



Job Description

Job Title:	Head of Operations
Location:	Hatfield Park Estate Office, Hertfordshire
Contract:	Permanent
Hours:	Core hours: 09.00–17.30, Monday to Friday Requirement for attendance at key events, functions, meetings or emergencies outside of core hours, including on weekends.
Reporting to:	Hatfield Estate Director
Start date:	By agreement

Background and place of work

Gascoyne Estates own and manage extensive private family property holdings within London, Hatfield in Hertfordshire and Cranborne, Dorset. Hatfield Estate is managed by a dedicated management team based at the Estate Office, located within Hatfield Park, a short distance from Hatfield House, home to the 7th Marquess and Marchioness of Salisbury.

The Hatfield portfolio is diverse and encompasses Hatfield House, formal gardens and Park as well as a significant number of residential and commercial properties, farmland, and forestry. Residential properties range from period farmhouses and cottages through to townhouses and flats; commercial properties range from a variety of office premises to retail and storage units. Extensive numbers of the buildings we hold and manage are of great historical significance.

Hatfield Park Estate seeks to grow lasting social and commercial value for the communities we serve. The aim is to build upon Hatfield's history, geography and character to curate a vibrant, high quality, attractive environment in which people, whether they are creative businesses, residents, community or visitors can meet, collaborate, mix and/or relax.

Gascoyne takes pride in acting as a professional landlord and long term landowner and encourages a positive, collaborative working relationship with its partners, tenants and customers.

Summary of the Role

Following a recent review, Gascoyne Estates seek to appoint a dynamic Head of Operations to drive the leisure and hospitality business at Hatfield Park.

Reporting to the Hatfield Estate Director, the successful applicant will be responsible for delivering a first-class service and environment, by overseeing the delivery of a carefully curated, high quality, and profitable annual calendar of events. They will collaborate closely with the wider Estate management Team to ensure Hatfield becomes an exemplar and is recognised as a hub for both businesses and the community. Whilst performing core duties, they will work to ensure the management of the Hatfield Estate is aligned with Gascoyne's wider business strategy, including shared goals of maintaining high standards and sustainable practices.

The Head of Operations will manage a small team, which holds responsibility for the corporate and hospitality venues, events, filming, seasonal visitors, as well as the year-round care and conservation of Hatfield House, Hatfield Park and a diverse range of heritage assets.

The current annual turnover for this part of the business is £2.25m, with revenues from the following areas:

- Stable Yard – Home to a restaurant, events space and a variety of independent retailers, our aim is to develop the offering and enhance the appeal, allowing Stable Yard to serve increasingly as a vibrant hub for Hatfield Park and Old Hatfield communities.
- Events – We host a wide range of events, ranging in size, with a goal to further grow this business in a manner which aligns with the Hatfield Park brand.
- House, Park & Garden – The Park and formal gardens are open to the public seasonally, from Easter until October, whilst Hatfield House is open from June to August. There is a growing desire to move away from traditional visitor offerings towards more exclusive, quality experiences.
- Catering partnership – Restaurant Associates (RA), a division of Compass Group, is our catering partner and oversees the Coach House restaurant, The Riding School conference and events venue, and The Old Palace. Hatfield House earns a percentage based upon turnover from these areas. This is an important revenue line and a critical relationship to manage.
- Film locations – Filming represents a major opportunity to increase revenue, but a strategic approach is needed to improve the consistency and reliability of this revenue stream whilst managing the disruption and impact upon Hatfield Park.
- Archives & digitisation - Hatfield House safeguards documents and collections of local, national and international significance. These require careful management to harness future revenue opportunities (e.g. click per view), assist other areas of the business and deliver educational programmes.

Whilst major change has occurred in recent years, further opportunities exist to further the capacity and effectiveness of the current offering, delivering significantly enhanced quality, reputation and with that increased revenue.

Objectives, duties and responsibilities

The Head of Operations' overall aim is to maximise income, from a perspective of high quality and reputation. They will evolve present operations and propose new ways of working, reducing pressure on heritage assets and using other parts of the estate more creatively to drive revenue.

- Review and streamline the operating structure and processes to achieve greater efficiency, commerciality, and increased energy and purpose within the team.
- Identify revenue-generating opportunities and ways to increase effectiveness; set the strategy and revise future business plans.
- Working and communicating closely with the catering partner, and encouraging the team to improve reputation, increase quality, grow reputation and maximise revenue from the Coach House, weddings, corporate conferences and private celebrations.
- Working closely with the Estate Director and Head of Property evolving a strategy for Stable Yard which ensures an attractive, high quality, vibrant hub year-round.
- Evolving the strategy for filming to increase consistency of revenue, reputation and profile.

- Ensure appropriate forward planning to allow the potential benefits of the estate's marketing and social media strategy to be maximised.
- Oversee, and where appropriate attend, significant events taking place on the grounds or within Hatfield House.
- Work and collaborate closely with the other areas of the business to ensure clear and timely communication about initiatives, projects, and opportunities.

Essential Skills and Attributes:

- Committed to high standards of service and presentation, with a proven track record of developing a relevant business strategy for a high-quality environment and which demonstrates a clear understanding of both commercial and place-making principles.
- Demonstrable experience of preparing, establishing and delivering on plans and structures to execute change and improvement strategies.
- A keen eye for detail, striving for exceptional standards, with an absolute focus on the customer experience whilst achieving commercial targets.
- Innovative and enthusiastic, able to think creatively about opportunities and maximise available resources, and to plan and work collaboratively in order to achieve these, engaging a team and stakeholders along the way.
- Strength of character and a level of gravitas that will enable them to challenge and influence.
- Capable of working under pressure, managing and prioritising heavy workloads.
- Diplomatic, patient and emotionally intelligent, can work and communicate effectively with individuals at all levels within an organisation.
- An appropriate ambassador of the Estate.

You will have experience of:

- Day to day management of operations and delivery of specific projects in line with agreed policies
- Appointment and direction of contractors
- Procurement, ordering and purchasing
- Budgetary and performance analysis
- An understanding and appreciation of historic environments and placemaking.
- Liaising at a senior level to continue to develop policies and strategies.
- Management of Health & Safety and an up-to-date knowledge of relevant legislation including Workplace regulations, CDM and COSHH
- Proficient in MS Office, common IT platforms and with strong skills in numeracy and written English.
- The ability to work independently in a professional business environment.
- You will have a clean UK Driving License.

An excellent salary, benefits and working environment is offered for the right individual.

How to Apply

Please send your CV and a covering email to:

Anthony Downs
Hatfield Estate Director
ar.downs@gascoyne.org

Closing date: 14 June 2022

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