

The Holkham Gazette

Not just another car factory

BY LEIGH HITCHCOCK,
HR MANAGER

Part of our development strategy at Holkham is to look outside our estate for inspiring examples of businesses that challenge our thinking.

In September, following the team's visit to BMW in 2011, Estates Director David Horton-Fawkes arranged for the Holkham senior management team to visit Volvo in Gothenburg. It took just a few hours with Volvo for us to realise the impact of 'Lean Leadership' which is the management style that Volvo follows,

explained to us by Vice President Einar Gudmundsson, an expert in this concept.

Einar has studied and successfully applied the concept of Lean Leadership across a complex global after sales team in Volvo. The basic principles of lean manufacturing were initially developed by Henry Ford in 1913. He focused on improving the car production process which led eventually to the first moving assembly line.

Lean thinking was further explored in depth by Toyota which, since the 1930s, has retained its position as the leading exemplar of Lean Management in the

world. The enviable success of Toyota has inspired an explosion in lean thinking and a desire to adapt the tools and principles beyond manufacturing to all business sectors.

The results of the lean approach have been evident at Volvo and his team is adamant that his methods will continue to lead and shape Volvo's approach even though Einar himself is moving on.

What is clear is that lean thinking is a disciplined path to tread and that continuous improvement is more about behaviour than it is about technical advancement.

The experience that was so generously shared with us in Sweden has inspired a change in management style at Holkham. Immediately after our visit we limited the use of internal emails and returned to that most important part of working together, talking face to face. Other changes will be imposed as we get to grips with the new way of doing things. We would like to thank the team at Volvo which has inspired us to go lean!



Introducing Leigh Hitchcock, the first Human Resources Manager the estate has employed. Her family recently moved to Norfolk and Holkham quickly became one of their favourite places to visit. Last year the estate advertised for a part-time HR Manager. It seemed an ideal opportunity for Leigh, who has been an HR professional for 15 years. The core aim of Human Resources, as Leigh sees it, is to help people achieve their full potential, because it is people that make a difference.



Lord Coke and members of the Holkham management team learning how to be lean!

Holkham has some new arrivals

Welcome to the new arrivals at Holkham – a herd of 21 Belted Galloway cattle that have been bought by the Nature Reserve to complement the current Holkham herd. These distinctive animals are a native breed, descended from the black cattle which roamed Scotland centuries ago.

They are chunky, short-legged animals that grow slowly, enabling them to thrive on poor ground. They need no supplementary feeding and their slow growth means that they outlive and out-perform many other breeds of cattle. They produce a good quality meat off poor ground, which is why they are growing in popularity. This is one of the reasons that Holkham has bought this pedigree herd. However, their main use will be as a rough grazing animal, mainly on the National Nature Reserve, but also in Holkham Park, in areas that mechanical mowers can't easily reach.

The fields that make up the grazing marsh on the reserve are not uniform – some fields stay dry, but others can be wet and it is these fields that are such an important habitat for breeding wading birds such as lapwings, avocet and redshank. On these wetter fields the grass that grows there can start to be overtaken by species of reed, specifically *Juncus*, which more modern breeds of cattle will not eat.

Traditional breeds, such as the Belted Galloways, are versatile foragers and will eat a wide range of vegetation, including *Juncus*. The grazing of these fields by the Belted Galloway cattle will control the spread of this reed and therefore the success rate of the breeding waders should improve. Another advantage to the Galloways is that they are very

tolerant of wet weather, coming as they do from wetter and wilder parts of the country.

The Holkham herd will eventually produce tasty, lean slow grown meat from the rough grazing that they are turned out on – another advantage of these animals, this time a commercial one.





New exhibition for 2014 – Duty Calls



The exhibition at Holkham this year, to mark the 100th anniversary of the start of the First World War, will be titled 'Duty Calls' and will tell a small part of the story of the war's impact on the Coke family and Holkham village.

Personal letters, archives, books, photographs and artefacts will illustrate the works of the war poets, the creativity of soldier's trench art and relate experiences and personal stories, such as Arthur Coke, second son of the 3rd Earl of Leicester and grandfather to the present 7th Earl of Leicester. Having fought in Flanders at the first battle of Ypres, Arthur transferred in 1914 to the Royal Navy Volunteer Reserve Armoured Cars and later went with them to Gallipoli. Manning machine guns on the SS *River Clyde* troop ship, he helped cover the landing of troops at Sedd el Bahr on 25th April 1915. He was killed in action seven days later. Arthur took his faithful Airedale Terrier, Jack, to war with him and following his death, Jack was returned to Holkham by Arthur's fellow

The Hon. Arthur Coke, killed in action in May 1915 at Gallipoli

officers and died at Holkham in 1918 where he is buried by the orangery.

Hall Manager and military historian, Colin Shearer, is looking to highlight some of the stories of the men mentioned on either the Holkham Roll of Honour or the Holkham village war memorial.

Of particular interest are: Pat(rick) Cringle: Scout, Sportsman's Battalion; possibly 24th Fusiliers. He survived the war. He was a member of one of the Sportsman's battalions because he was a keen sportsman and indeed went on to become a well-known wildfowler in Wells.

Colin would also like to know anything about Thomas James Groome who was a Sergeant in the 61st Battalion Machine Gun Corps, and who previously served in the Seaforth Highlanders. Thomas died in action in 1918.

Any information such as regimental numbers, letters or photographs would be much appreciated. Please contact Colin with any information on 01328 713121 or email c.shearer@holkham.co.uk by the end of January.

1914 – 18 HOLKHAM ROLL OF HONOUR

ROYAL NAVY

Able, W H
Balch, Richard Alfred
Barnes, Austin Edward
Barnes, George
Bloomfield, Thomas Miles
Coke, The Hon. Roger (Lieutenant)
Cringle, Frank
Vincent, Frank (Ship's Corporal)
Ward, John (Petty Officer)

RN ARMoured CAR DIVISION

Coke, The Hon. Arthur (Lieutenant)
Lockwood, Arthur

ARMY (REGULARS)

Barnes, Herbert (Royal Horse Artillery)
Burton, George (Sergeant, Norfolk Regt)
Cadamy, Walter (Sergeant, Army Service Corps)
Churchill, Robert (Army Service Corps)
Coke, The Viscount, (Capt, 3rd Batt Scots Guards)
Cottrell, Robt (Royal Field Artillery)
Harper, James (Royal Field Artillery)
Hearn, Harry (Royal Irish Rifles)
Hebditch, Harold (Norfolk Regt)
Munro, David (Staff-Sergeant, Army Service Corps)
McCoig, Frederick (Army Service Corps)
Rush, William (Middlesex Regt)
Sibary, A (Lance Corporal, Army Ordnance Corps)
Sibary, J W (Captain, Scots Guards Reserve Batt)
Sibary, Vincent (Lieutenant, Royal Scots Fusiliers)
Sizeland, John Ford (Norfolk Regt)

Swain, George (17th Lancers)
Shreene, G (Norfolk Regt)
Thornton, Charles (Sergeant, Norfolk Regt)
Turrington, W (Sergeant, Royal Garrison Artillery)
Waters, Charles Bazil (Royal Engineers)
Ward, George (Norfolk Regt)

YEOMANRY

Doulton, Bernard D (Westminster Dragoons)
Highe, Walter (Norfolk Yeomanry)
Haylett, Alfred (City of London Yeomanry)

NATIONAL RESERVE

Burgham, William
Jay, William

TERRITORIALS

Barnes, John (6th Batt Norfolk Regt)
Barnes, Leonard (6th Batt Norfolk Regt)
Barnes, Sidney (6th Batt Norfolk Regt)
Bell, Christmas (6th Batt Norfolk Regt)
Bell, Sidney (2nd London div Royal Engineers)
Bell, Stanley (2nd London div Royal Engineers)
Belton, Bertie (6th Batt Norfolk Regt)
Bocking, Cecil L (L/Cpl, East Anglian Div RAMC)
Doulton, Orrock M (Lieut, 21st County of London Regt)
Doulton, Kenneth (The London Scottish)
Dunn, George (6th Batt Norfolk Regt)
Dunthorne, G W (5th Batt Oxford and Bucks Lt Infantry)
Freezer, Alexander (6th Batt Norfolk Regt)
Freezer, Samuel (6th Batt Norfolk Regt)
Hankins, C R (6th Batt Norfolk Regt)

Haylett, Edward (Army Service Corps)
Healey, Frank (1st City of London AMC)
Jakes, Percy (5th Batt Northants)
Jordan, Henry (6th Batt Norfolk Regt)
Mann, Thomas Junior (6th Batt Norfolk Regt)
Neale, George (6th Batt Norfolk Regt)
Neale, Wm (6th Batt Norfolk Regt)
Place, James (6th Batt Norfolk Regt)
Sizeland, A (6th Batt Norfolk Regt)
Sizeland, R D (6th Batt Norfolk Regt)
Sizeland, R G (6th Batt Norfolk Regt)
Sizeland, W S (6th Batt Norfolk Regt)
Tower, Herbert G E (28th London Regt Artists)
Warren, George (5th Batt Norfolk Regt)

NEW ARMY

Belding, Richard John (Corporal 10th Batt Norfolk Regt)
Cringle, Pat (Scout, Sportsmans' Batt)
Cattell, Henry (Quarter-Master Sergeant, Somerset Light Infantry)
Hall, John Henry (Lieutenant 14th West Yorks Regt)
Haylett, George (Corporal East Surrey Regt)
Rickards, William (8th Batt Norfolk Regt)
Scoles, Joseph (8th Batt Norfolk Regt)
Scoles, Benjamin (2nd Batt Norfolk Regt)
Smith, Frank (Corporal)
Sissons, Alfred (8th Batt Norfolk Regt)
Stuart, Richard (8th Batt Norfolk Regt)
Treblicock, Thomas (8th Batt Norfolk Regt)
Vincent, William (Lance Corporal 8th Batt Norfolk Regt)

This is a copy of the Holkham 1914 – 18 Roll of Honour.

Those names in red served in the Norfolk regiments so their records and stories would be very welcome.

The Victoria's new bedrooms

The success of the refurbishment of The Victoria in 2013 has meant that the hotel is more popular than ever. As a result, the decision has been taken to close the businesses currently operating from Ancient House in Holkham village and refit the building to make 10 new bedrooms for The Victoria's guests. The conversion will be under the watchful eye of Johanna Tennant who oversaw the highly successful refurbishment of The Vic last year. The new rooms are scheduled to open at Easter 2015. For a period up until 1971 Ancient House used to house bedrooms as an annexe to The Victoria so we are going full circle once again.





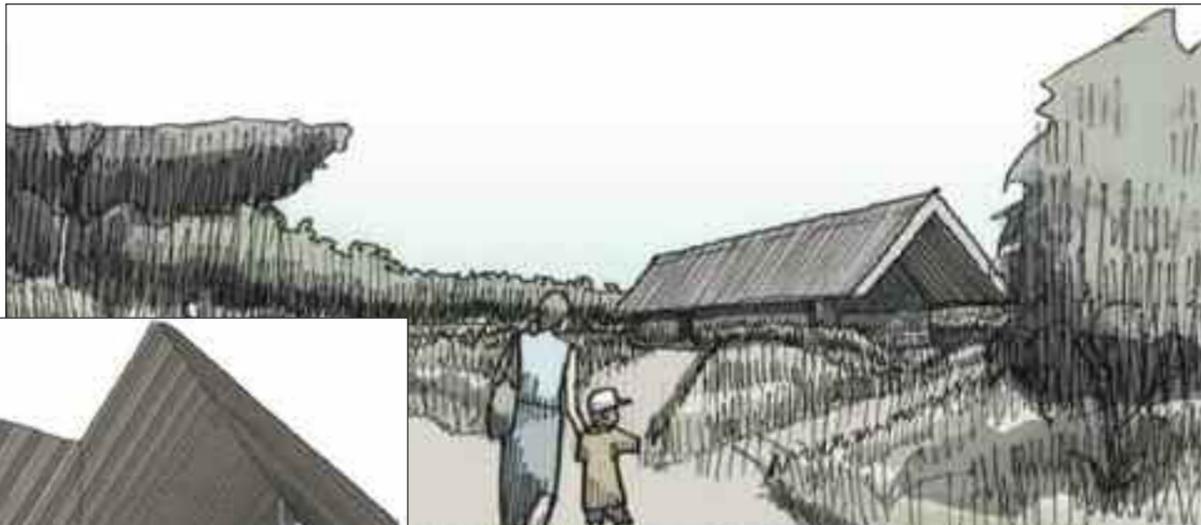
Plans for Lady Anne's Drive

BY DAVID HORTON-FAWKES, ESTATES DIRECTOR

I receive more complaints about the lack of loos at Lady Anne's Drive than any other single issue at Holkham. Up to 800,000 people a year visit the Nature Reserve but there are only loos at the Wells end and this is source of constant frustration and inconvenience for visitors – with unpleasant consequences.

The planning application to build loos and a learning centre at the bottom of Lady Anne's Drive has been a long and tortuous process but, given the sensitivity of the site, it is right that these plans should be thoroughly scrutinised and we have done our best to consult as widely as possible.

We've gone through the required 'options appraisal' process, we've spoken extensively to Natural England and the various and multiple statutory bodies. We've appointed one of the country's leading architects and we think we have come up with a sensitive and appropriate building in the right place. Inevitably not everyone will share our views but the application process has been open and transparent and we have listened and amended the plans as we have gone along. There has been some publicity recently but the issues raised had already been addressed as part of the statutory process. We submitted the planning application in October and hope it will be determined early in 2014.



Above: an artist's impression of how the exterior of the new learning centre might look and how the ground floor is envisaged (left).
Below: the proposed timeline for the building.



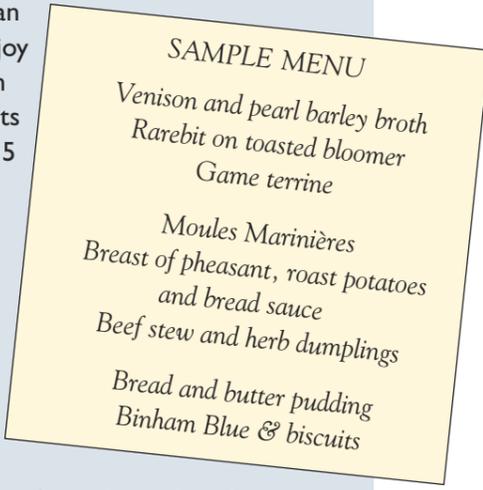
Fifteen mile £15 menu at The Victoria

6th January to 6th February

Our £15 menu is an opportunity to enjoy three courses with the core ingredients sourced within a 15 mile radius of the Holkham Estate.

Whenever possible our chefs use ingredients grown and raised on the estate: game from the shoot, beef from the marshes, venison from the park and vegetables from the walled gardens.

This menu is available from Sunday to Thursday, 6.30pm to 9pm from 6th January to 6th February. To make a reservation, please call 01328 711008. For further information please see the Victoria's website: www.holkham.co.uk/victoria



Pedal Norfolk cycles round again

Over the bank holiday weekend of 3rd to 5th May, Pedal Norfolk takes over the Holkham Estate to run its second three-day cycling festival. Throughout the weekend, you are invited to camp in Holkham park and join in the organised rides.



There are rides of all distances for all levels of cyclist. For those looking for a challenge, there will be 20 and 50 mile signposted, fully supported routes each day. And for the sportive rider looking to test their winter training, there will be 100 mile routes on Saturday and Sunday, plus a tough 50 mile route on Monday. Last year 65 people rode the full 250 miles. Can you complete the Pedal Norfolk Cycling Festival challenge?

While the sportives will deliver amazing rides throughout north Norfolk, the festival will include a wealth of entertainment and family fun, tons of trade stands on show and fantastic food to ensure visitors of all ages have a truly memorable weekend!

What's on locally...

SUNDAY 26th JANUARY AT 10am
Volunteer day on the Nature Reserve. Meet at Lady Anne's Drive.

TUESDAY 4th FEBRUARY AT 10am
Walking Women, Wells-next-the-Sea. Meet at the Beach Café, Wells-next-the-Sea.

TUESDAY 11th FEBRUARY AT 7.30pm
Homes for Wells is holding a fundraising dinner at The Globe in Wells-next-the-Sea. For tickets and more information please contact Gilly Cook on 01328 711497.

SUNDAY 23rd FEBRUARY AT 10am
Volunteer day on the Nature Reserve. Meet at Lady Anne's Drive.

TUESDAY 4th MARCH AT 10am
Walking Women, Lady Anne's Drive. Meet at the notice board close to the beach.

TUESDAY 1st APRIL AT 10am
Walking Women, Wells-next-the-Sea. Meet at the Beach Café, Wells-next-the-Sea.

TUESDAY 1st APRIL
Holkham Hall, Bygones Museum, Walled Gardens, Children's Woodland Adventure Play Area, Gift Shop and Stables Café all re-open for the 2014 season.

SUNDAY 13th APRIL AT 7pm
Chamber Music in the Marble Hall at Holkham. Arcadia Quartet plays Haydn: String Quartet in E flat Op.50 No.3 – Janáček: String Quartet No.2 'Intimate Letters' – Beethoven: String Quartet in C sharp minor Op.131.

FRIDAY 18th TO MONDAY 21st APRIL FROM 10am TO 5pm
Join us for some hopping mad family fun this Easter at Holkham. It's sure to be an 'eggstravaganza'!

SATURDAY 3rd TO MONDAY 5th MAY
Pedal Norfolk Cycling Festival. The second year of the best bike festival in north Norfolk! Rides for all levels of cyclist, plus entertainment and family fun. See the website – www.pedalnorfolk.co.uk – for more information.

SATURDAY 10th MAY AT 7pm
Chamber Music in the Marble Hall at Holkham. Gould Piano Trio and Robert Plane, clarinet, play Beethoven: Clarinet Trio in B flat Op.11 – Bridge: Phantasie Trio in C minor – Finzi: Five Bagatelles Op.23 – Dvorák: Piano Trio in E minor Op.90 'Dumky'.

For more information about Holkham events go to www.holkham.co.uk



Noticeboard



Season tickets now available

We offer a combined annual pass costing £120 that includes parking at Lady Anne's Drive and Beach Road, Wells, all year round, as well as parking in Holkham park during the annual summer opening season. This price includes unlimited admission to the hall for up to two adults and three children from 1st April to 31st October 2014. The income we receive from our car parking is used to maintain the parts of Holkham that are accessible to visitors.

To apply for a season ticket you can download an application form from www.holkham.co.uk or give the Estate Office a call on 01328 710227.



A sneak preview for local residents

On Sunday 30th March

If you live in one of our neighbouring areas – Wells, New Holkham, Holkham Village, Quarles, Egmere, Warham, Wighton, Burnham Market, Burnham Thorpe, Burnham Norton, Burnham Overy Town and Staithe – you are warmly invited to a sneak preview of Holkham Hall on Sunday 30th March as we prepare for the new visitor season starting on Tuesday 1st April.

To gain free admission for two adults and up to three children, please cut out the coupon below and bring it with you on Sunday 30th March. The park, Walled Gardens, Bygones Museum, Gift Shop, Stables Café and Woodland Adventure Play Area will be open from 10am to 5pm and the hall will be open from 12noon to 4pm (last admission). Enter through the north gates (off the A149) and you will be directed to the main visitor entrance. We look forward to seeing you.

**Entry for
2 adults and up to 3 children
to Holkham Hall for the
Preview Day
for local residents on
Sunday 30th March 2014**

VALID ONLY ON 30TH MARCH 2014
NO PHOTOCOPIED VOUCHERS ACCEPTED

PRIZE DRAW

Win one of two season tickets each worth £120!

To enter email your name, address and telephone number to gazette@holkham.co.uk, mentioning the season ticket prize draw, or complete this form and post to: Season Ticket Prize Draw, Marketing Department, Holkham Estate Office, Wells-next-the-Sea, Norfolk NR23 1AB.

Closing date Friday 31st January.

NAME.....

ADDRESS.....

EMAIL.....

PHONE.....

We would like to keep you informed of events and offers at Holkham by email. Please tick this box if you do not wish to receive communications from us.

Only one entry per household. For full terms and conditions, see www.holkham.co.uk/html/newsletter.html

Singer 9 goes full circle



BY THOMAS BROWN, BYGONES MUSEUM

Tim Cleland and his wife Rosemary recently came to Holkham and during their visit Rosemary recognised the number plate of the Singer 9 car on display in the Bygones Museum. Incredibly, it was the actual car she had owned in the 1960s.

We arranged for Mr and Mrs Cleland to be taken on a drive around Holkham park in the car, followed by tea and cake in the Stables Café.

Mrs Cleland bought the car in February 1966 for £60 from Rix's garage in Dereham. She took the car on holiday to Shropshire and Ironbridge and to Dorset. She often took her cousins out on trips and used it to drive to her work as a teacher.

The seats and carpet in the car are still the original ones. However the roof has been repaired, which was needed as it had started to let the rain in! Although the car felt like a member of the family, Rosemary sold it in June 1967, as she needed to go further and faster.

Volunteers make the difference

Volunteers are welcome at Holkham and there are many opportunities to get involved. Sue Penlington, Education Officer, is always on the look out for people who can spare some time to help with the ambitious education programme she and her colleague Michaela Dartford are bringing to the estate. If you would like to help, contact Sue by email – s.penlington@holkham.co.uk.

During last year's Halloween celebrations two education volunteers, Deborah Finkemeyer and Amanda Moffat, both living in Wells-next-the-Sea, were on hand, in fancy dress, to help entertain the children and their parents. Deborah, who is a retired teacher, loves being with young people and sees volunteering as a nice way to contribute and enjoy herself at the same time. Amanda moved to Wells last year from Leicester. She too is a qualified primary teacher and as well as volunteering at Holkham, she has a job at Alderman Peel High School in Wells. However, she won't let the job interfere with the volunteering – she enjoys it and wants to continue.

Under Landscape Manager Phillip Oldham, the Walled Gardens runs a team of volunteers throughout the year, though the work intensifies once the spring arrives. Not all the work is heavy digging – there are always seeds to plant, seedlings to prick out and transplant and pots to wash. Wielding a spade is only one option! Phillip can be contacted by email – p.oldham@holkham.co.uk

Thomas Brown in the Bygones Museum also needs willing people to lend a hand. He has six volunteers at the moment, but he would like to spread the work across more days, if possible. If you are interested, please email Shirley Browell – s.browell@holkham.co.uk

And Sarah Henderson, Reserve Manager on the Nature Reserve, would welcome help in the pinewoods and the beach. The next volunteer day is on Sunday 26th January when you can help stop the sand dunes from developing into woodland by removing pine scrub. Meet at 10am at Lady Anne's Drive. Tools, gloves and refreshments will be provided, please bring your own lunch if you plan to stay all day. If you would like to do more, please phone Sarah on 01328 800730.

If you have a bit of time on your hands and would like to meet new people, please get in touch.



Volunteers Deborah Finkemeyer and Amanda Moffat

Next issue published in Spring 2014