

**THE SULGRAVE MANOR TRUST**

**CENTENARY STRATEGIC PLAN**

**March 2013**

## INDEX

What is Sulgrave Manor?	3
Who Owns and Operates Sulgrave Manor?	4
What does Sulgrave Manor comprise?	5
How does the Trust achieve its Objects?	6
What were the issues we faced in 2012?	7
What have we done so far?	8
What do we need money for?	10
Essential Repairs to the Manor and Courtyard Buildings	11
Improving our Educational Work	12
Improving the Visitor Experience	13
Improving Operation of Site	14
Improving the Endowment Properties	15
Who is involved?	17
Summary	19

## What is Sulgrave Manor?

- A Tudor manor house in the village of Sulgrave in southern Northamptonshire.
  - Built and lived in 1540-1657 by four generations of the ancestors of George Washington, the first President of the United States.
  - Fell into disrepair in nineteenth century.
  - Purchased in 1914 by British American Peace Committee as celebration of centenary of 1814 Treaty of Ghent, the last peace treaty between US and UK.
  - Restored and partially rebuilt under leading English architect and landscape designer, Sir Reginald Blomfield.
  - Opened to the public in 1921 and dedicated as:-
    - “A centre from which sentiments of friendship and goodwill between the British and American peoples will forever radiate.”
  - Beautiful garden also laid out by Sir Reginald Blomfield.
  - Early example of Washington family crest – original basis of US flag.
  - A very special place.
- 
- 2014 will mark
    - The bi-centenary of the 1814 Treaty of Ghent
    - 200 years of peace between the US and UK.
    - The centenary of the purchase of Sulgrave Manor in 1914.
  - We hope that 2014 will see significant progress in the implementation of our Centenary Strategic Plan.

## **Who Owns and Operates Sulgrave Manor?**

Since 1990, owned and managed by a charity now known as “The Sulgrave Manor Trust”.

The Objects of the Trust are:-

- “To preserve Sulgrave Manor (the ancestral home of the family of George Washington, the first President of the United States of America) for the public benefit.”
- “To provide and support education in subject areas relevant to Sulgrave Manor and its historic role in the history of Anglo-American relations, and to the history, literature and institutions of the United States.”

In pursuit of these Objects, the first Power of the Trust is:-

- “To promote friendship and goodwill between the British and American peoples and Sulgrave Manor’s historic and symbolic role as a centre for such sentiments.”

-----

This Centenary Strategic Plan is intended to enable us to fulfil these Objects more effectively and on a stable and sustainable basis.

### **What does Sulgrave Manor comprise?**

- The Manor itself comprises parts of the original building, which was started in 1540, plus a Queen Anne wing added c1715 and a further wing (which matches the original wing) added in the 1920s.
- The Courtyard Buildings were added in the late 1990s.
- The Trust also owns a number of adjacent properties (known as the Endowment Properties) which were acquired in the period between 1920-1960:-
  - Three houses now in a very poor state of repair – Manor Cottage, Kiln Farm House and The Wool House.
  - A disused farmyard, Kiln Farm Yard.
  - A number of fields. Three of these fields – Great Field, Little Field and Madam's Close – are let on a long-term basis to a local farmer and the fields behind Kiln Farm Yard are available for let on a short-term basis.
- The total area covered by these properties is approximately 40 acres.
- Sulgrave Manor is 80 miles from London, 30 miles from Oxford and 7 miles from Banbury.

### **How does the Trust achieve its Objects?**

- School visits – in 2011, over 9,000 children from about 230 schools. Many dress in Tudor costumes. Educational programme is tailored to the School National Curriculum.
- Group visits.
- Individual visits.
- Total number of visitors in 2012 – approximately 16,000.
- Celebrating American festivals
  - George Washington's Birthday/President's Day - February
  - Independence Day - July
  - Thanksgiving - November
- Flying US and UK flags.
- Arranging meetings and lectures on the history, literature and institutions of the United States.
- There is so much more that could be done.

**What were the issues we faced in 2012?**

- Income too low and declining.
- Declined further in 2012 due to weather, Jubilee celebrations and the Olympics.
- Costs too high in relation to income.
- Years of deficits.
- History of selling properties and other assets to fund deficits.
- Property in poor state following years of inability to deal with essential repairs due to lack of money.
- No money to invest in improving the activities of the Trust.
- Demoralised staff.
- Out-dated constitutional structure.
- Poor financial control
- Shortage of cash.

### **What have we done so far?**

- Obtained control of financial position with help of new Financial Controller.
- Developed staged plans for growing educational and visitor activities, but funds needed to implement them.
- Major changes and reductions in staff:-
  - Former Director left in May.
  - New General Manager appointed.
  - A number of other staff left and not replaced.
  - Redundancy programme implemented.
  - Much smaller team, especially full-time staff.
- Started building a body of volunteers.
- Commissioned a comprehensive survey of all properties:-
  - Manor and Brewhouse
  - Courtyard Buildings
  - Endowment Properties – Manor Cottage, Kiln Farm House and the Woolhouse.
- Comprehensive review of governance:-
  - Name changed, from “The Sulgrave Manor Board” to “The Sulgrave Manor Trust”.
  - New Articles of Association adopted
  - New Trustees appointed
  - New Members appointed
  - New Honorary Advisors appointed



- Started to develop links with South Northamptonshire Council, Sulgrave Parish Council, the Sulgrave community and other stakeholders.
- Started to develop links with other relevant bodies, including:-
  - Washington Old Hall/National Trust
  - Ditchley Foundation
  - Mount Vernon
  - National Society of Washington Family Descendants
  - The American Society in London
  - The American Museum in Bath
  - George Washington House, Barbados
- Fundraising:-
  - Significant help over the years from The National Society of The Colonial Dames of America (“NSCDA”) and from The Friends of Sulgrave Manor (“FSM”), associated with NSCDA.
  - Section 501C3 vehicle available in US.
  - Centenary Appeal being launched.
  - International Centenary Appeal Board being established.
  - Aim is to raise \$5 million (£3m) from donations.

**What do we need money for?**

- Essential repairs to the Manor and Courtyard buildings – page 11.
- Improving our educational work – page 12.
- Improving the visitor experience – page 13.
- Improving operation of site – page 14.
- Upgrading our Endowment Properties to generate income for the Trust and support its activities – page 15.
- Building an Endowment Fund.
- Working capital.

## **Essential Repairs to the Manor and Courtyard Buildings**

- Our conservation architects, Peregrine Bryant Architecture and Building Conservation, have produced General Condition and Building Surveys for all the Trust's buildings on the main site and the three Endowment Properties.
- These surveys reveal the need for significant work to be done to the Manor, the Brewhouse and the Courtyard buildings.
  - Windows and doors
  - Plastering
  - Roof of north wing
  - Rewiring
  - Fire and burglar alarms
  - Ventilation
  - Guttering and downpipes
  - Drainage
  - Re-pointing
  - Pebble-dash
  - Heating
  - Car parking

## Improving our Educational Work

- Schools
  - More space:–
    - Temporarily converting space currently used by the Manor shop
    - Converting and extending the garden shed for garden educational work
    - Extension to Courtyard Hall
  - New costumes
  - New materials
- Creating a George Washington Museum in The Brewhouse to house our collection of George Washington memorabilia (said to be the largest outside the US).
- Better space for archives.
- Widening our educational reach.
- Increasing number of lectures and similar events relating to history, literature and institutions of the United States.
  - “Congress to Campus” events at the Manor. November 2012 event fully booked (108 places).
  - Annual Watson Chair Lecture at the British Library. March 2013 lecture fully booked (255 places).
- Ideas being developed for establishment of a centre for Anglo-American friendship at the Manor.

## **Improving the Visitor Experience**

- Incorporating Little Field and Madam's Close into the visitor attraction site, including change of use from agricultural to recreational.
- Improving flow of visitors throughout site.
- Improving signage
- Improving zonings
  - Gardens
  - Children
  - Farm animal/rare breeds on visiting basis
- Upgrading café/Buttery.
- Reducing size of shop to confine it to full range of products sold to schools and a small range of products sold to other visitors.
- Developing attractions on a basis similar to that adopted by the National Trust:-
  - Linking to outdoors
  - Memorable experiences
  - Seasonal variations
  - Involving local community

### **Improving Operation of Site**

- New operations building for maintenance, gardening and storage in Little Field.
- New operating area for Courtyard Hall replacing existing ramshackle store.
- New operating area beside the Buttery, with link to the Brewhouse.
- Improving facilities in the 1920s wing.
- Releasing useable ground floor space by relocating offices to first floor of Courtyard Building, requiring provision of dormer windows.
- Improved IT facilities and website.
- Energy optimisation.

## **Improving the Endowment Properties**

- Manor Cottage and Kiln Farm
  - Comprehensive refurbishment to provide a terrace of four smaller thatched cottages
- The Wool House
  - Comprehensive refurbishment in due course.
  - New house proposed in The Wool House garden.
- Great Field
  - New house proposed in the south-west corner of field.
- This will produce a total of seven modernised or new houses which will be used to support the Manor's core costs and activities either by producing income from assured short-hold lettings or from furnished lets, or possibly by one of them being used by staff if essential for recruitment purposes.
- Additional operating building in Little Field for gardening and maintenance functions.
- Enabling development of Kiln Farm Yard, proposed to provide important capital for the Trust. The present thinking is to obtain planning permission to provide seven houses around a courtyard. Once permission is obtained, the intention would be to sell the building site to a developer and to sell the remaining Kiln Farm agricultural land separately.
- Retention of remaining Endowment Properties considered essential for long term protection of the setting of Sulgrave Manor and views from it.

- All these proposals are subject to detailed consultation with South Northamptonshire Council, Sulgrave Parish Council, the Sulgrave community and other stakeholders prior to submitting formal planning application.



**Who is involved?**

## The Trustees

<b>Name</b>	<b>Occupation/Role</b>	<b>Location</b>
Nicholas Ward	Chairman	Northamptonshire
Laura Rutherford	Vice Chairman. Former President of FSM	USA
Baroness Knight of Collingtree	President	Northamptonshire
David Billings	Lawyer	London
Elizabeth Fuchs	President of FSM	USA
Norman Hudson	Expert on historic buildings	Northamptonshire
Susan Knepper	FSM	USA
Christopher Magnay	Sulgrave resident	Northamptonshire
Holly Smith	Journalist	London

NSCDA : The National Society of the Colonial Dames of America

FSM : The Friends of Sulgrave Manor, part of NSCDA

## Honorary Advisors

<b>Name</b>	<b>Occupation/Role</b>	<b>Location</b>
Lord Boswell of Aynho	Former Member of Parliament for the constituency which included Sulgrave	Northamptonshire
Susan Blayney	Sulgrave resident	Northamptonshire
Professor Richard Carwardine	President, Corpus Christi College, Oxford	Oxford
Stuart Cobb	Former President, NSCDA	USA
Professor Philip Davies	Director, The Eccles Centre for American Studies, The British Library	London
Dame Elizabeth Esteve-Coll DBE	Former Director of Victoria and Albert Museum, London	Norfolk
Tibbie Field	Former Senior Representative, FSM	USA
Sir Philip Goodhart	Former Chairman	London
Nancy Gough	FSM Member	USA
Professor Steven Knapp	President, George Washington University	USA
Dr David Knowles	Head of Compliance and Risk Management, ADAS Consulting Ltd	Wolverhampton
Marcy Moody	President, NSCDA	USA
Hilary Prescott	Partner, Covington & Burling LLP, international law firm	London
Monique Quesada	Cultural Attaché, American Embassy, London	London
Robert Stevens	Former Chairman	Oxford
Jane Treadway	Former Senior Representative, FSM	USA

NSCDA : The National Society of the Colonial Dames of America

FSM : The Friends of Sulgrave Manor, part of NSCDA

## Summary

- The operations of Sulgrave Manor cannot be sustained in the way they have been run in the last decade or so. Without a major change, the Trust will eventually run out of money and have to close.
- The Trustees see it as their duty to restore the fortunes of the Manor and to put it into a position which will enable it to survive and flourish in the next century.
- The Centenary Strategic Plan will enable the survival of the Trust on a long term sustainable basis.
- The implementation of the Centenary Strategic Plan will require considerable funding. Part of this will come from the sale of the Kiln Farm Yard and its adjoining land and it is hoped that the balance will come from donations.
- We are currently launching a Centenary Appeal and establishing an International Centenary Appeal Board.
- Aim is to raise \$5 million (£3m) from donations.