

Annual Review 2018/19



WADDESDON
Rothschild Collections



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Rothschild Collections

ANNUAL REVIEW 2018/19

Review of the year from
March 2018 – February 2019



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

Front cover: Waddesdon Manor, South Front
Photo: Waddesdon Image Library, Chris Lacey



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Left: Four continents
Photo: Waddesdon Image Library, Chris Lacey



Herzog and de Meuron: Model of the National Library of Israel, Jerusalem, 2017 © Herzog & De Meuron.
Photo: Waddesdon Image Library: Mike Fear

Reflecting on 2018/19

2018-19 was another year in which there was much to celebrate. We closed with record visitor numbers - the highest ever at 471,866, 4,110 more visitors than the previous year. It was also pleasing to see that paying admissions increased significantly to £920,980 due to an increase in the grounds admission price, but also a reflection of the draw of two major exhibitions. *The Silver Caesars: A Renaissance Mystery* was a collaboration with the Metropolitan Museum, New York and a number of other international institutions and lenders to reunite for the first time since the mid-19th-century a unique group of silver-gilt footed cups, the Aldobrandini Tazze. The dish of each of the 12 told the story of one of the Roman Emperors, surmounted by a figure of the Emperor in question. The mystery arose because over time the figures and their histories had become misidentified and mis-matched. This was the first opportunity to see them in their correct configurations. The exhibition, curated by Dr Julia Siemon of the Met, also had a Rothschild angle, since several of the Tazze had been in Rothschild collections. The story and the objects intrigued press and visitors alike – we had excellent media coverage, and visitor numbers were very healthy, at 59,000.

The exhibition was complemented by the other major offer in the Coach House, a show put on with Adrian Sassoon of work by the potter Michael Eden. *Form and Transform* explored tradition ceramic shapes, such as Sèvres vases, reinterpreted and re-made using 3D printing – a

fascinating blending of decorative arts and cutting-edge technology. We were very pleased to acquire two pieces by Michael, inspired by Waddesdon objects, for the Rothschild Foundation collection. Another important acquisition was a pair of prints by Richard Long, *High Tide* and *Neap Tide*, acquired to complement his wall work, *Energy Gravity* and sculpture *Brotherlines* at Windmill Hill.

Newly on display in the Goodwood Room was the model by architects Herzog & de Meuron of the new National Library of Israel, under construction in Jerusalem with the support of Yad Hanadiv. I was also very pleased to put on special display two magnificent sets, one emerald and one ruby, of Rothschild jewellery from the French and English branches of the family and now in a family trust. Alongside these, we also showcased coins collected by James de Rothschild and my father, Victor, 3rd Lord Rothschild.

2018-19 was also a year in which some of our collaborations became fully established. The Getty-Rothschild Fellowship was one, as the second fellow, Thomas P. Campbell, formerly Director of the Metropolitan Museum of Art, New York, came to the end of his stay in October. His successor was Tessa Murdoch, formerly Keeper of Metalwork in the Department of Sculpture, Metalwork, Ceramics and Glass at the Victoria and Albert Museum.

We continued to develop our twice-yearly bedding schemes for the Parterre and Aviary gardens, and the carpet bed was designed by Michael Eden linking to his exhibition.

In September we launched the Greenway cycle path with Transport Minister Jesse Norman, MP. This new path to Aylesbury Vale Parkway Station attracted over 100 bikers, walkers and users of motorized wheelchairs. Part of HS2 mitigation and in partnership with Green Cycleways, it proved very popular with local residents and distance cyclists. This initiative complements the environmental and sustainability initiatives of the Rothschild Foundation.

As usual, we ran a number of major events through the year. Feast returned for its fourth year in June, now well established, and attracting 7,196 visitors. However, it the Christmas Season that remains our busiest time of the year, this season notching up another record, with 190,786 visitors over the period, enjoying the *Carnival* theme celebrating festivities, dressing up and masquerade for the party season. As always, inspiration was drawn from the rich resources in the collections, including 18th-century festival books, feasting and dining, fancy dress, including the Devonshire House Ball attended by Ferdinand and other Rothschilds, images of the *Italian Comedy* and the French royal masque, the *Ballet de la Nuit*. Outside, we worked again with The Guildhall School of Music and Drama, whose students again created a magical 3D projection, this time at the Stables. Our Education and Learning Teams also achieved excellent results, with 6000 children taking part in schools programmes through the year, and

4000 participating in our Family programme at Halloween.

To complement our actual visitors, our outreach through press and publicity also did exceptionally well this year. For example, there were over 2.5 million viewers for Channel 4's *Grand Designs: House of the Year*, featuring the Flint House, while coverage for the *Silver Caesars* reached over 14 million people through 66 articles

The Trading Company likewise did well from the positive visitor numbers. The Five Arrows had a good year following its refurbishment and upgrade, and the Artisan Food Market, now in its second year, is becoming very well established and popular. It was also a strong year for filming, weddings and group bookings.

As the year drew to a close, we embarked on preparations for a major new display project, the Rothschild Treasury, which will take shape on the top floor of the house next year, and offer another insight into the Rothschild family story, and the role played by 4 generations in the formation of the collections at Waddesdon – yet more evidence of the way in which the property is continually developing and improving.

Lord Rothschild Chair of Trustees

Jacob Rothschild



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.

2018/19 in numbers

VISITORS

471,866

record visitors, up 4,110 on previous years

13% increase (44,320 more visitors than the previous year)

House paying visitors up by nearly 1%
3,200 new NT membership recruitments

EVENTS

7,196 visitors to Feast Festival in June

13,000 visitors to the Chilli Festival in September
10% increase in Halloween visits

190,786 visitors over the Christmas period (10 Nov-2 Jan)

DIGITAL REACH

1,597,751 sessions on Waddesdon website

628,777 Facebook engagements (shares, clicks, comments)

501,568 You Tube views

21,568 Twitter engagements

MEDIA ACTIVITY

1,289 media articles

94,850,003 media reach
Coverage advertising equivalent value of

£6,440,492

advertising equivalent value
Silver Caesars Mail Online piece
2 million people

THE COLLECTION

59,507 visitors to the Silver Caesars exhibition

Over 24,000 visitors to the Michael Eden: Form and Transform exhibition

66 Press articles (valued at £699,780) about the Silver Caesars exhibition reached 14 million people



Collections





Above: The Vespasian figure, the Aldobrandini Tazza, c 1587–c 1599; Netherlands?; silver gilt; The Al Thani Collection; acc. no. 10.2018. Photo: © The Metropolitan Museum of Art

EXHIBITIONS & DISPLAYS

In the House, a varied programme of exhibitions and events was headlined by *The Silver Caesars: A Renaissance Mystery*, a major partnership with the Metropolitan Museum of Art in New York. Curated by Dr Julia Siemon of the Met, the exhibition reunited the set of 12 silver-gilt Aldobrandini Tazze or standing cups, one of the pre-eminent monuments of Renaissance goldsmiths' work, celebrating the lives of the 12 Roman Emperors as recounted by the historian Suetonius. Each tazza is presided over by a statuette of an emperor, looking down on scenes from his life depicted in virtuoso chasing on the dish. The exhibition reunited them for the first time since they were sold in 1861, when they were disassembled and dispersed, their constituent parts misidentified and mismatched. No fewer than five of the tazze were owned by the Rothschild family in the 19th century, including one by Baron Ferdinand's father, Anselm. The exhibition, which opened in New York before travelling to its only UK venue at Waddesdon, garnered gratifying critical acclaim and TV coverage and was seen by over 59,000 visitors in its 3 month run to late July. The accompanying publication of specialist essays was edited by Dr Siemon.



Right: The Caligula dish, the Aldobrandini Tazza, c 1587–c 1599; Netherlands?; silver gilt; Casa-Museu Medeiros e Almeida, Lisbon; acc. no. 7.2018

Our other major exhibition, *Michael Eden: Form and Transform* continued in the Coach House until the end of the main season. This partnership with Adrian Sassoon was another in our series of collaborations with contemporary artists making responses to Waddesdon and explored the relationship between art and technology through digital printing. Michael is a potter who is pushing the boundaries of printing in ceramic and exploring ceramic forms rendered in high-quality resin prints. The new work created for the show was inspired by the collections, particularly the porcelain, and was presented in a theatrical installation. The exhibition included a collaboration with Scan the World and Imakr, so that visitors could see a working digital printer printing miniature Sèvres vases from 3D scans, (which were then sold in the shop). Michael also designed the carpet bedding for the Parterre, planted in June.



Above: Michael Eden, *Icons*, 2018; Unique object made by Additive Layer Manufacturing from a high quality nylon material
Right: Michael Eden: *Form and Transform* exhibition





Glorious Years, the exhibition of French 18th-century printed calendars ran for a second year, highlighting collections normally in store. The annual Archive exhibition, *Waddesdon at War* investigated the stories of the 180 men from Waddesdon who fought in the British armed forces, as well as the impact the war had on the Manor and Estate post-1918.

We also mounted several smaller displays. *Rothschild Jewellery* showed pieces on loan from a family trust, including a magnificent set of emeralds mounted in gold and platinum, c. 1910, originally acquired by Baron Edmond de Rothschild. They were accompanied by a ruby necklace, earrings, brooch and tiara mounted in gold and silver, c. 1880, which originally belonged to Emma Louisa Rothschild wife of Nathaniel, 1st Lord Rothschild. *Collecting Coins* reflected the early history of the family as collectors and dealers in coins and antiquities through examples acquired by James de Rothschild, who began his collection of ancient coins aged eight. They were joined by an exceptional collection of 82 modern British gold coins from the reign of Richard II to George VI, mainly put together by Lord Rothschild's grandfather, Charles Rothschild and later added to by his father, Victor.

We also are developing our range of interpretation allowing visitors to explore aspects of the collections more deeply. *Reynolds at Waddesdon*, written by Juliet Carey, was a trail in collaboration with the Royal Academy in its 250th anniversary year, focussing on our portraits by Sir Joshua Reynolds, first president of the RA, encouraging visitors to encounter them in sequence.

A new permanent display in the Goodwood Room was the 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.

Pippa Shirley worked with Ensembles Correspondances on a small exhibition to accompany concert performances of the *Ballet Royale de la Nuit* in May at St John's Smiths Square in London. The exhibition comprised a film of the original *Ballet de la Nuit* designs and a graphic exhibition of the costumes and designs for the Ensembles Correspondances recreation of the ballet.



Left: Pierre Bertrand, Almanac Titled: 'The royal march', 1672; engraving; 839 x 532mm; Waddesdon (National Trust); acc. no. 2669.4.1. 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.



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.

Significant new acquisitions this year included:

A Pair of Caillouté Vases, 2018 by Michael Eden – one of the works commissioned for *Form and Transform* at the Coach House.

The World Jewish Congress Theodor Herzl Award, a bust of Theodor Herzl, was presented to Lord Rothschild in November 2018 for display.

High Tide and Neap Tide by Richard Long were acquired for display in the Orangery at Windmill Hill.

S.J. Phillips Ltd, *Brooch*, 2018, paste, pearl, diamond, gold: this replica of the original rectangular emerald, diamond and pearl brooch, known as the 'Billiard brooch', was made by London jewellers S. J. Phillips. It was acquired by the Rothschild Foundation to be displayed with the group of ruby and emerald Rothschild family jewellery in the Exhibition Room.

A copy of Volume One of the 1884 Mentmore Towers Catalogue, Printer R & R Clark Limited: one of a limited edition of 20 catalogues (in two volumes) printed in 1884, it records the exterior architecture and significant interiors of Mentmore. Mayer Amschel de Rothschild (1818-1874) commissioned Sir Joseph Paxton

and G.H. Stokes to construct the English Renaissance-revival style building between 1851 and 1857.

National and international private and institutional lenders lent to the *Silver Caesars* exhibition, including the Metropolitan Museum of Art, New York, the Louvre, Paris, the Royal Ontario Museum, Toronto, the Victoria and Albert Museum, the Museo Arte e Antigua, Lisbon and the Schroder Collection, London.

Whilst the Dubois desk from the Morning Room was undergoing conservation we borrowed a *Bureau plat and cartonier with clock* (c 1760-1768) attributed to Bernard van Risenburgh II (65.2017) from a private collection, courtesy of Christie's.



Billiard Brooch. Photo: Waddesdon Image Library: Mike Fear





ACADEMIC PROGRAMME

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

Collaborations and partnerships

Our longstanding relationships with several universities continued, including the annual intern programme and tour and study sessions with Oxford University, History of Art Dept. For the sixth year running, Warwick University offered a module based at Waddesdon in the first year of its BA course in Art History. 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 third year, focusing 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, and sessions for Sotheby's Institute of Art course on Art Museums, Galleries and Curating and Christie's Educational Programme on the decorative arts.

Getty-Rothschild Fellowship – Thomas P. Campbell, formerly Director of the Metropolitan Museum of Art, New York, came to the end of his Fellowship in October. He used his time with us to continue to work on his book looking at the forces driving change in the museum sector, particularly in the USA, covering six major issues: the politics of antiquity; the impact of globalism; changing audiences and identity

politics; the impact of technology; the capitalization of modern and contemporary art; and changing fashions and sources of philanthropy. His successor was Tessa Murdoch, formerly Keeper of Metalwork in the Department of Sculpture, Metalwork, Ceramics and Glass at the Victoria and Albert Museum.

Our association with Longwood Gardens in the USA continues.

The collaboration with the Ceramics Department at the Royal College of Art was revived, under its new Head, Steve Brown. Students on the course were challenged to design digitally-printed decoration for a set of cup, saucer and two plates, using the collections as inspiration, for sale in the Manor shop.

Specialist and Group Visits

The Silver Caesars exhibition prompted a sold-out study day and exhibition visit on 12 June, in partnership with the Silver Society, with lectures by the exhibition curator, Dr Julia Siemon and Dr Dora Thornton, Curator of the Goldsmiths’ Company, speaking on Baron Ferdinand’s Renaissance Museum, and Pippa Shirley speaking on the silver collections at Waddesdon post-Ferdinand.



In March we hosted a workshop bringing together leading authorities on Rubens, including from the Corpus Rubenianum, to compare our *Garden of Love* with another version of the painting belonging to the dealer Christophe Janet, brought to Waddesdon for the occasion. Discussion helped to clarify much about our painting, including that it is the prime version of this variation on the Prado composition.

Specialist group visits included the Getty-funded Drawings Seminar, led by the Morgan Library which brought a group of works-on-paper curators for a workshop. Russian delegates from the Moscow Department of Culture, including the Head of Cultural Heritage, and representatives from historic house museums, came on a fact-finding tour. We also welcomed: a group of philanthropists from the Jewish Federation of America, Chicago Division; two groups of National Trust curators and consultancy managers for tours of the House and Christmas respectively, and colleagues from the Buccleuch Living History Trust, the Getty, the Idlewild Trust Trustees, Columbia University, the Louvre and the Blenheim Palace senior management team.

Lectures and Conferences

Juliet Carey gave a lecture on the Hilliard portraits at the National Maritime Museum. Catherine Taylor spoke to several local history groups about Waddesdon in the First World War, and Pippa Shirley gave a talk on Alice de Rothschild at a conference in Oxford about Women Gardeners. Mia Jackson was invited to give the Giles Waterfield Memorial Lecture at the Dulwich Picture Gallery, and spoke on depictions of animals in art. Pippa presented a paper to a major conference in Paris on French Rothschild collections (marking the publication of a catalogue of Rothschild objects in French public collections) on Miss Alice as a collector of arms and armour. Ulrich Leben spoke on *surtout de tables* at the Cooper Hewitt in New York, and on Parisian furniture makers at the Kunstgewerbe Museum, Berlin.

Publications and Research


Juliet Carey published an article on Tudor portraits in collaboration with Sarah Bayliss and Edward Town in The Burlington Magazine ‘Nicolas Hilliard’s portraits of Elizabeth I and Sir Amias Paulet’, *Burlington Magazine*, September. This followed on from last year’s *Power and Portraiture* exhibition.

Pippa Shirley and Sally Berkovic collaborated on a leaflet about the Waddesdon Rothschilds for Jewish audiences, identified as a sector we would like to encourage to visit, with a text supplied by Rachel Kolsky, author of the *Guidebook to Jewish London*.

Mia Jackson and Ulrich Leben continued to work on the history and provenance of the Dubois desk, which is the focus of a major conservation project.

They also worked on the Riesener Project, set up to research the work by master cabinetmaker Jean-Henri Riesener over three years, in conjunction with the Royal Collection and the Wallace Collection with input from the Metropolitan Museum, the Getty and Versailles. This work, which will result in the first monograph on this major craftsman, will also have a digital output, thanks to the fact that lending restrictions mean that it would neverbe possible to assemble the objects together physically.





Stewardship

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

CONSERVATION, RESTORATION & MAINTENANCE

57 objects destined for the Treasury were worked on by conservators

Aside from the regular rolling programmes of conservation work which happen every year, by far the biggest conservation project was the preparation of objects for the new Treasury permanent display. Other conservation highlights included the return of the Dubois desk, the analysis of gilt-bronze mounts carried out for the Riesener Project and the return and hang of the two Rothschild portraits of Walter and Evelina as children by Sir John Everett Millais and Louisa Jopling respectively. The redisplay of the Dubois desk in its original position in the Morning Room was complemented by a new interpretative film and panel, showing the conversation work underway in Yannick Chastang's studio and then reassembly at the Manor.

Conservation work on Gainsborough's portrait of *Gainsborough Dupont* took place at the National Portrait Gallery ahead of its loan to an exhibition there.

Sarah Patch from the Steward team continued the conservation framing project set up following guidance by Ruth Bubb.

The Madonna and Child Enthroned by Bernaert van Orley was surface-cleaned and consolidated ahead of its loan to the Brussels Centre for Fine Arts in February.

Conservation work was carried out by Ruth Bubb on *Madame du Pompadour* by François Boucher, on loan from the private collection,

before scanning by Factum Foundation to create a 3D printed facsimile for display next season in the exhibition *Madame du Pompadour In the Frame*.

Campbell Norman-Smith from Granary Conservation worked on a number of small projects: the pietra dura table in Bedroom Corridor; the slant-front desk in the West Gallery; the cheval mirror in the State Dressing Room; the plinth of the clock in the Green Boudoir Lobby, and the Boulle table mirror in the Fountain Bedroom.

The Limoges enamel mirror back depicting *Meleager and Atalanta* by Jean II Limosin and the Limoges enamel ewer attributed to Jean II Limosin were conserved by Patricia Jackson and Paul Tear ahead of their loan to the National Museum of the Renaissance, Ecouen in October

Specialist joiners Thompsons undertook refurbishment of the external windows in the Billiard Room and Armoury Corridor, the frames of which had become split and warped in places, and in some cases affected by glass disease. Originals were retained in store as a record.

Responsibility for the Christmas installation in the House passed from the Flower People to the Stewards who with the help of Facilities erected and dressed all the trees in the House.



Managing our Collections

Inventory and Documentation

4719 objects inventoried and 82 new records created

1,264 new digital photography records created

Image library responded to external image requests **77**

1108 images added to database

89 titles added to the research libraries

2018 saw the completion of inventories in the Manor and other buildings (with the exception of textiles and photographs stores), enabling a final reconciliation of the computerised inventory with the various legal inventories which transferred title to the National Trust. The reconciliation enabled us to confirm the current ownership of items not included in original legal inventories.

The Image Library continues to deal with photographic requests and the commissioning of new and record photography, and also to tackle the back-log of cataloguing historic images. The Research Library continues to grow through acquisitions made by the Rothschild Foundation Book Fund of material which complements of the history and collections of the Waddesdon. The collections are housed in the Academic Library and at the Windmill Hill Archive.

Windmill Hill Archive

1,719 visitors to the Archive
324 enquiries

Windmill Hill continues to be acclaimed a beacon of best practice for new archive design and to attract a steady stream of visitors especially groups interested in its art and architecture. It is also increasingly used Private Events for private clients, which this year included two car launches and a number of conferences and corporate away-days. The Archive also hosted the Betjeman Poetry Camp for the RF, a visit and film showing by the Turn End Trust from Haddenham and a series of music concerts in the Reading Room over the summer.

Amongst the visitors to Windmill Hill Archive were Archivist Hannah James and the team from Churchill College, Cambridge and Hannah Jones, Engagement Manager from the National Archives. Jill Campbell, Knebworth’s archivist, visited to share best practice and look at our storage; Chris Low from the Centre for Buckinghamshire Studies also visited to see how we are using Preservica for digital preservation.

Work continued on cataloguing the correspondence of Dorothy de Rothschild from 1958 to 1988, and volunteers Helen Ward, Carol Hardy, Liz Whetton and Sue Wright supported the Archive team in transcribing the Waddesdon Visitors’ Book, G. F. Johnson’s garden account books from the early 20th century, and oral history interviews.

The Contemporary Art & Architecture tours of Windmill Hill and the Flint House were sold out throughout the season.



Gardens



GARDENS

The Gardens, lawns, bedding, shrub and tree collection all suffered from the low Spring temperatures followed by heat and drought until early August (July was officially hotter than the previous record in 1976). Thanks to the efforts of the Gardens team, who hand-watered where necessary, plant losses were relatively low.

To stabilize garden standards and reduce the backlog of core maintenance work, the entire Gardens team came together twice a month when closed to the public on ‘blitz’ days. The initial focus was the ‘100 Year Haircut’ around the Powerhouse and the Stables, coinciding with essential tree safety works. Turf care was also a priority, especially before and after major events to ensure our lawns remain in the best possible conditions.

In June, Waddesdon hosted a practical workshop on bedding schemes for National Trust Gardeners, and in October hosted a

National Trust workshop on managing lawns after drought by David Hedges-Gower, who is the UK’s leading lawn care expert.

Through Facebook Live events, the Gardens team, as part of the Royal Horticultural Society’s National Gardening Week, showcased the removal of the Spring bedding, the planting of the summer bedding and the planting up the three-dimensional birds. Mike Buffin, Head of Gardens, also gave an interview during the Chilli Festival in September.

Social media interaction with the garden grew through Facebook, Instagram and the Waddesdon Gardeners’ Twitter feed, with a series of blog posts and email newsletters also generated by the Marketing Dept with input from the team. In the summer, Half Moon walk was designated as a Silent Space, part of a national scheme to encourage people to switch off mobile phones and unwind. Interactive Tree and Pulham Rockwork trails, downloadable from our website, went live in May.

Silent Space. Photo: Waddesdon Image Library, Chris Lacey. Right: 3D planted birds. Photo: Waddesdon Image Library, Hugh Mothersole



24 individuals from 12 species reared to independence during the 2018 season

AVIARY

In a challenging breeding season, the Aviary team was particularly pleased to breed the Sumatran laughingthrush for the first time in five years and to have success again with the chestnut-capped laughingthrush.

Ahead of the breeding season 26 individual birds were sent to 15 separate zoological collections, of note, including, to Jersey and Chester zoos, a pair of silver-eared Mesia, a species to be used as a model for the Endangered Sumatran Mesia breeding programme.



Paignton and Chester zoos both joined the European studbook managed by Waddesdon and received birds from us.

In April the Ian Edmans, Curator of Birds, attended EAZA meetings in Budapest, where an update on each of the most threatened South-East Asian traded bird species was given, and future plans and threats discussed.



ENVIRONMENTAL INITIATIVES

New environmentally friendly initiatives included a 50% reduction in the use of plastics and food packaging over the Christmas season, a review of catering cleaning materials and the use of LED lighting to replace halogen lights at Windmill Hill. Food waste is now separated and collected from the Manor and Stables kitchens

by Aylesbury Vale District Council for processing through a local anaerobic digester. All our refuse and recycling is sorted off-site so that nothing goes to landfill. The Estate team composts all green waste from the gardens, creating valuable organic compost. Obsolete IT equipment is disposed of via a recycling company.

MAJOR PROJECTS

The September launch of the Greenway cycle path by Transport Minister Jesse Norman, MP to Aylesbury Vale Parkway attracted over 100 bikers, walkers and users of motorized wheelchairs. Part of HS2 mitigation and in partnership with Green Cycleways, it proved popular, with local residents using it regularly and distance cyclists incorporating it into their routes. Approximately 2.5 miles long, the Greenway provides a safe walking and cycling path from the station to both Waddesdon Manor

and the village, avoiding the busy A41 which is not suitable for cyclists. We partnered with Chiltern Railways to promote the Greenway as the perfect car-free route to Waddesdon and plans were agreed with Aylesbury Vale Parkway for improving the Greenway and Waddesdon’s visibility at the station.



Above: Waddesdon Greenway
Left: View of the Waddesdon Estate



People

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



VISITOR NUMBERS

471,866
record visitors number of visitors
13% increase in the value of admissions

The year closed with the highest number of visitors ever at 471,866, 4,110 more visitors than the previous year. The value of paying admissions increased significantly to £920,980 due to an increase in the grounds admission price.

Early Easters (Easter weekend was the first of the main season) can be challenging in terms of

visitor numbers and this year was no exception, with the weather a major contributing factor. We unusually lost two days to snow in March, and the Easter weekend itself was cold and then very wet. Waddesdon and many other properties were down on visitors, with our lowest numbers over the Easter weekend since 2008, at 10,156 visitors. Despite the weather the Cadbury/NT partnership was as popular as ever, with 3,298 Easter trails sold over the weekend.

Overall House visitors increased by 1% to 179,487, and the percentage of visitors who included the House in their Waddesdon visit remained constant at 38%.



EVENTS

Colourscape

The early May Bank Holiday saw wonderful hot and sunny weather across the whole weekend, and visitor numbers exceeded the previous year. Colourscape, specially designed to fit into Aviary Glade, returned for the late May Bank Holiday and half term. This installation of light and sound was once again popular with visitors of all ages, especially families, and we reached maximum capacity every day with 8,379 paying visitors.



Feast

Feast returned for its fourth year in June. Now an established summer event with its signature tables laid out down the North Front, 7,196 visitors came during the two days to enjoy a wide variety of music, dance, theatre and strolling performers, a food and gift fair and free entry to the House. Highlights included the heart-stopping Bullzini Family tightrope show, the return of dance circus company Motionhouse, Harminster the Mechanical Elephant by Festive Road, performance artist Madame BonBon, and Manchester-based group Mr Wilson's Second Liners, who got everyone's feet tapping.



Chilli Festival

Chilli Fest in September welcomed its highest number of visitors to date. 12,946 people enjoyed the weekend - an increase of 24% on the previous year. A new tent featured audience-participation salsa dancing and demonstrations throughout the day, with performances by a steel drum band, another popular addition to the programme.



Christmas Displays and Winter Light

6% increase in visitors to the House

The Christmas Season remains our busiest time of the year, and this season we notched up another record, with 190,786 visitors over the period (10 Nov to 2 Jan)

Carnival was the theme for the 2018 Christmas displays, celebrating festivities, dressing up and masquerade for the party season. As always, inspiration was drawn from the rich resources in the collections, including 18th-century festival books, feasting and dining, fancy dress, including the Devonshire House Ball attended by Ferdinand and other Rothschilds, images of the *Italian Comedy* and the French royal masque, the *Ballet de la Nuit*.

For a second year we worked with The Guildhall School of Music and Drama creative team on the Winter Light programme. Taking the history of Waddesdon, the Rothschild family and the collections as their inspiration, students from the Video Design for Live Performance course created a 3D projection, this time on the façade of the Stables, with Rothschild family members woven into the story line and an original sound track composed and recorded by the students. The film drew the crowds away from the North Front and with the enticement of an audio sculptural trail through the Woodland Playground, also created by the Guildhall School, and an immersive Tunnel of Light set up behind the Coach House, we were able to manage the visitor flow and successfully increased visitor footfall to the Stables.



Elsewhere, a trail of light installations, including interactive ones, on the path leading from the Aviary to the Rose Garden was created by Yes Events, including a kinetic installation on Daffodil Valley and trees decorated with mirror balls, a simple intervention that resulted in a magical play of light and a wonderful way to enhance the natural features of the garden, particularly the trees. We also used the architectural lighting on the House to create an illuminated *son et lumière*. The Education team worked with local schools on a trail of light boxes celebrating Pantomime on Miss Alice's Drive, and the Christmas Fair on the North Front was extended by an extra week.



MARKETING & PR

£3,184,000

total equivalent advertising value for media coverage

Mail Online Silver Caesars article reached over 2 million readers

Christmas poster and digital campaign included 140 interior train panels on First Great Western, 9 railway stations and 55 tube stations

2.5 million readers for Channel 4’s *Grand Designs: House of the Year*, featuring the Flint House

£3,184,000 total equivalent advertising value for media coverage

Feast online advertisement reached 104,544 users

More than 13,000 Instagram followers

£24,947 worth of free search advertising through Google

Over 2,900 Google reviews, with an average rating of 4.6 out of 5.

More than 10,000 followers of our main Twitter account

‘This is one of those places that you can visit many times and find something new every time...Possibly the best property of the National Trust.’ Google review

‘Couldn’t put into words exactly how much I love this place! From the friendly desk staff to the chipper bus driver to the amazing grounds’ Google review

Campaigns

The Christmas campaign began in early July, covering PR, digital advertising, radio advertising, distribution to venues and residential door drops as well as social media, tube and railway posters.

During Winter Weekends (Jan-March), the focus was on outdoor experience, tying in with the wider National Trust ‘nature engagement’ campaign, promoting self-led activities with a sensory map, sensory backpacks and geo-caching. A new double-sided illustrated mindfulness and dog map went on sale at the Welcome Pavilion.

Efforts to create stronger marketing for the gardens year-round and build off peak visitor numbers focused on developing a range of walks and tours, workshops and family events including tree climbing, butterfly and bat sessions with experts, and a mown maze. Marketing for these began with PR supporting the Eythrope Walled Garden Tours, and was collated into a promotional brochure focusing on Waddesdon’s wider outdoor offer.

February half-term saw a small-scale campaign targeting families through print distribution of flyers and posters as well as social media advertising.

Pricing and product packages were created to target paying, single-visit visitors from UK and overseas, and in particular identify cost-effective digital methods to reach these visitors, as well as potential wedding and private event bookers. In addition we explored partnerships with Jewish cultural heritage groups to raise the visibility of Waddesdon in the Jewish Community through its Jewish heritage and the Rothschild family connections.

Press and PR



In November ITV’s *Good Morning Britain* broadcast six weather segments from locations around the Manor grounds. Channel 4’s *Grand Designs: House of the Year*, aired on 7 November featuring the Flint House, reaching 2,506,167 viewers. There was also considerable radio interest: *Christmas Carnival* on Heart London in November, reaching 276,833 people; the Marketing and Collections teams took part in Mix 96’s *War of the Works*, a daily phone-in competition which gave us an opportunity to talk about events during February half term; and BBC Three Counties radio coverage reached 146,000 people, with interviews with Sara Sweetland, Managing Director of RWL, about the Artisan Food Market; Craig Clark, Head of Pastry on Waddesdon’s mince pie recipe; Max Dubiel, from Redemption Roasters, about our locally sourced, social enterprise coffee, and Peter Tompkins, Wine Sales Development Manager, about the opening of the new wine shop.

Repeats of programmes such as BBC1’s *Escape to the Country* and Channel 5’s *Secrets of the National Trust*, made with the support of our Curatorial and Gardens teams, helped us reach a further 6,728,000 people.

Popular titles including *Country Life*, *iNews*, *Daily Express* and *Time Out* running photographs and features on Christmas Carnival. The Press day was the best attended to-date for Christmas, bringing a range of art specialist and travel writers to Waddesdon many for the first time, thanks to our PR consultant Tracy Jones’ involvement.

Digital coverage, including a film on the BBC’s website *How a country house is ‘put to bed’ for winter*, and *Stylist’s* feature on the ‘best seasonal foodie events’, continued to grow, reaching new global audiences.

The Press campaign for Eythrope Walled Garden Tours saw coverage in major garden titles, including *Country & Townhouse*, *Financial Times*, *Amateur Gardening*, *Group Travel Organiser*, *Horticulture Week*, and *Country Life*.

Coverage for the *Silver Caesars* exhibition reached over 14 million people through 66 articles, valued at £699,780. The majority was in print, although the piece with the highest reach was from the *Mail Online*, reaching 2,009,109 readers. Other notable web coverage included an article on *The Guardian online*, several articles on the *BBC*, *Radio Times* and *The Times online*. Print coverage included *Mail on Sunday*, *Radio Times*, *The Daily Telegraph*, *The Times*, *Art Quarterly*, *World of Interiors*, *Country Life* and *The Lady*. BBC2’s *Newsnight* programme also featured a discussion about the Silver Caesars, broadcast from the White Drawing Room with Alistair Sooke and Mary Beard.

Michael Eden: Form and Transform exhibition coverage reached over 1 million people through 25 articles, including more than 792,000 readers of a Sunday Times article valued at £46,353. It was also covered in the *RA Magazine*, by *Artdaily*, *Apollo*, *OX Magazine* and *Minerva*.

Glorious Years’ was mentioned in *Artists & Illustrators*, *RA Magazine* and *Cotswold Life*, and as a result the exhibition reached 173,000 people.

Riches of the Earth regularly featured in national and local press, including the *Guardian*, *Bucks Free Press*, *Bucks Herald* and *Bucks and Winslow Advertiser*. It was also featured on *Families Online*, helping it reach almost 50,000 readers.

There were also articles on the Collections and Gardens at Waddesdon in the *Daily Mail*, ‘The Story behind Marie Antoinette desk’, reaching 1,511,357 readers, *St Albans Review*, *Country Life* and the Oxford Mail.

Print

Promotional material for this year’s main season campaign targeted ‘days out’ audiences in areas such as St Albans, Milton Keynes and Watford through residential door drops and pick-up in supermarkets, shopping centres, railway stations, bars, museums, galleries and leisure centres. Outdoor advertising specifically promoted a visit to Waddesdon for a summer day out, with posters in Marylebone, Euston, Kew and South Kensington tube stations. These posters were supported by digital advertising, train card panels on the Great Western line (covering Gatwick, Paddington, the Cotswolds, Reading and Henley areas) and railways posters at Marylebone, Milton Keynes, Oxford and St Albans. Feast posters were also placed in stations outside London including Banbury, Aylesbury, Oxford, St Albans, Milton Keynes, Berkhamsted and Bicester North.

Digital

Regular e-campaigns went out to 8,535 subscribers to our newsletter list, with an average open rate of 47% and the click-through rate of 9%, significantly above the industry average (open 23.5%, click through 3%).

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

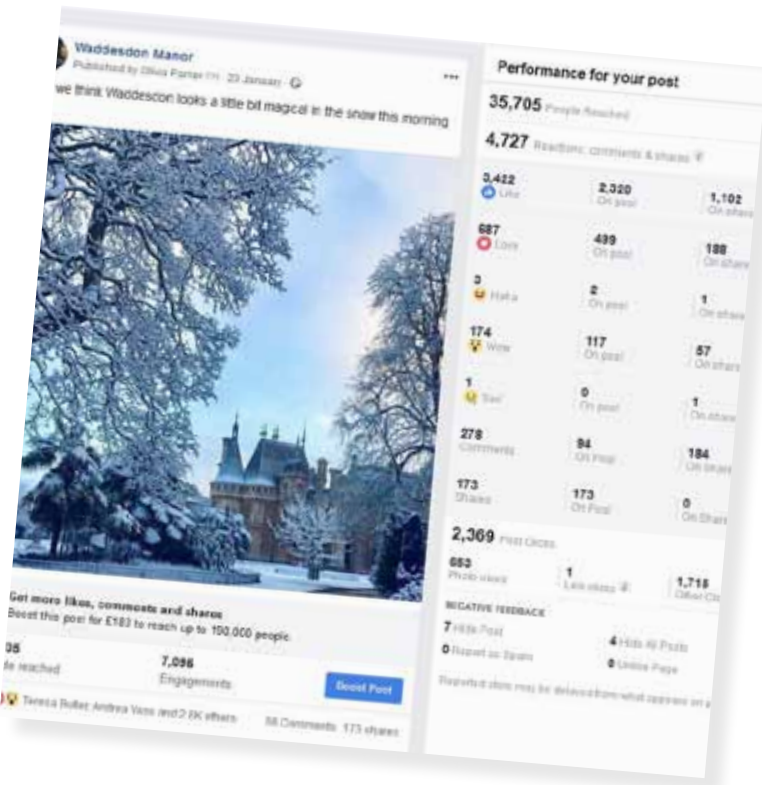
Facebook remained our most effective social media platform with an increase in our followers of 6%. Engagement with the content increased by 104% year-on-year to an average of 471,286 engagements (shares, clicks and comments). A lost bear post, intended to reunite a left behind soft toy with its owner, became one of our most popular posts ever, reaching over 360,000 people and attracting 9,838 positive comments and shares.

The number of user-reviewers grew rapidly on Facebook, TripAdvisor and Google.

The Marketing team worked on creating animated images, or GIFs, specifically to bring the collections to life for social media.

We continued to explore new ways to use digital media to extend access to the collections using third party ‘destination’ platforms like Google Arts & Culture, ArtUK, Smartify and Wikipedia. After negotiations with Trust colleagues we signed a partnership agreement with Google

Cultural Institute in July, enabling Waddesdon to upload a number of key images and stories to this globally popular website as a pilot for wider National Trust involvement.



We sent content to be included in other places and stories such as Bicester Village and Museum Week, and even arranged an Instagram ‘takeover’ of the London & South East National Trust account at Christmas. The snowy post of the Manor, also used on Facebook, was our most successful post receiving 9,227 impressions, 1,203 likes and 65 actions.

Waddesdon’s YouTube channel attracted 104,200 views, a 7% increase on the previous year and was watched for a total of 344,300 minutes.

Most popular were the history of Waddesdon and the Rothschild family, both the new film commissioned for the Powerhouse and the presentation with voiceover of Lord Rothschild’s talk at Sotheby’s in November. Our films may be viewed both directly on our YouTube channel and embedded in our website and they are also widely viewed on Facebook where they have been watched on 151,000 occasions.

Over the winter we created a new short ‘Open Furniture’ film of the Riesener roll top desk in the Tower Drawing Room, as well as a series of short ‘object in focus’ silent films in preparation for promotion of the Treasury. We also worked closely with the Trustees of Ramsbury Manor to arrange the five-minute film about the house to be shown as part of the Eliot Hodgkin exhibition in 2019.

Waddesdon images featured on 292 Wikipedia pages as well as the Waddesdon Manor entry, and a total of 421 Waddesdon images appeared on Wikipedia’s image library, Wikimedia Commons. In total our images received an average of 1,351,517 file views a month.

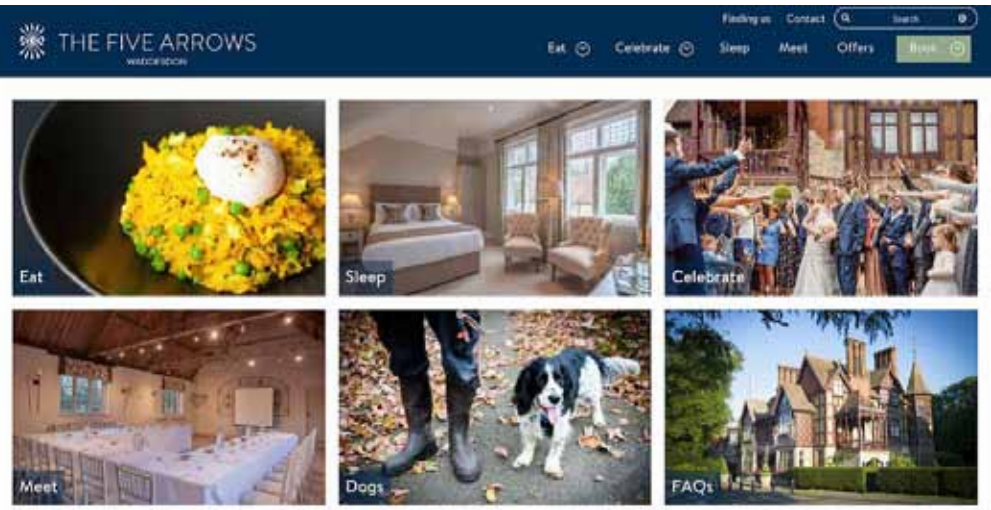
Fourteen bloggers were invited to the Christmas festivities. Resultant blogs including

The Mummy Sphere, Sophie’s Suitcase, Thingstodowithkids, contributed to the growth in our online editorial coverage.

Over 87,112 pages of Collections and Gardens content were viewed, with the pages about the Rothschilds at Waddesdon (5,914 views), Highlights of the House (3,166 views) and History of the House (2,956 views) being the most popular. While 4,163 pages in the Explore the Collection section were viewed, the paintings pages continue to be the most popular among the Collections highlight content (723).

With the integration with the Collections database complete, we recorded 6,116 web sessions using explore and search functions, leading to 29,289 unique page views. This was a threefold increase since making the database accessible through the new website, with links through from social media account for 309 of these unique visits, while referrals from other websites make up 594 visits.

Other web developments saw a makeover of the Five Arrows Hotel website, with new photography to reflect the relaxed, informal new bar and restaurant.



FAMILY, EDUCATION & SCHOOLS PROGRAMME

6,000

school children engaged with Waddesdon’s schools programme

1,200 pumpkins were carved over nine days at Halloween

1,300 local school children took part in our Christmas project

More than 4,200 children decorated Christmas baubles

More than 6,000 school children took part workshops such as Fun with Fairytales and Garden Explorers, and a new session based on the story of 2nd World War evacuee children’s time at Waddesdon. The Learning and Engagement team also delivered a series of sessions in schools based on the Aviary’s Silent Forest campaign about the plight of South East Asian songbirds, prompting return visits to see the birds.

The team continued to support the work of the Rothschild Foundation and their Grants programme, facilitating visits from Action4Youth, PopUp, Langley Academy and Milton Keynes Arts Centre.

Alongside the schools programme, children’s events ran throughout the year.

Halloween saw over 4,000 children take part in a *Creatures of the Night* trail and Halloween

Right: Pictured are students from Furze Down School during their visit to see their work on display

weekend saw the return of the family-friendly *Fête worse than Death*, with village fête-style games and activities, along with live music and storytelling.

For Christmas, 20 schools created artwork for display in lightboxes along Miss Alice’s Drive and another 20 decorated perspex baubles to hang amongst the lightboxes. In the House, children followed an advent calendar pantomime themed trail, and Waddesdon Village Primary School decorated the Bachelors’ Wing stairs with the tale of Marcello Mouse. A multi-coloured bauble ‘wall’ in the Stables was much-photographed, even being tweeted by television chef and Bake Off Judge Prue Leith.

Nearly 2,500 children came along for the pirate themed orienteering activity in partnership with Thames Valley Orienteering Club, making it the busiest ever February half-term.

Smaller, one-off events, such as Stargazing, Children’s Photography Club and Dawn Chorus with the RSPB, attracted growing numbers, with many repeat attendees





STAFF & VOLUNTEERS & INTERNSHIPS

360 volunteers contributed 444,858 hours (equivalent to 23 permanent staff)

Training and staff development

Training and development of our staff remains a priority to develop new skills and innovation for the business and increase staff engagement and retention levels. Working with the NT, we used external facilitators to deliver the leadership course for managers, Future Engage Deliver.

A new session, Working Together, for all permanent staff, focussed on excellence in communication and customer service. We continued to run a monthly induction for all new joiners, with a tour of the site led by a member of the Senior Management Team and a curator-led tour of the ground floor of the House to ensure immediate staff understanding and engagement with the breadth of the visitor offer at Waddesdon. The monthly management team

Powerhouse briefings continued to serve as a way to communicate key business drivers and issues, and also increases awareness of the successes and challenges experienced by different departments.

We benefited from negotiating greater levels of support for recruitment from the Resourcing Specialists at the NT, and for the first time were able to advertise posts on the NT internal and external jobs pages, greatly widening our potential candidate pool.

Staff and volunteers chose local charity Young Carers Bucks as our Charity of the Year, an initiative supported by the Rothschild Foundation. In May, over 100 members of staff and volunteers from all departments enjoyed a sociable 6.5km summer evening walk across the Estate and in October gathered for ‘The Great Waddesdon Cake-Off’ in support of the charity.

Training the next generation

Initiatives to facilitate training and skills development of the next generation of heritage management leaders included the FutureTalent programme, once again recruiting 12 interns a year in two six month intakes embedded across several departments. Our interns have gone on to take up permanent positions at the Science Museum, V&A, Oxford University, Basildon Park and Bletchley Park.

Our Garden Student programme was restructured around the National Trust’s Heritage Skills Passport, an externally delivered apprentice-like training package based on regular work placements, to give trainees well-rounded experience in all areas of the Gardens. In August, we recruited two new Professional Gardener’s Guild Trainees, Harvey Sullivan and Frances Porter, to work alongside garden students Daryl Kluk and Ismay Bannerman.

In the Collection, the Oxford Internship programme supported one student to work with the Curatorial team and gain an insight into research and collections management, while the Archive offered a 6-month Graduate Traineeship. The continuation of the Springhill Open Prison Partnership offered work experience to prisoners, a critical element of rehabilitation as they approach release.

Staff Changes

In the Gardens, Mike Buffin settled into his role as Gardens Manager, with Richard Ernst supporting him as Assistant Gardens Manager. In May, Claire Aughterlony moved on as Executive

Assistant to the Gardens and Aviary Team, to return to a career in horticulture and was replaced by Rebecca Lewis in July. In September Jennifer Thompson returned to work two days per week after her maternity leave. Tania Salender left the Gardens Team in June to return home to Belgium. In November, the Gardens Department underwent a restructure and was reorganised into two horticultural teams with distinct responsibilities for different ‘zones’ of the garden.

In September, a reorganisation in the Visitor Services Team led to the creation of new permanent positions: **Visitor Services Manager**, Box Office Sales Manager, Visitor Welcome & Membership Manager, and Box Office Sales Co-ordinator. Hayley Rowe (previously Visitor Operations Manager) was successful in applying for the Visitor Services Manager post.

Following the change to HR management at Waddesdon in 2017, Victoria Lovatt-Morris was been appointed Head of HR for the Rothschild Foundation

In the Collection, Juliet Carey began her Paul Mellon Research Fellowship in November, her post backfilled by Benjamin Berry, one of our former Oxford Interns. We welcomed Tisha Daniels as Image Library Co-ordinator following Nicola Tinsley’s decision to leave. In the Archive, Ellen Higgs has completed her year with as our Graduate Archive Trainee and successfully qualified as an archivist during that time.

In the Archive, Giulia Vollono’s position, funded by the Butrint Foundation to list, arrange and publish the Butrint archaeological archive was extended to the end of June.

Top left: The Great Waddesdon Cake-Off
Top right: 128 staff and volunteers join Quiz Night at The Dairy, in support of the Charity of the Year initiative

In the Steward's world, Jane's right-hand woman, Harriet Nichols went on maternity leave and Matthew Waters took over her role as Deputy Steward. Sarah Patch resigned to become a Conservation Framing Technician for the Royal Collection. Olivia Flaxton, one of our FutureTalent interns was appointed to replace her. Abbie Hoffbauer was appointed as maternity cover.

Following the departure of Ellie Burgess, **Head of IT and Records**, in October 2018, we ran a successful campaign for recruitment to the new position of IT Systems and Software Manager and Paul Hewes joined Waddesdon in January this year. Steve Rumsey was promoted to the role of Records Manager, and Ellen Higgs – who had completed her six months as Archives Graduate Trainee – returned to take the post of Assistant Records Manager.

Volunteers

The NT MyVolunteering rota and communications package was introduced across Waddesdon's volunteer team allowing us to record hours more accurately, provide consistency of messaging, communications and record holding (GDPR compliance).

Charlotte Dickinson continued the cataloguing books in the Library and Archive at Windmill Hill and Fi Paine continued to work on the digitisation of images for the Image Library. Volunteers Helen Ward, Carol Hardy, Liz Whetton and Sue Wright supported the Archive team in transcribing the Waddesdon Visitors' Book, G. F. Johnson's garden account books from the early 20th century, and oral history interviews.



Commercial Enterprise

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





WADDESDON TRADING

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

Catering

Catering turned around the previous year’s disappointing performance and delivered a net profit, ahead of budget, driven by strong sales and cost control for the second half of the year. Profits were also up for Public Events and Retail.

In August we proudly launched a social enterprise initiative, Redemption Coffee, in all our catering

outlets. Redemption is the world’s first prison-based roastery and barista training centre, based in Aylesbury Young Offenders Prison.

A drive to reduce single-use plastic within Catering included the sourcing of ethical alternatives to plastic straws, sandwich cradles, sauce sachets, cups and cutlery. We introduced virtually plastic-free tea bags and switched to environmentally friendly cleaning products.





Retail

To capitalise on our most recognised brand, our Rothschild wines, the two Manor shops were swapped round during closed season, creating a much larger wine shop and a smaller gift shop. These now better reflect the Rothschild story and we are able, for the first time, to showcase our Grand Vin which the growing Chinese market at Waddesdon is interested in and will generate increased, higher margin sales.

Public Events

The Christmas Fair is now an integral and important part of the Waddesdon Christmas offer. Our Christmas 2019 chalets were fully booked by the end of February.

The first Artisan Food Market of 2019 was held in March with 32 traders, attracting around 1,100 visitors, an increase of 300 on 2018 numbers. We received great feedback from the traders with many new enquiries for pitches as the reputation of the event continues to grow:

‘We just want to say a HUGE THANK YOU for such a fantastic market this weekend. It was our very first Artisan Food Market at Waddesdon and our very first outdoor market. You were so friendly and helpful and the set up was fantastic. We had a great day and met some wonderful people. We made some great sales, far more than we expected.’

Rachel Hicks, Partner and Distiller, Sky Wave Gin



Five Arrows Hotel

It was a year of change and development for the hotel. Following an extensive refurbishment of the ground floor public areas, the hotel hosted a launch for the locals and introduced the First Friday Club (a discounted early evening for our local customers on the first Friday of every month). Both events generated lots of interest, excellent bar spend and positive feedback.

Images of the new interior were central to an update of the Five Arrows website, from look and feel to functionality and branding.

The restaurant menu was redesigned with an emphasis on simple, seasonal, British food, using wherever possible produce from the Estate and Eythrope Gardens, and for the first time we introduced a designated bar and garden menu to encourage drinkers and diners in our more relaxed, internal and external spaces. Also new was an in-room dining menu for all bedrooms.

Waddesdon Shepherd's Gold Ale, made from Estate barley, was introduced on draft at the bar, alongside Waddesdon gin, with over 11 Rothschild wines available by the glass on the wine list. The use of a coravin allowed us to offer customers high-end otherwise unaffordable Grand Vin vintages by the glass.

Private Events

In August the Manor hosted a second major wedding for an Asian couple with a blessing and drinks on the Parterre and dinner for 350 in a spectacular marquee on the south lawn.

December recorded the best Christmas party bookings on record with 1,365 party goers through the month.

Filming

Enquiries for filming were strong with location managers working on many of the blockbuster feature films in production in 2018 coming to scout across the property with interest in the Flint House, Windmill Hill, the Estate roads and farmland as well as the House and Gardens. The main season concluded in October with five days filming using interiors and exteriors at the Flint House for a new crime drama *Queens of Mystery*. This will air first in the USA on the streaming platform Acorn and will hopefully will make its way onto British television in 2019/20.



Business Development and Tourism

390 group bookings, bringing in 12,294 visitors

Pre-booked catering spend of £51,674

UK Market

While the first quarter of the year saw growth in the UK market in March and April, the summer heatwave had an impact on some of the Coach Tour Operator (CTO) booked groups. Average group sizes were 25 in July 2018, compared with 30 in 2017.

Group Tour Operators (GTOs) and CTOs made up a larger proportion of our client base compared to previous years, a clear gear shift in the way the market operates and an indication of the decline in social group leaders putting together tours for themselves.

The National Trust remained absent from the groups market, with only a very few properties engaging with the market at a local level, including Sissingurst, Chartwell in the South East, the Lake District (Japanese tour groups), and some of the Cornwall properties due to the German market interest.

Attendance at the British Travel and Tourism Show at the NEC in Spring, sharing with Blenheim Palace, resulted in a booking from a Scottish GTO, a new client, for three coaches on one day for the Christmas this year. A number of cancellations resulted in fewer domestic groups than initially forecast, with Christmas groups totalling 165 compared with 202 the year

before. Whilst in line with national trends, the drop was also a reflection of increased competition from other attractions, negative reactions to the change in coach parking arrangements the year before and changes in the bookings team structure in September, the peak time for Christmas bookings.

The six week Christmas fair again proved popular for groups and the offer of a Christmas lunch for groups at the Dairy was also a draw. Getting our Christmas story out early to the travel trade bore fruit, with bookings coming from the South West Travel Show in February and BTTS in March.

Kim Hallett, Head of Travel Trade, Tourism and Filming, attended numerous domestic Group Travel Shows, as well as the ABTA UK Group Holiday market conference in Birmingham in November, and Excursions, the largest and most important event for targeting the domestic Group market, held at Alexander Palace in January. Here, most interest was generated in the main season and tours involving Eythrope.

We were once again shortlisted for the Best Christmas Experience for Groups at the prestigious Group Leisure & Travel Awards, although on this occasion lost out to Longleat.



International and MICE Markets

Our working relationship with Bicester Village continued to flourish. We also entered a partnership with the London Arabia Organisation to help raise Waddesdon's profile in the Middle East. Images from a photoshoot at Waddesdon for young female Arab fashion designers were posted on the relevant Middle Eastern Media.

Waddesdon hosted a number of familiarisation trips for Chinese and Russian MICE agencies, as well as one at Christmas for UK based inbound tour operators and agencies.

Significant at all of the overseas sales events from October 2018 was the renewed interest from the Japanese for 2020 and beyond for the Eythrope garden tours.

Kim Hallett met AC Tours, the most experienced UK based operator working in Israel, to discuss Waddesdon input for new itineraries for

inbound tours from Israel. A subsequent meeting to discuss content and a film in Hebrew was well received.

Content, images and film about Waddesdon in Chinese as well as a 10% wine shop discount featured on the Pandacard, a discount card for Chinese travelling in the UK. Run by Digipanda, the card is aimed at the young, affluent Chinese consumer as well as the 95,000 Chinese students in the UK.

Eastsong Consulting held their annual conference at Waddesdon on 15 April, the first time the event had been held outside central London. Kim spoke at the event and Peter Tompkins met the 130 guides who visited the new wine shop in the Manor. They subsequently returned with their clients, generating new repeat business.

Waddesdon Weibo and WeChat activity continued to gather momentum with some of the Weibo posts attracting over 16,000 'shares'.



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
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 2018 to 28 February 2019

Fabia Bromovsky	Chief Exectutive RF	Andrew George	Catering
Simon Wales	General Manager	Michaela Holland-Smith	Catering
Sara Sweetland	Managing Director RWL	Klaudia Malecka	Catering
Pippa Shirley	Head of Collections & Gardens	Gabriel Moscu	Catering
Dave Silvester	Financial Controller	Stelica Scarlat	Catering
Barry Dunbar	Accounts	Sally Skinner	Catering
David Hebburn	Accounts	Daniel Skinner	Catering
Samantha Jarvis	Accounts	Ben Thirkettle	Catering
Rosemarie Jones	Accounts	Oliver Waddon	Catering
Kayleigh Mott	Accounts	Diane Bellis	Collection
Hassan Mukhtar	Accounts	Juliet Carey	Collection
Debbie Payne	Accounts	Tisha Daniels	Collection
Sue Rapley	Accounts	Katie Hicks	Collection
Hannah Dale	Archive	Mia Jackson	Collection
Catherine Taylor	Archive	Rachel Jacobs	Collection
Marlena Nuernbergerwalle	Archive	Ulrich Leben	Collection
Llyr Davies	Aviary	Michael Shrive	Collection
Ian Edmans	Aviary	Colette Warbrick	Collection
Gavin Harrison	Aviary	Benjamin Berry	Collection
Patryk Blachnio	Catering	Joan Allen	Conservation
Sebastian Blachnio	Catering	Christine Burnham	Conservation
James Boothaway	Catering	Claire Edwards	Conservation
Elis Carani	Catering	Karen Featonby	Conservation
Daniel Caterer	Catering	Julie Isherwood	Conservation
Craig Clark	Catering	Alison Wilkins	Conservation
Paul Cottrell	Catering	Sarah Dewberry	Education
Harry Cox	Catering	Sophie Harris	Events
Stewart Davies	Catering	Claire Holland	Events

Mihai	Moscu	Events	Mark	Chambers	Garden	Jane	Cliffe	Marketing	Darren	Washington	Security
Evelina	Rausiene-Black	Events	Richard	Ernst	Garden	Jo	Fells	Marketing	Paul	Worsley	Security
Adam	Cook	Facilities	Andy	Flitney	Garden	Victoria	Jenner	Marketing	Carol	Bradbury	Stewards
Gary	Hart	Facilities	Rick	Foster	Garden	Emma	Mason	Marketing	Margaret	Clarke	Stewards
Gary	Hatchman	Facilities	Simon	Lewis	Garden	Helen	McCabe Azoia	Marketing	Jane	Finch	Stewards
Paul	Hobley	Facilities	Hannah	Lucas	Garden	Olivia	Parker	Marketing	Claire	Fleming	Stewards
Stuart	Howard	Facilities	Jennifer	Thompson	Garden	June	Primmer	Marketing	Harriet	Mash	Stewards
John	Iapino	Facilities	Peter	Thorp	Garden	Chloe	Wells	Marketing	Sarah	Patch	Stewards
Kevin	Rees	Facilities	Ian	White	Garden	Marie	Stewart	Public Events	Andrea	Routledge	Stewards
Eloize	Ridgeway	Facilities	David	Wilson	Garden	Tony	Conway	Records & IT	Matthew	Waters	Stewards
Ian	Smith	Facilities	Ismay	Bannerman	Garden	Kayleigh	Creser	Records & IT	Kim	Hallett	Travel Trade
Martin	Smith	Facilities	Rebecca	Lewis	Garden	Suzie	Foster	Records & IT	Gemma	Coton	Visitor Services
David	Barrios Castillo	Five Arrows Hotel	Adam	Nichols	Garden	Rafael	Puleo	Records & IT	Peter	Davies	Visitor Services
Eszter	Biro	Five Arrows Hotel	Frances	Porter	Garden	Steve	Rumsey	Records & IT	Helen	Franklin	Visitor Services
Lewis	Brigginshaw	Five Arrows Hotel	Harvey	Sullivan	Garden	Joan	Adams	Retail	Matthew	Hulme	Visitor Services
Wioletta	Brooke-Ward	Five Arrows Hotel	Christine	Benton	Housekeeping	Roddy	Bedford	Retail	Victoria	Lovatt-Morris	Visitor Services
Matthew	Butcher	Five Arrows Hotel	Rodney	Donmall	Housekeeping	Sheena	Cox	Retail	Francesca	Page-Smith	Visitor Services
Julie	Chalmers	Five Arrows Hotel	Samantha	Duffett	Housekeeping	Juliet	Hall	Retail	Hayley	Rowe	Visitor Services
Amber	Chalmers	Five Arrows Hotel	Elaine	Fallon	Housekeeping	Nicola	Mertens	Retail	Andrew	Bartlett	Wine Company
Alastair	Dudley	Five Arrows Hotel	Sheena	Foley	Housekeeping	Peter	Tompkins	Retail	Lucy	Bonson	Wine Company
Bryan	George	Five Arrows Hotel	Pauline	Johnstone	Housekeeping	Donna	Allen	Security	Lauren	Boyes	Wine Company
Bela	Herencsenyi	Five Arrows Hotel	Michelle	Knight	Housekeeping	Jane	Boylin	Security	Georgina	Kukielka	Wine Company
Charles	Morgan	Five Arrows Hotel	Beverley	Northway	Housekeeping	Steve	Brackley	Security	Stephen	Lane	Wine Company
Joshua	Popple	Five Arrows Hotel	Varsha	Parmar	Housekeeping	Elaine	Clark	Security	Michael	Lord	Wine Company
Connie	Saunders	Five Arrows Hotel	Julie	Quinn	Housekeeping	Kevin	Conroy	Security	Helen	Miller	Wine Company
Elliott	Sinfield-Guyatt	Five Arrows Hotel	Lauren	Quinn	Housekeeping	Teryn	Dear	Security	Katie	Murray	Wine Company
Joe	Stratford	Five Arrows Hotel	Deborah	Tearle	Housekeeping	Ron	Harrington	Security	Elaine	Taylor	Wine Company
Karl	Tearle	Five Arrows Hotel	Karen	Walker	HR	Vincent	Holmes	Security	Beth	Vining	Wine Company
Balazs	Varga	Five Arrows Hotel	Paul	Hewes	IT	Jennifer	Judge	Security	Joe	Wray	Wine Company
Andrew	Batten	Garden	Chris	Sharpe	IT	Dawn	Kingsley	Security			
Mike	Buffin	Garden	Louise	Bailey	Marketing	Ray	Raby	Security			

