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Role of public-gardener-owner relations in the revival of the Kitchen Garden at Harewood

Outline text

[Title slide]

Good morning everyone!

I am going to talk to you about the role of public-gardener-owner relations in the revival of the Kitchen Garden at Harewood

[slide 2 – transition]

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We call this Stakeholder Engagement or Stakeholder Relationships:

In its basic form, there is the Project (or Garden) – the Owner – the Managers – the Employees

These are known as Internal Stakeholders

Then we have Suppliers – Customers – Funders – Members – and the Community

These are known as External Stakeholders

There are many different Stakeholder Models for different kinds of project or garden

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Here I have drawn a basic Stakeholder Model for the Owner-Gardener to show relationships

- Owner has a strong relationship with the Project (or Garden)
- Owner has a strong relationship with the Head Gardener
- Head Gardener has a strong relationship with the Owner and the Project (or Garden)

We sometimes call this a 'communal' relationship (or engagement); also referred to as 'buying in'

- Head Gardener has a strong relationship with the Gardeners
- Gardeners 'buy-in' to the Project
- Head Gardener need Suppliers
- Suppliers are part of Project
- Head Gardener needs Services (everyone needs Services)
- Services become part of the Project
- Owner works through an Agent (Secretary?)
- Agent is linked to the Project
- Agent also relies on Services (everyone needs Services)
- Gardeners require skills training through a Training Provider
- Training Provider is linked to the Project
- Gardeners and Training Provider is linked to Networks (WKG/PGG)
- Owners become involved in Networks
- Networks become associated with the Project

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Here I am attempting to illustrate a very basic Stakeholder model for Public-Gardener-Owner.

- In general terms if the Project or Garden is 'open to the Public' then the Public must be seen as a Primary Relationship. However, the General Public are not necessarily classed as a Stakeholder per se; only members of the Public who choose to engage with the Project are usually regarded as the Stakeholder
- This of course includes Customers and members of the Community
- If the Public are allowed to interact directly with the Project or Garden, then the Government is a key consideration for everybody, and this makes them a Stakeholder.
- The Customers and the Community have a relationship with the Head Gardener and Services
- If the Project or Garden is open to the Public, even for a short time, there is usually a need for a Marketing & PR Team to promote the Project or Grden and help with Public Relations. The Marketing & PR Team has a strong relationship with the Owner and the Agent and the Community
- For welcoming the public and hosting groups or events, and for providing refreshments – especially for a Kitchen Garden Project – providing Catering & Hospitality is important.
- The Catering and Hospitality team have a strong relationship with the Marketing & PR Team
- Also Catering and Hospitality has a strong relationship with Facilities (cleaning, site maintenance, security, toilets, car parking etc)
- Opening to the Public brings many changes, and it is possible that some changes will require expertise outside that of the Project Team. This is where Consultants may be brought in to advise (Architects, Health & Safety Advisors, Planning Consultants etc).

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Now we will look at Harewood:

Harewood has two main sites: Harewood Estate (privately owned) and Harewood House Trust:

- An Independent Educational Charitable Trust and Not-for-profit Organisation
- Set up in 1986 to Preserve Harewood House, Collections, Grounds & Gardens for public benefit
- House is an Accredited Museum + National centre for Arts & Heritage + Award-winning Attraction + Historic Garden
- We run a diverse programme of indoor & outdoor Events, Exhibitions & Educational activities for everyone
- We are committed to Environmental Sustainability + Protecting Biodiversity + Championing Equality & Diversity

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- Plan of the Harewood Estate (1,820 hectares) with Harewood House Trust boundary
- Here we have an overhead photograph showing the House & Formal Garden; The Himalayan Garden; and the Kitchen Garden (Harewood House Trust owns half of the walled garden)

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- Here is the formal Terrace Garden on the South front of the House – an Italian-style garden created by Sir Charles Barry in the 1840s

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- The gardens are very diverse, with a great many plants and special horticultural features. This requires a team of skilled gardeners with special knowledge of historic garden conservation.

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We will now look at the history of the Kitchen Garden. This is a plan of Gawthorpe in 1698, which was the house and estate before Harewood. Edwin Lascelles inherited Gawthorpe in 1753

- This Gawthorpe Hall – a Medieval manor house and formal garden
- Harewood village is up here just off the map
- Harewood Church – a medieval church and part of the old village
- The Walled Garden built from 1755
- Harewood House built from 159-1771; Gawthorpe Hall demolished.
- Harewood Lake created by 'Capability' Brown in 1780 as part of his great landscape

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Here is a plan of the estate in 1796. You can see the difference in the style of landscape after Brown, and you can see the Walled Garden.

- In this enlargement you can see the Kitchen Garden
- And the many buildings, frame yard and glasshouses

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- Here are two plans from the archives from the 1700s: A Pine House (for growing pineapples) and a section showing how the Hot Walls have been constructed.

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We will look now at some of the recorded horticultural history:

1767 Revd. J. Ismay A visit hosted by Mr Hutton the Gardener at **Gawthorpe**

- **Madeira grapes & exotic plants – bananas, egg plants, Cape jasmine, Palm trees etc.**
- **Borders in the Kitchen Garden**
- **1799** Humphrey Repton – visit to **Harewood House**
- **Sugar cane plant growing in the hothouses**
- **Granadilla** – the only place in England where the fruit is known to ripen
- **1819** John Jewell – **A Tourist's Companion to Harewood**
- **Stove garden – fig-house, peach-house, vineyards, conservatory, little pine-house, great pine-house**
- **Pines** cut nearly twelve pounds weight, and **grapes** nearly eight pounds per bunch
- **1830** J C Loudon – visit to Harewood House Gardens
- Four considerable hothouses for forcing peaches, nectarines & figs

- ‘Calcutta house’ built purposely for pines – 80 feet long with a back wall of 8 ft
- 1896 Gardener’s Chronicle 25th April – feature on Harewood’s Kitchen Garden
- Best example of **Muscat of Alexandria** in the British Isles
- **Quarters** devoted to **vegetable production** in enormous quantities – highly successful

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- This is Gawthorpe Hall – the old house in the landscape
- And you can see the difference after Harewood House was built and after the Landscape was improved by Brown, including the lake, which separated the House from the Kitchen Garden

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Here is a map of Harewood in 1844

- And here is an enlarged image of the Kitchen Garden showing the glasshouses and traditional four-quarter layout of paths and vegetable beds

[Slide 16]

Here are some early photographs of the Kitchen Garden and glasshouses

[Slide 17]

Here is some physical evidence as well as some documentary evidence of the garden’s history. The plaque reads: ‘This vine was planted in the year 1788 and the house enlarged in 1839’

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This is the old potting shed – very little has changed in 200 years!

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Our archives reveal the story of the Harewood gardeners in the Great War of 1914-1918 and what they achieved for the nation.

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Also who they were; how much they were paid. This letter records some gardeners being recalled from active service to return to work in the gardens.

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The archives also show us what the gardeners grew in the Kitchen Garden during the Great War. All very valuable for re-telling the story of the social history of Harewood.

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In 1922 the 6th Earl of Harewood married Her Majesty Princess Mary – the only daughter of King George and Queen Mary. They moved to Harewood House in 1930 and began modernising the House and Garden.

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I am very pleased to say that someone carried out a survey of the glasshouses in 1931 before the refurbishments. This is a great guide and allows us to go back and look at archaeology in the future.

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Here is a plan showing the proposed developments – removing all of the former glasshouses and replacing them with a modern range of up-to-date glasshouses.

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The new vinery in 1935

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In the archives there are thousands of invoices which show what the gardeners grew in the Kitchen Garden in the 1930s.

- And here is the 6th Earl and Princess Mary at Harewood. This was not long before the 6th Earl unfortunately died unexpectedly after an illness in 1947, so Princess Mary was left on her own until she died in 1965.

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Because the wills were not exchanged within 7 years before the 6th Earl's death, sadly, the inheritance of the 7th Earl – who was away fighting with the Grenadier Guards during the Second World War – was heavily taxed under 'death duties' at the rate of 70%. Large areas of land and many properties had to be sold off to keep the estate. Between the 1950s and 1970s the Kitchen Garden was converted into a commercial business to help pay for running costs. This was mainly rose bushes and cut flowers produced on an intensive scale.

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Harewood House and Gardens were opened to visitors in the 1950s to help pay for the high running costs. The House remained a family home for the 7th Earl of Harewood and Countess of Harewood

Former Family Home

7th Earl & Countess of Harewood

1930 – 2011

1967 - 2018

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Having grown up at Harewood, all his life, the 7th Earl was used to eating all the delicious exotic fruits grown by the gardeners in the glasshouses. He enjoyed them so much that he insisted that this tradition continued after he set up the Harewood House Trust in 1986. Lord Harewood paid the equivalent of a gardeners wage to ensure that employment was maintained in the glasshouses and that he was assured continuous supplies of grapes, figs, and peaches – it had to be white-fleshed peaches – and everything had to be perfectly ripe – with no blemishes. Grapes had to be unwashed and with bloom intact; figs and peaches had to be wrapped in leaves to keep them unblemished.

For me as a gardener, this was not easy. But it was a thrilling challenge – one that I relished!

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What I loved most of all was the feeling that I was stepping into history; doing the same work and demonstrating the same skills as the old gardeners. This was 'living heritage' not acting, no short-cuts, but the real thing and the proof was in the eating!

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So, me and my team grew a range of glasshouse fruit: Grapes – Peaches – Nectarines – Figs – Melons etc for Lord & Lady Harewood, while also maintaining and developing the garden for visitors.

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We were able to 'piggy-back' off the fruit-growing in the glasshouses and use the heating to grow a range of exotic plants for the gardens – especially the Terrace gardens. 6,300 tropical and tender plants were grown and planted into the flower border each year. This included Canna, Dahlia, Salvia, Hedychium, Musa & Ensete, Brugmansia etc.

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Conserving the grape vines and the other glasshouse fruit was a specialised task. But we were able to use this as training for students in heritage horticulture.

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Very sadly, the 7th Earl died in 2011. We were able to keep up a small amount of the fruit-growing tradition for the Countess for a few years, but eventually, the glasshouses were starting to need expensive repairs and I was told by the Resident Agent to stop the work and close the glasshouses.

The impact was good for running costs, but not for gardeners. The loss of heritage skills included:

- Management of Grape vines
- Training of Peaches
- Pruning of Figs
- Cultivation of Exotic fruits
- Propagation of Tropical plants

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The negative impact on the gardens included:

- Some gardeners resigned to work in other gardens.
- A reduced range of interesting plants
- No tropical plants for Terrace borders
- Reduced quality of the gardens – especially the Terrace borders
- Reduced horticultural profile, reduced visitor satisfaction, fallen behind our competitors.

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However, meanwhile, we were able to progress with the kitchen Garden that we had been working on since 1994. It was very uninteresting and had been closed to the public for decades.

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After initial tidying work, we progressed to revive the Kitchen Garden through a series of small projects to engage with External Stakeholders: visitors – members – volunteers the community; and Internal Stakeholders: such as the Director of the Harewood House Trust – members of the Family – Staff and Volunteers – Schools – and Suppliers! Here are a few quick snapshots of our journey:

November 1995 Community engagement – volunteers

- Bradford Industrial Museum – Heavy Horses ‘Norman’ & ‘Rusty’
- 1st public event in Kitchen Garden for decades
- Raise awareness – publicity
- Promoted heritage skills

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After the ploughing we prepared the land and sowed grass. We cut out new vegetable borders

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The Creation of ‘Spiral Meadow’ - Land art installation by Diane Howes – Viscountess Lascelles

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1999 Walled Garden – Tidy & Safe – ready for opening to public

- Caught the imagination of the Family – Art & Culture
- Engagement with resident family – for support and recognition

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1999 Spiral Meadow was opened for public – play – nostalgia fun – art – living sculpture

[Slide 43]

2000 Bean Border

- Vegetable trials – varieties
- Publicity – ‘Kitchen Garden’ magazine
- Visitor interest
- Interpretation

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Harewood Hops planted 2001

[Slide 45]

2002 Harewood Hops

- First Class product from Kitchen Garden
- Wide recognition – radio 4 – National newspaper

- Beer sold to public houses over UK

[Slide 46]

2000 Lettuce Border

- Vegetable trials – 50 varieties
- Publicity – ‘Country Life’ magazine
- Visitor interest – interpretation
- Sponsorship – seeds donated

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After 10 years, ‘Spiral Meadow’ was removed.

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January – March 2010 New Kitchen Garden Stage 1

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March 2010 New Kitchen Garden Stage 2

[Slide 50]

March-April 2010 New Kitchen Garden Stage 3

[Slide 51]

Summer 2010 First crops grown in new Kitchen Garden

[Slide 52]

August 2010 Produce from new Kitchen Garden

[Slide 53]

October 2010 New Kitchen Garden & Shop

[Slide 54]

Progress with high quality crop production

[Slide 55]

Progress with high quality fruit production – bumblebee hives for and pollination & conservation

[Slide 56]

Wide range of Heritage Vegetables grown in the Kitchen Garden

[Slide 57]

2018 ‘Seeds of Hope’ Wartime Kitchen Garden exhibition – the most successful outdoor exhibition at Harewood. Very popular with the Community; Research, Outreach, Visitor Engagement.

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2019 The Kitchen Garden – a visitor attraction!

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Organic Matters!

High quality vegetables are not enough today. We needed to think about the environment – especially the soil food web. We have manipulated the soil for 250 years. Now it's time to care for the planet!

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2021 'No Dig' vegetable cultivation schemes in the Kitchen Garden

[Slide 61]

2023 Vegetables, Fruit, Herbs, Edible flowers & creative floral displays from the Kitchen Garden

[Slide 62]

2023 Interpretation for the 'No Dig' schemes in the Kitchen Garden:

- What is No-Dig?
- Why go No-Dig?
- Wonderful Worms
- What is Organic?

And many more information signs to help visitors to understand, learn from what we do, and help them to care for the environment.

This is our Kitchen Garden journey so far.

Nest step is 2024 and an application for funding to restore the glasshouses.

Glasshouse restoration & redesign of Kitchen Garden planned for completion 2028-2030

Thank you for listening!