed dismantling and photographing them in minute detail, which also allowed us to carry out a detailed condition review. Part of the work was carried out in front of the public who found seeing pieces dismantled fascinating.

A grant application to the Leverhulme Trust for a research assistant for the accompanying book to the project reached its second round. This will be a catalogue of the pieces in the linked collections, with introductory essays (led by Helen Jacobsen at the Wallace Collection).

Joshua Reynolds, *David Garrick (1716-1779) between Tragedy and Comedy*, 1760-1761; Oil on canvas; Waddesdon (Rothschild Family) acc. no. 102.1995. Photo: Waddesdon Image Library, Mike Fear



Digital Initiatives

The Collections database went live on the Waddesdon website in December, in a new presentation allowing greater scrutiny of images through a zoom feature, and improved filtering and sorting. There was a 24% increase in unique page views of Collections pages, *Explore the collection* had 5,776 page views and the paintings in the *Highlights of the collection* section had 1,071 page views.

A large batch of archive records were uploaded to the website early in the New Year. The number of records on the database reached over 39,000 (excluding short-term loans but including approximately 18,000 archive records).

At the end of February we launched six virtual room tours, based on 360 degree photography with ‘hotspots’ highlighting notable architectural features, paintings and furniture, available for online users. In their first six weeks they were viewed by 741 browsers on their computers and more on their smartphones using the VR application Matterport.

In the House we created new digital features to enhance on-site visitors’ experience of details from the Coins and Almanac displays. We invested in specialist software, Lightbox3, to enable close-up scrutiny of detail accompanied by expanded text interpretation.

We hosted a visit from one of the founding partners of Smartify in April and worked with their technical team to ensure the Smartify app works in our highly decorated interiors.

Rene Dubois and Jean Goyer, detail of Drop- front desk, 1770; Oak, lacquer, gilt bronze and veneers; Waddesdon (National Trust) Bequest of James de Rothschild, 1957; acc no. 2582. Photo: Waddesdon Image Library, Mike Fear

Collaborations and partnerships

We continued to collaborate widely across different sectors, increasing our outreach and profile whilst positioning Waddesdon amongst its peers in the heritage and museums sector. Academic partnerships also encourage scholarship and career development for young curators in the decorative arts and historic house sector.

Our longstanding relationships with several universities continued, including Oxford University, History of Art Dept, with whom we run a very successful annual intern programme, and a tour and study session for first year undergraduates. For the fifth year running, Warwick University included a module based at Waddesdon in the first year of its BA course in Art History, and we continued our intern programme with the Bard Graduate Centre for the Study of Decorative Arts, New York. The MA in the Art Market and the History of Collecting in partnership with the University of Buckingham and the National Gallery continued into its second year, focussing on the Agnews Archive at the National Gallery and the Colnaghi Archive here.

We continued to be involved in teaching on the Attingham/Wallace Collection/Waddesdon Study Week, in October, and sessions for Sotheby’s Institute of Art course on Art Museums, Galleries and Curating and Christie’s Educational Programme on the decorative arts.

Catherine Taylor, Head Archivist, retained her position as Secretary of the Historic Houses Archivists Group this group and contributed in conversations with the National Archives about Collections at Risk and the new National Archives Strategy.

The Rothschild Foundation had been advising a new charitable body, the Capricorn Foundation, set up to manage the former estate of the late Harry Hymans, including Ramsbury Manor and its collections. Following the resignation of the newly appointed Collections Manager, we stepped back from our advisory role while the Ramsbury trustees decide how they want to move forward with their management programme.

David Saunders, the inaugural Getty Rothschild Fellow, began his fellowship in January 2017 at the Getty, and was with us from April until the end of June. He settled very easily into the department and used his time at Waddesdon to incorporate much information about Waddesdon into his forthcoming book on museum lighting. His expertise was very helpful to our thinking about lighting regimes and conservation programmes, and we will continue to work with him on these, particularly our long-term conservation strategy.



Specialist and Group Visits

We hosted many visitors and groups during the period, many of them prompted by our exhibitions. Highlights include the fourth Names Not Numbers day, curated by Editorial Intelligence and supported by the Rothschild Foundation, which brought a wide range of people to Waddesdon for a series of talks, panel discussions and visits to the exhibitions.

Keynote speakers included Niall Fergusson and Luke Syson. We also welcomed the Royal Collection, the V&A, the American Friends of the British Museum, the Worshipful Company of Clockmakers, the Decorative Arts Society and Hilary McGrady, new Director General of the NT and her senior team including Director of Curation and Experience, John Orna-Ornstein and Curatorial Director Tarnya Cooper.

Stewardship

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



CONSERVATION

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



Conservation work on the Dubois desk began, after extensive discussions with the curatorial team and an advisory panel comprising John Hartley, Tankerdale Conservation, Dr Monika Kopplin, director, Museum für Lackkunst, Münster and Shayne Rivers, West Dean College. Decisions about the work, undertaken by Yannick Chastang, were informed by a group visit to Milton Hall, where we were kindly received by Sir Philip Naylor-Leyland, to see the copy that was made in 1890, when Baron Ferdinand bought the original.

In June the two Hilliard portraits returned from the Hamilton Kerr institute, having been conserved and placed into their new frames, made by Michael Gregory.

Jurgen Huber, Furniture Conservator from the Wallace Collection made another visit to dismantle and scan the Riesener roll-top desks, for the next phase of the research and digitisation project.

Campbell Norman-Smith from the Granary Conservation Studio continued work on the 18th-century German wall-mounted wine fountain which had become very dirty and lack-lustre.

The archway round the lobby door G2 next to the Morning Room was treated following the removal of the door curtains, which were retired to store. Sarah Patch and other members of the team and our interns helped, to develop their conservation skills.

Sarah Patch carried out running repairs to the chairs in the Panelled Room, along with a model of the dairy that had come apart. She has also dealt with some active woodworm identified in a shelf bracket.

The team continued in-depth monitoring of objects whilst the rooms were being deep cleaned, making notes, carrying out remedial repairs and treating the bottom cloths of chairs before putting on winter covers.

Thomas Ellis Reece serviced and repaired the cartel clock from the South Corridor and the West Gallery pedestal clock. He also cleaned the Sèvres Urn clock on the cabinet in the Low White.

Additional pieces from the Grand Staircase at 148 Piccadilly (built by Baron Lionel de Rothschild between 1860 and 1868) were conserved during this period to add to the existing collection of



historic ironwork and balustrade pieces on display on the West Staircase. This newly conserved group includes three straight and two riser sections.



Section of balustrade, 1860-1868; Silvered brass, gilded bronze, copper alloy; Waddesdon (Rothschild Foundation) acc. no. 50.2018.1-5.

Rupert Harris Conservation re-mounted and re-gilded missing decorative elements and re-silvered the main structure.

Thomas Ellis Reece worked on four clocks. The Organ Clock required remedial work on its winding drum and weight, instructed by Peter Watkins.

In June the Sèvres pot-pourri vase with lid which returned to the Manor in 2016 after being stolen, went to Fi Jordan for repair and consolidation ahead of its trip to the British Museum for replacement lid to be made. It took one month for Fi to remove the blackened areas of fire damage, in-fill losses, remodel lost areas and touch-in lost enamel paint and gilding.

The Schrödel / Garrard Candelabrum returned from Rupert Harris after undergoing treatment following minor damage.

A late 18th century wrought-iron bracket in store for use on the West Stairs was sent for conservation.

The curtains from the west window in the Baron’s Room were completed and re-hung. Work continued on the curtains from the Fountain Bedroom. The Textile Workshop team also cleaned the tapestry from the Smoking Room and removed, cleaned and packed the door curtains from the Business Room Lobby for storage.

Sarah Patch continued with the conservation framing project following guidance by Ruth Bubb.

Roy Graf worked on two drawings of vases for inclusion in 2018’s Michael Eden exhibition, as well as two other drawings which needed stabilisation.

Maintenance & Cleaning

Putting the house to bed got underway as usual in October with the Bachelors’ Wing closing a week before the rest of the House to get a head start before the Christmas set-up began. Rooms on all floors were cleared, cleaned and covered. We programmed cleaning of small objects, porcelain and copper after opening, which adds interest for visitors.

The annual decorating programme included the Goodwood Stairs and landing, walls in the Wine Cellars, the Cellars lavatories and the Lift Staircase.

Carpets were lifted in Garden Corridor to facilitate electrical work for new lighting in the Servants’ Hall below.

We continued to work with TM Lighting on upgrades to lighting, replacing more bulbs with LEDs, the lighting of the new jewellery display in the Exhibition Room, lighting for the Tudor portraits in the Smoking Room and the coin display in the Family Room.

New outside sun blinds were installed with just a few alterations to the brackets to smooth out running issues with the galvanised rods, a great help in light management in the House.

During the winter, with the help of Peter Davies, CSA supervisor, the unpainted shutters were oiled.

The winter statue covers went on from the end of October and were checked every two weeks to ensure none had come adrift and were abrading the surface of the statues.

The team spent two weeks cleaning the Starhemberg Service and room in coordination with a photographic and cataloguing project. This involved taking everything off the wall, and created an opportunity to number all the objects.

A major winter project was the replacement of the wall silks in the West Hall. Upholsterer Michael Jewiss came in February ahead of which all the paintings and some furniture was removed.



Managing our Collections



Inventory and Documentation

In addition to the annual inventory of the collection and the creation of new records where needed, an inventory was done of the basement kitchen area and the offices in the Manor and the Stables, as well as finishing off the Blue Dining Room cupboard and Cavern. Volunteers helped to inventory and attach barcodes to all objects in the Upper West Attics and the Estate Yard Stores 1 and 2.

Image Library

Work continued towards the goal of ensuring all object records have a least one digital image, prioritising core National Trust cataloguing, with the unstinting support of volunteer Fi Paine. As part of this, a project was launched in January to photograph, number and catalogue the Starhemberg service.

We organised a session for a wide group of Waddesdon staff with copyright consultant Naomi Korn, who gave an excellent briefing on the issues of image management and risk awareness in the digital world, and an update on the current legal requirements.

Library

The Department Library continued to grow, with new acquisitions arriving through gifts, photographic requests and purchases by the Rothschild Foundation Book Fund which purchases and places the books on loan at the Manor. 59 titles were added, bringing the total number of volumes in the working Research Libraries in the Manor and at WMH to 4,546.

In addition we continued to catalogue previously undocumented books to be found in the apartments and bedrooms throughout the Manor. Volunteer Charlotte Dickinson worked on this, documenting 967 titles.

Storage

Over the winter the Upper West Attics were cleared and the remaining objects re-organised so that everything was grouped into categories and visible, freeing up valuable floor space.

As part of the inventory project the Estate Yard stores were re-organised (with the exception of the panelling in Estate 2) so that all walkways were clear and all objects accessible.

Extra wall-mounted racking was installed in the 2nd Floor Stores, creating more space for hanging paintings and frames, and the basement stores were also tidied to consolidate and organise space.



Gardens



GARDENS







The summer bedding scheme went in in June, with the help of an enthusiastic team of volunteers from other departments, and teams from the EWR Alliance and Network Rail on working breaks (replacing a planned National Trust Working Holiday which cancelled at short notice), to ensure the bedding was complete in time for the Feast weekend. Once in place, the plants quickly settled in and looked really magnificent.

The ribbon beds on the Parterre were dominated by vibrant pink begonias whilst the Aviary Garden had a subtler, white scheme. The carpet bed was planted out to a design by Platon Hadjimichalis, linking to *Creatures & Creations*

in the Coach House. The two 3D birds were also planted up, and were much enjoyed by the public. In late September, we started to remove the bedding to plant the spring scheme, with a focus on pansies and tulips.

The hot, dry weather in May and June created some challenges for the trees in general throughout the garden, and we were alert to the possibility of sudden summer limb drop, particularly by the chestnuts. We carried out extra inspections, took advice from the National Trust Head of Forestry, roped off trees which were identified as particularly vulnerable and ensured that there was information available for the public.



- | | | |
|---|---|--|
|  Green background
Alternanthera E |  Red outer border
Sempervivum tec. 'Rubin' |  Pale orange gold to butt upto red petal
Alternanthera J |
|  Dark green for lily centre
Alternanthera A |  Bright red petal (50 x 50 mix)
Sempervivum tec. 'Rubin'
Alternanthera H |  Yellow highlight for petal
Alternanthera O |
|  Mid green for lily centre
Sedum pachyclados
Blending out to
Sempervivum standard green |  Highlight on red petal
Alternanthera aprica 'Alba' | |



Left: Carpet bedding designed by Platon Hadjimichalis based on the 'Gloriosa superba Rothschildiana'. Photo: Waddesdon Image Library, Derek Pelling

Right: 3D planted birds. Photo: Waddesdon Image Library, Chris Lacey





38 individuals from 15 species
reared to independence

AVIARY

The Aviary experienced one of the most challenging breeding seasons of recent years. There was a flurry of losses in early spring which left no time to make up new pairings for the breeding season. However, we were proud to have been the only institution in the Europe to have reared the Painted bunting *Passerina ciris* this year. This species was last recorded at Waddesdon at the turn of the 20th century. We have also seen an increase in disease, particularly parasites, the cumulative result of successive mild winters.

In April Curator Ian Edmans was part of a team of professionals from various institutions who met in Nanchang and Wuyuan in China to investigate the levels of protection afforded to the critically endangered Blue-crowned Laughingthrush (BCLT) *Garrulax courtoisi*, a species synonymous with Waddesdon which has an excellent track-record for its breeding.

Ian also attended the Threatened Asian Songbird Alliance (TASA) meeting in Vienna to plan the forthcoming EAZA campaign “Silent Forests” and prioritise project funding. Updates were given and discussed on all field projects, current and planned, within Indonesia by members of the TASA.

Our aviculturist Llyr Davies was approached to take on the position of editor of the *Avicultural Magazine*, a much respected journal of the Avicultural Society, founded in 1894.



Above: Blue-crowned Laughingthrush



WINDMILL HILL ARCHIVE

Windmill Hill continued to be acclaimed as 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. Private Events hosted a varied programme including a car launch, conferences and board meetings.

The Country Land and Business Association held their AGM in the Reading Room with input from Waddesdon Estate staff and Lord Rothschild hosted a dinner for Rhodes Scholars from Oxford. Catherine and her team had a visit from Eleanor Hoare, the archivist for Eton College, and her team to share how we are using Preservica for digital preservation and internally Catherine and Sophie Piebenga worked with Mike Buffin, Hannah Lucas and the student gardeners from the Gardens' department to enable them to understand the history and development of the gardens and to inform future planning.

Work continued on the cataloguing the correspondence of Dorothy de Rothschild from 1958 to 1988 and a Waddesdon household book covering 1884-1892, whilst a team of volunteers, Helen Ward, Carole Hardy, Margaret Paterson and Emily Reynolds, supported Archive staff in the transcription of the Waddesdon Visitors' Book.

We facilitated research visits from an increasing number of academics at all levels of higher education ranging from provenance research by curators from other organisations using the Colnaghi archive to enquiries about Estate and domestic staff at Waddesdon. Resolving these enquiries contributes to our knowledge and understanding of the archives and the history of Waddesdon.

Above: Aerial view of Windmill Hill Archive

Right: Windmill Hill Archive. Photo: Waddesdon Image Library, Chris Lacey



MAJOR PROJECTS

Planning permission was granted in December 2017 for a permanent cycle path, the Greenway, between Aylesbury Vale Parkway railway station, and the Waddesdon Visitor Car Park, following the course of the historic Roman road, Akeman Street. This project is funded by HS2 as part of their mitigation strategy. Although there are no visible remains of the Roman road, the hedge line of the field to the west of Cranwell Lane does correspond with the alignment of the road, and public footpaths approximate to its course.

Covering a distance of approximately 2.5 miles, this Greenway will provide an attractive new

walking and cycling path for direct access to both Waddesdon Manor and the village, thereby avoiding the increasingly busy A41.

To enhance the experience of our visitors with additional access requirements, a new Changing Places lavatory facility was created in a former office space on the ground floor of the House. This offers a full hoist system, and adult sized height-adjustable changing bed, with a height adjustable sink. Waddesdon is now listed on the Changing Places national database of sites with fully accessible facilities.



ENVIRONMENTAL INITIATIVES

Waddesdon continued to strive to improve its ‘green’ credentials, including exploration of the possibilities for a renewable energy solution. Consultants Arrow Energy introduced us to the team developing Prometheus, an advanced heat exchange system capable of both generating electricity and supplementing the existing heating system, reducing the number of gas boilers required. Further feasibility reports, including evaluation of the system in a working environment elsewhere, are expected at the end of 2018.

Following the introduction of mixed recycling facilities across the site (both visitor and staff waste), the issue of non-recyclable waste was also addressed. All general waste is now sent via the local council collection service to the Greatmoor Energy from Waste Facility. This unit burns non-recyclable waste to generate steam to power a turbine and generate electricity.

We worked with consultants Watercourse Systems to explore and evaluate the options for a sustainable sewage system for the whole site.



Above: Waddesdon Greenway
Left: Aerial view of the Waddesdon Estate

People

A photograph of a family (two women, a child, and a stroller) having a picnic on a large green lawn in front of the grand, ornate Waddesdon Manor. The manor features multiple towers with conical roofs and many windows. The scene is set on a bright, sunny day with a clear blue sky. In the foreground, two women and a young child are sitting on a colorful patterned blanket. A black stroller is parked to the left, and a blue bag with colorful toys is on the grass to the right. In the background, the large, historic stone building of Waddesdon Manor stands prominently, surrounded by lush green trees and manicured lawns. A few other people can be seen sitting on a bench further back.

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



VISITOR NUMBERS

The year closed with the highest number of visitors to Waddesdon ever at 467,756 (423,436 in 2016/17). This was an increase of 44,320 (10%) on the previous year.

The number of paying visitors to the Grounds increased in line with this to 84,344 (76,235 in 2016/17). The percentage of National Trust members remained constant at 71%.

Overall House visitors decreased slightly year on year to 178,106 (180,821 2016/7), but House paying visitors were up by nearly 3% to 29,668 (2017: 28,876). The percentage of overall visitors who included the House in their visit fell slightly to 38% (2017: 43%), due partly to the large

increase in grounds visitors during the Christmas season.

Figures from the Association of Leading Visitor Attractions showed Waddesdon outstripped the industry average of 7.3% with its 11% increase in visitor numbers for the calendar year January to December 2017.

Our indefatigable Visitor Services team boosted gift-aid revenue to a record £102,831 (£85,131 2016/17)

Gift Aid revenue increased to £85,131 (2016: £66,499), up by £18,632 (28%) year on year.



MEMBERSHIP NUMBERS

£57,000

increase in National Trust Memberships
Recruitment revenue

It was another record year for on-site recruitment of National Trust members for which Waddesdon receives recruitment bonus revenue. For the first time, Waddesdon took top spot in the National Trust’s national league table of most successful recruitment properties, and also moved up, to fourth, nationally. We continued to undertake some local off-site National Trust recruitment, including at the headquarters of local organisations, and at some large local public events.



EVENTS

A full 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

Colourscape was staged in partnership with the Eye Music Trust (funded by Arts Council England). It attracted 7,256 visitors over the 10 days of the May half term holidays. It was located for the first time in Aviary Glade in a bespoke structure created to fit the new space. Almost completely hidden from view, it provided a much better environment for visitors to queue at busy times, and engagement with the gardens and the Aviary increased as a result. Visitor surveys revealed that 85% (6,000 people) had come specifically for Colourscape; 60% were local, and most had heard about the event via word-of-mouth and the Waddesdon website.





Feast

The third year of our summer festival Feast was held on the weekend of 17 and 18 June. Despite slightly fewer visitors than the previous year, possibly due in part to the very hot weather, admissions income increased.



Chilli Festival

Bigger and better than ever, our Chilli Festival at the beginning of September showcased 68 stallholders, up from 44 the previous year. The event brought 10,500 visitors to Waddesdon over the weekend, with a large proportion of first time visitors.

Jack FM radio brought their live roadshow encouraging 25-40 year-olds to make a first visit to Waddesdon. The radio station supported the roadshow with pre-promotion across the 3 days leading up to the event, reaching an audience of 113,000 local listeners per week.

Christmas

181,415 visitors in the
six-week
Christmas season

10,000
visitors a day on the four weekends of the
Christmas Fair

49% increase in visitor numbers
since the first year of Winter
Light in 2013

The theme for Christmas 2017, both inside and out, was Enchanted Menagerie, inspired by our main season exhibitions exploring the Rothschilds and natural history. The popular Christmas Fair, expanded and moved for the first time to the North Front, ran for four weeks from mid-November, and as usual, a Christmas Shop was created in the Coach House.

The star attraction was *Waddesdon Imaginarium*, created by The Guildhall School of Music & Drama: a full-scale 10-minute digital projection for the façade of the House, accompanied by an original soundtrack composed by the students. Inspired by the architecture, gardens and history of Waddesdon, objects in the collections were 3D scanned and transformed into animations. Porcelain animals, birds, musical clocks (including the Elephant automaton), fluttering clouds of butterflies and moths and 18th-century portraits all came to life to create a fantastical visual evocation of the collections. Visitor response was overwhelmingly positive, with much social media traffic and comments that this was the best thing we have presented at Christmas.





Inside the House the menagerie theme continued, with trees and decorations in the East and Bachelors' Wing celebrating the strange and wonderful animals found throughout the Collection; from an elephant parade inspired by the 18th-century musical automaton, to a life-sized zebra, Baron Ferdinand's poodle, Poupon, and trees decked with colourful birds and mythical beasts.

Outside, *Electric Menagerie* - light art installations by American artist Lauren Booth – followed the menagerie theme too. Neon goats, parrots and even a dragon and a flea circus were found between the Aviary and the Stables. Lauren also transformed the frames of the 3D birds near the Aviary and installed neon pieces in the Coach House, where they complemented the Christmas Shop.

There was a trail for younger visitors and again most House tickets sold out well in advance. We introduced a new £5 House ticket charge to all visitors (paying and NT), in part to mitigate the experience of previous years, when NT visitors booked multiple slots for the House which they did not always take up.

Right: Lauren Booth, *Bleeding Heart Dove*, 2017



MARKETING & PR

49% increase in total reach on broadcast channels in the six months to end February 2018 over the same period the previous year

A repeat in April of BBC1’s *Bargain Hunt* featuring Waddesdon reached

2,695,500 people

1,136,292 readers of a *Daily Telegraph* online piece about the Five Arrows Hotel as a Mothers’ Day destination

90 media items with equivalent advertising value £894,820 on our 2017 exhibitions

The highest equivalent advertising value coverage, £239,267 was *World of Interiors* covering our exhibitions *Glorious Years* and *Power & Portraiture*.

Waddesdon’s recipe in the *Daily Mail*’s feature on Great British Scones, *The Sunday Times*’ travel feature on 40 Autumn Days Out, as well as diary mentions in *The Tatler*, *The Garden*, *Red*, *BBC Gardeners’ World Magazine* and *Prima* continued to make the Manor and its grounds visible to a wide national readership. While titles including *Country Life*, *World of Interiors* and *Homes & Antiques* regularly supported us with mentions and photographs, the relentless growth of online content was evident.

Over the year we put efforts into engaging the citizen journalists whose blogs and vlogs (video blog) reach vast, specialist readerships.

Our biggest blogging group are women with families – writing for blogs including: A Mother’s Ramblings, About My Generation, AnOther, BritMums, Mini Travellers, Just About Travel, Over 40 and a Mum to One, Muddy Stilettoes and E-architect. Christmas was the biggest event for our bloggers and contributed to the 25% growth in our online editorial coverage.

Website and Online Content

43% increase in visitors to our websites in the six months to end February 2018

25,924 views for Waddesdon *Imaginarium* and 14,252 for *Electric Menagerie*

24% increase in unique page views of Collections pages on the website

Social media click-through referrals now account for 7% of total website session traffic sources

This year saw the launch of the Rothschild Foundation website in late September 2017, a new interface with our online collections database in December 2017 and the beginning of work on a new online bookings system for launch in March 2018.

We developed and launched new digital features online, including more virtual reality room views with VR goggles to make a more interactive, gaming style experience. One elegantly illustrates the way we have recreated interiors to match those photographed in *The Red Book*.



We continued to explore new digital ways to extend access to our collections using third party ‘destination’ platforms like Culture24, ArtUK, Smartify and Wikipedia. A new blog feature enabled our social media activity to direct browsers to long-form features about topical issues like curator Juliet Carey’s research on the Hilliard portraits.

Social Media and Digital Initiatives

28% average e-newsletter open rate – consistently above industry average

28,000 recipients of our regular e-campaigns

69% uplift in Facebook and 27% uplift in Twitter engagements March to August 2017

The Marketing team’s creation of animated images, GIFs, specifically to bring art collections to life for social media, proved popular on Twitter. With the team monitoring and participating in trending conversations like #AskACurator, #ThrowbackThursday, #ReadABookDay, and #NationalWildlifeDay, we reached new audiences for art and gardens content.

Four new short films were made to celebrate key items of furniture from the Collection including the Beaumarchais Desk, bringing their usually hidden workings to life, and supported the exhibitions programme with a film for *Power & Portraiture* and digital interactives for visitors to explore the wealth of patterns created for *Creatures & Creations*.

Videoflare continued to support us at no cost, delivering our collections video footage on a range of high traffic web pages in rotation with their paid advertising clients, with top viewings on Metro.co.uk of 1.1 million and other websites including *Readers Digest*, *Gardeners World*, *History Extra*, *Delicious Magazine*, *Made for Mums*, and *You and Your Wedding*.

We continued to build partnerships with other institutions, including the Wallace Collection, Music at Oxford, Aylesbury Waterside Theatre, Royal Collections Trust, Cliveden Literary Festival and the Thame Food Festival, to broaden our reach through reciprocal email promotions. For the first time we used a ‘storyboard’ campaign and ‘network’ digital advertisements, the latter running across a range of websites (including Radio Times and Guardian online), targeting specific audience groups for *Feast* and *Creatures & Creations*, in place of the more expensive website specific advertising.

Between March and September we benefitted from £44,904 (\$59,260) worth of free search advertising through Google AdWords. This alone attracted 53,000 click-throughs to our website from web searchers. The *Creatures & Creations* advert resulted in 10,959 click-throughs to the exhibitions’ webpage.

Our website analytics showed significant increases in referrals from social media as we directed visitors through to the website for information. Facebook remained our most effective social media platform, and the contribution of user-reviewers has grown rapidly on Facebook, TripAdvisor and Google, with our ratings overwhelmingly positive. Web browsers see these in a panel when they search for Waddesdon.

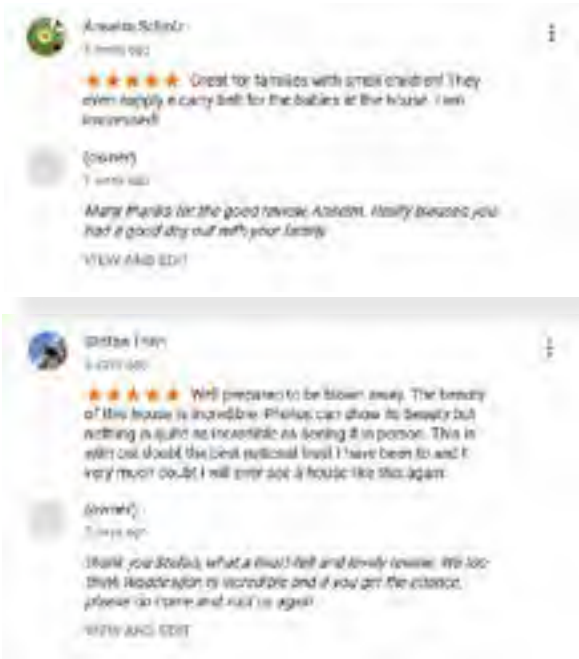
Christmas & Winter Season Marketing

34% increase in web traffic in the run-up to Christmas (November and December)

32,000 more Londoners looked at our website during this Christmas period

Christmas marketing started with press information and social media postings in the summer and on-site distribution of flyers at the Chilli Festival. London tube advertising (55 4-sheet platform posters over a two week period) and a further set of in-carriage panel posters on Great Western trains (Marlow, Reading, Gatwick areas), as well as a major digital advertising campaign during October, raised the number of advance ticket bookings significantly above those of previous years. Amplified by social media promotions, in particular on Facebook and Instagram, we reached the campaign objective of increasing the proportion of ‘new to Waddesdon’ visitors buying tickets in advance.

A lively press and marketing campaign including the *Telegraph Magazine*, *Metro*, *The Garden*, *RA Magazine*, *Period Living*, *Woman & Home* and *Country Life* and local titles such as *Bucks Herald*, *Oxford Times*, *Milton Keynes Citizen* and *Hemel Gazette* gave us good coverage. Winning the Group Leisure & Travel award for best Christmas venue attracted coverage in the trade press. Web traffic in the run up to Christmas and throughout November and December was 34% up.



The speed of social media came into its own on Sunday 10 December when heavy snow forced closure of the site; our prompt messaging was praised by some Facebook followers. January to March 2018 weekends were promoted simply as *Winter Weekends*, with a strong emphasis on walking, orienteering and dogs, following the launch of a new dog-friendly grounds policy in November 2017. We publicised the new access arrangements and encouraged visitors to explore a number of sign-posted walks, including for the first time a walk to Diamond Jubilee Wood. We were a partner in the new NT London and South East gardens marketing initiative. National Trust initiative, a leaflet called *The little Book of Gardens for all Seasons*, highlighted Waddesdon as a great winter interest garden.

The weather was challenging, including two days lost to snow closure, so visitor numbers for the winter period including the February half term week were slightly down on the previous year.

FAMILY, EDUCATION & SCHOOLS PROGRAMME

5,500

school visitors took part in workshops or a self-led visit to Waddesdon

Learning and Engagement continued to extend its activities beyond its formal learning programme. Children from 18 local schools created lanterns for a Christmas display on Miss Alice’s Drive. The family events programme grew, with a second annual sold-out Big Camp and Dawn Chorus sessions, as well as the Easter Egg Trails, summer holiday and Halloween activities.

Nearly 100 children from local schools took part in Living History and Garden Games days. The Langley Academy Careers Day was held again in September. Students at risk of becoming a

NEET (Not in Education, Employment or Training) were given the chance to hone their CV writing and interviews skills and learn about the types of jobs offered at Waddesdon and in the heritage sector.

During the February half-term week, activities were based around a superhero theme, taking the form of three trails through the grounds. These low-tech creative trails proved popular again with family visitors, and we received the highest number of visitors for this holiday period to date.

The Education team were also involved in the Action4Youth Inspiration Programme, a project supported by the Foundation. Students from three different schools are given the opportunity to develop their own self-expression by exploring the collection and stories at Waddesdon.





STAFF & VOLUNTEERS & INTERNSHIPS

327 volunteers support Waddesdon on a regular basis

42,987 hours contributed (equivalent of 22 full-time staff)

44 volunteers, the highest to-date, helped support delivery of the Feast weekend

99% of volunteers agreed/strongly agreed they would recommend volunteering at Waddesdon

‘We were looked after so exceptionally well, the volunteers were absolutely wonderful (what lovely people) ... one of our favourite Ear Trumpet gigs ever’

volunteer feedback from Feast

Training

A new learning and development programme for staff began in 2018 and a catalogue summarising our social, charitable and learning activities made available on our intranet. Liaising with the National Trust, a bespoke version of their Great People Management course was created for Waddesdon.

The leadership development programme, Future Engage Deliver (FED) – also delivered by the National Trust – was launched in October 2017 with the Senior Management Team. We continued to add to Insights profiles for new staff members and refresh some existing profiles. Service Promise was rebranded as Working Together, providing regular informal customer service and best practice training for staff and volunteers combined. These sessions identify ways in which we can encourage better collaboration and communication across departments and business.

Staff

In June over 300 staff and volunteers attended our annual staff BBQ. This year we combined the BBQ with our Long Service Awards and more than 100 staff were recognised for their service to Waddesdon; from 5 to 30 years. Dave Hebburn (Accounts) and Andy Flitney (Gardens) both celebrated 30 years, while Paul Worsley, Head of Security, reached 25 years of service.

We said goodbye to some old friends and faces at Waddesdon. Bonnie Bennett, Head of HR, left after 24 years of service in August. We also said farewell to Shaun Blythe our Head Chef of 20 years and Marian Friend, PA to the Gardens Manager, who retired after 24 years.

In March, Paul Farnell, our long-standing Head Gardener retired, and following a review of the role, Mike Buffin joined us from the National Trust in January 2018 as Gardens Manager, with an expanded, more strategic remit.

Alex McEwen, General Manager of The Five Arrows Hotel & Private Events left in September to run the Thurlestone Hotel in Devon. In June we welcomed Sebastian Ashton as Learning & Events Coordinator, who joined us from National Trust Brancaster; while Hannah Walker, our Visitor Experience Manager, undertook a one year secondment to the National Trust’s membership team.

In December Phillippa Plock, our Web Content Curator, left after 10 years to devote more time to her young family in Leeds. Phillippa joined us in 2008 as the principal researcher on the Trade Card Project, funded by the Leverhulme Trust in partnership with Warwick University, and this was a very successful remote working arrangement.

Michael Shrive joined us in January as Curatorial Assistant. Michael previously held internships at the Royal Collection, National Trust and has a particular interest in furniture and the decorative arts.

Nicola Tinsley was promoted to the role of Image Library Coordinator. Her former role of Documentation and Inventory Assistant role was filled by Kathryn Price. Claire Fleming was recruited to replace Beverley Turner as Outdoor Conservation Assistant.

Both Nicholas Donaldson and Jill Geber of Windmill Hill Archive left us this year. Nicholas moved on in April to take up an appointment as Assistant Records Manager and Archivist at Woburn after two and a half years at Waddesdon; Jill left at the beginning of July after nearly twelve years for Keble College in Oxford. Hannah Dale joined as Assistant Archivist at the end of June from Gloucestershire Archive. We also recruited a full-time graduate Archive trainee on a one year contract, Ellen Higgs, who arrived at the start of September.

Within the Marketing Department, the start of 2018 saw considerable staffing changes as Catherine Conisbee, Emma Gilliand and Ali Hill took promotions into new marketing and communications roles, one within the National Trust and two with the University of Oxford. This provided an opportunity to review communications staffing and a restructure took place, resulting in the departure after 19 years of part-time Press Officer Vicky Darby. The re-organisation enabled us to offer one of our interns a permanent role as Communications Officer and another a short contract as Marketing Assistant.



Volunteers

Volunteering at Waddesdon covers many areas including frontline visitor services, education, conservation project raffle ticket selling, guiding, exhibition evaluation, and retail, as well as supporting different departments such as Gardens, the Aviary, Catering, Collections and Archives.

During the Christmas season we welcomed 15 new volunteers – mainly to the House Host team as this is where our need is greatest. Over the winter a small group of volunteers assisted the inventory team in recording the contents of the Upper West Attics, an example of ongoing efforts to increase the number of volunteers in back office support roles.

The Conservation Raffle ticket sellers broke Waddesdon records over the Christmas period, selling their entire allocation of Christmas raffle tickets (2,080 in total) and coming top nationally

in the Christmas ticket selling table. The Education Craft group went from strength to strength, assisting the Education team in preparing for the Halloween extravaganza in October and the recent Easter activities.

Various social activities were organised for volunteers, including the Christmas lunch, regular quarterly coffee mornings, followed by talks and tours, and the annual ‘away day’ in September, this year to Audley End House.

A record 162 Waddesdon volunteers completed the 2017 National Trust Volunteer Survey: 67% would recommend volunteering at Waddesdon, 6% above the national target.

We were sad to hear of the death of a long standing member of the House Host team - Margaret Evans – in February 2018. Margaret was a lifelong resident of Waddesdon village having been born here, and had volunteered at Waddesdon for 21 years.



The Conservation Intern works within the Collections and Conservation Department and is responsible for the care and conservation, conservation research and interpretation of the contents of the House and the historic fabric of the building, the sculpture in the gardens, the historic objects and photographic archive.



The Marketing & Communications Intern is responsible for promoting the cultural and heritage activities of Waddesdon House and the wider Trust. The Intern will work closely with the Marketing, Collections and Web teams to maximise Waddesdon's visibility externally and internally.



The Education Intern will help deliver a comprehensive programme of activities, events and visits for primary and secondary children, plus a growing programme of family activities throughout the year, including early half term and bank holidays.

Students, Interns and Work Experience

The FutureTalent@Waddesdon internship initiative entered its third programme. At debriefing sessions, interns believed the experiences we are providing them with are significantly valuable for their career development. We were able to offer our two Marketing interns paid staff positions.

Intern feedback:

‘I have had a wonderful and unforgettable time at Waddesdon, and it has been an amazing four months that I will treasure forever’

‘I will use the knowledge I have learnt at Waddesdon to achieve my career aims in the arts and heritage industry, and will forever be thankful to Waddesdon for giving me the experience to be able to do this’

‘With the practical knowledge I have acquired working in the collection, I hope to go on to gain another position in an historic house or museum environment’

‘My experience here has been vital in giving me the skills necessary to forge a career in heritage’

Our two year partnership with Springhill saw 20 prisoners complete work experience at Waddesdon in the Facilities, Gardens and Catering departments. Three fixed term paid positions were offered to inmates, all of whom started on a voluntary basis.

Seven students attended our work experience week 28th June – 2nd July. They spent a day in

each of the following areas: Catering, Visitor Services, Retail, Collections and Education to gain overall view of how Waddesdon works.

Longwood Gardens Partnership

In September 2017, Andy Batten, a team leader in the Gardens Department, went to Longwood Gardens in the States for three weeks, to learn from their arboriculturalist team and also in part to understand how they manage the installation of their very successful Christmas displays in the garden.

His visit was reciprocated in February, with the arrival of Longwood Fellow Patrick MacRae to spend two months with us as part of his year-long Garden Leadership Fellowship. While at Waddesdon, he worked alongside the senior management team, attended the Waddesdon Strategy Day and the April Gardens Committee meeting, and worked closely with Mike Buffin, our new Gardens Manager. His contribution to our revitalisation of gardens interpretation was to research and write an interactive digital trail Tremendous Trees for our website.





Commercial Enterprise

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



WADDESDON 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

Catering had a very challenging year, making only a small net profit against budget, despite the contribution of the Treaterie which opened at the beginning of the year. Converted from the old Stables and serving a range of patisserie, waffles, pancakes and local ice-cream, the Treaterie proved a popular addition to our catering offer.

Efforts to generate more sales in the Manor Restaurant included a media campaign for a free glass of Prosecco with afternoon tea during the autumn and the creation of an imaginative Paddington children's afternoon tea in conjunction with Visit Britain's national campaign to promote the launch of the film Paddington II in November.

In response to increasing demand, we created gluten-free, dairy-free and vegan options in all Catering outlets.

A new management structure saw the appointment of Andrew George as Stables and Food-to-Go Supervisor.

To help our front of house teams raise their service standards, we created clear visual guides for all table settings and food displays, as well as a work book for new catering staff, including a tour and quiz relating to the House and garden to increase knowledge of the property. All catering staff receive training in credit card processing compliance, data protection, fire safety awareness, telephone etiquette, complaint handling and health and safety within the workplace.





Retail

For the 2017 season, the Manor shop was dramatically re-styled to create a very visually arresting look. A reduction in the number of product lines from 987 to 450 allowed for simpler, more focused displays. Although well received, the new look shop could not create a sufficient uplift in sales to compensate for the loss of the shop at the Stables (the Stables Shop was converted into the Treaterie café there).

Our first dedicated exhibition shop was also very well received. We worked collaboratively with Platon H and Mary Katranzou to bring new and diverse images and products to our visitors. Commercial returns were, however, disappointing.

The Wine shop was up on budget all year. Peter Tompkins, our Wine Advisor, continued to focus on building high-margin, wine-related events. He worked closely with Kim Hallett, Head Business Development & Tourism, and the Private Events team, to build relations with the Chinese market. Chinese visitors continued to be greatly impressed by the cellars and tastings, followed by shopping opportunities. The strong performance of the Wine shop almost offset losses in the Manor and Christmas shops.

The second phase of the online shop build was launched in June and all Waddesdon products are now available online, as well as wine and books.



Public Events

Our best year yet for filming revenue helped Public Events return a healthy profit for the year. As well as location fees, filming generated exposure for Waddesdon on prime time TV, including in *McMafia*, a major BBC Drama, and *Secrets of the National Trust*, airing on Channel 5 in February 2018 with Alan Titchmarsh. Waddesdon was the location for a number of fashion photographic shoots for Kays Media, with a combination of fees and contra deals with the FT and Harrods catalogue. Our last filming in the House in 2017/18 was *Forgiving Earth*, another collaboration between the BBC and Netflix.

In April we launched the new Artisan Food Market, held on the second Saturday of every month (until October) in the car park, with free access to all visitors. During the course of the year it continued to grow in popularity and averaged 700 visitors per market. Feedback from stallholders was very positive:

‘Firstly I’d like to say how organised and importantly relaxed the market was. We do a few Farmers Markets and find some so stressful!!! So this was a great experience for us. We received lovely and encouraging feedback from customers during the day, not just about our products but also about the market. I have to say I think you have a good mix of producers and produce in the market’
The Marlow Fine Cheese Company

‘Thank you so much for a great market! It was my first time and I thought the market was very well run, a pleasure. I do 3 other markets a month and this one is run very well’ Shands Cake

‘Just to let you know that I made 4 deliveries to folk who had attended Waddesdon and each of them

said that it had been their first visit and how much they had enjoyed it. Reasons being: easy to park, free to get in, good choice of stalls, nice to have tables and chairs to sit and eat coffee on and meet friends’ Hawkwell Herbs

The number of stallholders at the Feast food and drink festival increased to 69 from 62. There was a good mix of both food to eat and food to takeaway, with Vinegar Tips winning the best stall award for their display of fresh herbs intertwined with their bottles of fine oils and vinegars. Sixty eight stallholders attended Chilli Fest at the beginning of September, (44 last year), bringing in 10,500 visitors over the weekend, with a large proportion of first timers.

The 2017 Christmas Fair moved to the lawns on the North Front and was well received with 85% of traders preferring the layout for ease of access to set up and breakdown. Feedback from traders was very positive - 95% rated the fair as excellent or very good and would recommend to other traders:

‘It was our first year and we had a great time... we wish we had booked 4 weeks instead of 2!’
The Accessory Queen
I have recommended a friend to attend your Fair as it was a joy from start to finish. The staff were brilliant, facilities great. I was very impressed’
Twelfth Night
‘Amazingly smooth! Signing up, setting up, trading and packing up were all well organised and the event as a whole was a pleasure to attend!’
Moonraker Preserves
‘I loved the Christmas Fair being in front of the house. Thought it made it a lot more accessible for everyone’ Lisaire
‘Very well organised, great layout this year, I hope to be back next year’ Bloomfields



Private Events

We delivered a record 63 weddings, 13 more than the previous year. Our first Indian wedding in August was a great success, with the groom making a dramatic arrival at the North Front on a white horse. Weddings at Waddesdon and our individual venues were featured in a number of publications, including a double page feature in both the Spring/Summer and Autumn/Winter issues of *OxWeddings* magazine, a real weddings story in *Your Berks, Bucks and Oxon Wedding Magazine*, a venue spotlight in *You & Your Wedding Magazine* and two Indian wedding pieces in *The Telegraph India* and the *Eastern Eye*.



The Dairy was a dream wedding venue. It is absolutely stunning, has so much character and is completely unique. The food was of such high quality and all our guests commented on how exceptionally delicious it was. The staff were superb throughout the whole process and made us feel so special. It was all perfect'



In December 2017 the Dairy was awarded Regional Highly Commended in the Venue Category of the Wedding Industry Awards. This award is judged by top wedding experts based on feedback from wedding couples:

'The Dairy was a dream wedding venue. It is absolutely stunning, has so much character and is completely unique. The food was of such high quality and all our guests commented on how exceptionally delicious it was. The staff were superb throughout the whole process and made us feel so special. It was all perfect'

'The team at the Dairy created the most amazing magical day. I work in events myself and have very high expectations, and every detail was surpassed'

'It was the perfect wedding venue, beautiful setting, excellent facilities, and superb staff. The wedding breakfast was second to none, we are still receiving compliments a year later!'

The success enjoyed by weddings was not shared by corporate or Christmas events. Remedial action took the form of a restructure of the resources and sales activities within the corporate market segment, which bore immediate fruit. At the beginning of 2018 we were shortlisted for the National Venue Awards Unique Venues category and The Buckinghamshire Business First Awards Best Buckinghamshire Meeting, Conference & Events Venue of the Year.

The Five Arrows Hotel

The hotel's performance improved dramatically in the second half of the year, driven by an uplift in both room and food revenue. With the amalgamation of the Five Arrows Hotel and Private Events, management of the two businesses came within the remit of one General Manager while the operational logistics and responsibilities remained separate.

The number of weddings at the hotel increased from 24 to 26.

'We had an amazing day and we're very grateful to all involved. I can't speak highly enough of the hotel staff over the weekend - they were superb. I passed on my thanks to as many of them as I could over the weekend, but for those who I didn't see please pass on our sincere gratitude to them as they play a big role in things going off as we wanted them too. Secondly the Kitchen Staff and the Head Chef. The food was exquisite all weekend - I heard various 'best food' at a wedding comments and most plates were completely empty' Five Arrows Wedding June '17

In November 2017 the Five Arrows Hotel was awarded the Best Loved The Boutique Award (Best Small Hotel). The awards are designed celebrate and showcase excellence. In February 2018 Telegraph travel writer Shilpa Ganatra visited the Five Arrows scoring it 8/10 in the expert rating.

'Adorned with turrets, decorated chimneys and wrought ironwork... the Five Arrows Hotel looks as inviting from the outside as it is on the inside. In its 16 boutique rooms and homely restaurant, contemporary furnishings combine gracefully with weighty history'



Business Development and Tourism



UK Market

The main season was dominated by concerns for safety following terrorist attacks, snap election and general lack of confidence in the market. Changes in industry meetings and networking were challenging, with a drop in opportunities to meet with domestic operators.

Growth from the UK Market from groups came again at Christmas. The Old Coach House at the Five Arrows was promoted heavily in the Travel Trade press, resulting in a substantial uplift in catering spend for groups.

In April Waddesdon won the coveted Visit England Large Visitor Attraction Award in the Excellence in England Awards and in October we were awarded the Best Christmas Experience in the Group Leisure & Travel Awards, by readers of Group Leisure & Travel magazine. This was our first group award and recognises the entire experience from the booking through to departure, a significant one to have won.



Visit England judges paid the following tribute to Waddesdon in their testimonial:

Every aspect of a day out at this attraction reflects quality. Staff continue Ferdinand de Rothschild's tradition of excellent hospitality by providing a first class visitor welcome, removing any possibility of threshold fear created by this magnificent home in the style of a French Château.

Memorable highlights included the exquisite works of art that make up the ever-growing collection, the grandeur of the wine cellars, the stunning aviary with its rare birds, the confident, welcoming and knowledgeable guides, and of course the unforgettable gooey and rich chocolate brownies!

Waddesdon is not only a very worthy home for this magnificent collection but it is also an unforgettable and great day out, with all points of the visitor journey exceeding expectations.



COMMITTEES

Academic Committee

Fabia Bromovsky
Alastair Laing
Rosalind Savill
Christopher Rowell
Pippa Shirley
Lord Rothschild
Lady Rothschild
The Hon Hannah Rothschild
Neil MacGregor
David Landau
Patricia Williams
Magnus Goodlad

RWL Board

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

Management Committee

Fabia Bromovsky
CEO, The Rothschild Foundation
Dave Silvester
Head of Finance, IT and Records Mgt
Pippa Shirley
Head of Collections and Gardens, Waddesdon
Sara Sweetland
Managing Director, Rothschild Waddesdon Ltd
Simon Wales
General Manager, Waddesdon
Jo Fells
Head of Marketing, Waddesdon
Nicola Briggs
NT Director, London & South East
The Hon. Hannah Rothschild
Magnus Goodlad
Chief of Staff to Lord Rothschild

STAFF LIST 1 March 2017 to 28 February 2018

Fabia Bromovsky	Chief Exectutive RF	Przemyslaw Nadolski	Catering
Simon Wales	General Manager	Stelica Scarlat	Catering
Sara Sweetland	Managing Director RWL	Zachery Selwood	Catering
Pippa Shirley	Head of Collections & Gardens	Sally Skinner	Catering
Dave Silvester	Financial Controller	Daniel Skinner	Catering
Barry Dunbar	Accounts	Ben Thurkettle	Catering
David Hebburn	Accounts	Oliver Waddon	Catering
Samantha Jarvis	Accounts	Diane Bellis	Collection
Rosemarie Jones	Accounts	Juliet Carey	Collection
Christina Koutsouri	Accounts	Mia Jackson	Collection
Kayleigh Mott	Accounts	Rachel Jacobs	Collection
Hassan Mukhtar	Accounts	Ulrich Leben	Collection
Debbie Payne	Accounts	Phillippa Plock	Collection
Sue Rapley	Accounts	Kathryn Price	Collection
Hannah Dale	Archive	Michael Shrive	Collection
Ellen Higgs	Archive	Nicola Tinsley	Collection
Catherine Taylor	Archive	Katie Vials	Collection
Llyr Davies	Aviary	Colette Warbrick	Collection
Ian Edmans	Aviary	Joan Allen	Conservation
Gavin Harrison	Aviary	Christine Burnham	Conservation
Josh Bargrove	Catering	Karen Featonby	Conservation
James Boothaway	Catering	Julie Isherwood	Conservation
Elis Carani	Catering	Katherine Cassels	Education
Daniel Caterer	Catering	Sarah Dewberry	Education
Craig Clark	Catering	Emma Backwell	Events
Paul Cottrell	Catering	Hollie Barr	Events
Harry Cox	Catering	Sophie Harris	Events
Stewart Davies	Catering	Claire Holland	Events
Andrew George	Catering	Mihai Moscu	Events
Niamh Malewicz	Catering	Evelina Rausiene-Black	Events
		Cristian Spalanzino	Events

Mike	Bowen	Facilities
Adam	Cook	Facilities
Gary	Hart	Facilities
Gary	Hatchman	Facilities
Stuart	Howard	Facilities
John	Iapino	Facilities
Kevin	Rees	Facilities
Ian	Smith	Facilities
Martin	Smith	Facilities
Lewis	Brigginshaw	Five Arrows Hotel
Wioletta	Brooke-Ward	Five Arrows Hotel
Jason	Buck	Five Arrows Hotel
Matthew	Butcher	Five Arrows Hotel
Julie	Chalmers	Five Arrows Hotel
Amber	Chalmers	Five Arrows Hotel
Alastair	Dudley	Five Arrows Hotel
Bryan	George	Five Arrows Hotel
Charles	Morgan	Five Arrows Hotel
Karl	Penny	Five Arrows Hotel
Christopher	Robertson	Five Arrows Hotel
Tanya	Ruscheva	Five Arrows Hotel
Connie	Saunders	Five Arrows Hotel
Konstantin	Shamaro	Five Arrows Hotel
Gavin	Sinden	Five Arrows Hotel
Karl	Tearle	Five Arrows Hotel
Claire	Aughterlony	Garden
Andrew	Batten	Garden
Mike	Buffin	Garden
Mark	Chambers	Garden
Richard	Ernst	Garden
Andy	Flitney	Garden
Rick	Foster	Garden
Chris	Gibson	Garden

Ben	Hignell	Garden
Gareth	Hunter	Garden
Daryl	Kluk	Garden
Simon	Lewis	Garden
Hannah	Lucas	Garden
Claire	Remmington-Wilding	Garden
Tania	Ruscheva	Garden
Jennifer	Thompson	Garden
Peter	Thorp	Garden
Ian	White	Garden
David	Wilson	Garden
Jennifer	Wright	Garden
Anna	Wyman	Garden
Christine	Benton	Housekeeping
Rodney	Donmall	Housekeeping
Tracy	Gibson	Housekeeping
Christine	Howe	Housekeeping
Pauline	Johnstone	Housekeeping
Michelle	Knight	Housekeeping
Teresa	Maynard	Housekeeping
Beverley	Northway	Housekeeping
Varsha	Parmar	Housekeeping
Julie	Quinn	Housekeeping
Lauren	Quinn	Housekeeping
Deborah	Tearle	Housekeeping
Victoria	Lovatt-Morris	HR
Karen	Walker	HR
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
Holly	Constantine	Private Events
Lucy	Heron	Public Events
Marie	Stewart	Public Events
Rosie	Blacher	Records & IT
Eleanor	Burgess	Records & IT
Tony	Conway	Records & IT
Kayleigh	Creser	Records & IT
Suzie	Foster	Records & IT
Rafael	Puleo	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
Jane	Boylin	Security
Steve	Brackley	Security
Joshua	Braun	Security
Martyn	Bruver	Security
Elaine	Clark	Security
Kevin	Conroy	Security
Teryn	Dear	Security
Ron	Harrington	Security
Vincent	Holmes	Security
Rebekah	Howard-Smith	Security
Jennifer	Judge	Security
Dawn	Kingsley	Security

Ray	Raby	Security
Phillip	Radford	Security
Darren	Washington	Security
Paul	Worsley	Security
Carol	Bradbury	Stewards
Margaret	Clarke	Stewards
Jane	Finch	Stewards
Claire	Fleming	Stewards
Ann	Newbold	Stewards
Harriet	Nichols	Stewards
Sarah	Patch	Stewards
Andrea	Routledge	Stewards
Matthew	Waters	Stewards
Laura	Wick	Stewards
Lacey	Bonham	Travel Trade
Kim	Hallett	Travel Trade
Peter	Davies	Visitor Services
Helen	Franklin	Visitor Services
Matthew	Hulme	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
Lauren	Boyes	Wine Company
Georgina	Kukielka	Wine Company
Stephen	Lane	Wine Company
Yolanda	Logdin	Wine Company
Michael	Lord	Wine Company
Helen	Miller	Wine Company
Katie	Murray	Wine Company
Joe	Wray	Wine Company



Charles Orland
1492

Joachim
1459

Charles V en
1427 en
nom de Louis XI

Charles V en
1427 en
nom de Charles VII

Jean III. Dair
phin en 1415

Louis I
1400

Charles Orland
1492

Joachim
1459

Charles V en
1427 en
nom de Louis XI

Charles V en
1427 en
nom de Charles VII

Jean III. Dair
phin en 1415

Louis I
1400

Almanac for the Year 1734 (The August Portraits of the First Born Sons of our Kings), 1733, etching and engraving on paper, Waddesdon (National Trust) Bequest of James de Rothschild, 1957, acc. no. 26693.17, Photo: Waddesdon Image Library, Mike