



# SANDRINGHAM

NORFOLK · ENGLAND

## Head of Visitor Enterprises

<b>Department:</b>	Visitor Enterprises
<b>Location:</b>	The Sandringham Estate, Norfolk
<b>Reporting to:</b>	The Land Agent
<b>Contract Type:</b>	Permanent, Full Time 37.5 (per week), 5 days out of 7 (including some weekends and evening)
<b>Salary:</b>	Circa £60,000

### Job Context

The Sandringham Estate is the private estate of His Majesty The King and surrounds the private residence, Sandringham House. Sandringham House is used by Their Majesties and other members of The Royal Family throughout the year but primarily between Christmas and early February.

The Estate consists of a range of business activities across its footprint and includes both in hand and let farms, a residential and commercial portfolio, Gardens, Forestry, Sawmills, and the Visitor Enterprise operation which supports approximately 750,000 visitors a year. The Visitor Enterprise operation consists of four main functions that are Visitor Services, Retail, Catering and Events.

**Visitor Services** – Sandringham House is currently open to the public from Easter to the mid-October each year and the gardens are open, for some weekends from February, and then every day from Easter to mid-October. The house attracts approximately 85,000 visitors a year and an additional 20,000 will also visit the 60 acres of gardens. Aside from the eight rooms that are accessible through the House, an annual exhibition is arranged in the Ballroom. This is all inside the pay barrier, outside of this, the operation runs every day of the year where the public enjoy access to 600 acres of Country Park, catering, retail, and washroom facilities. The majority of visitors (250,000 cars) will use one of our two car parks each year, approximately 15% of whom visit the House and Gardens.

**Retail** – The retail presence is principally located at the Visitor Centre and sells a range of goods that follow the themes of Royal Family, Sandringham, or Norfolk. In addition to on-site presence, an online offering is provided and is in its infancy as a business. The Retail and Brand Manager also oversees a growing holiday cottage business.

**Catering** – Both inside and outside of the pay barrier several specific provisions are made including a restaurant, take away, ice cream parlour, stables café and horsebox. Not all elements of the function operate throughout the year, but this forms a significant part of the business offer to visitors.

**Events** – The events programme on the Estate is growing steadily and approximately 100,000 people attend events on the Estate including three craft fairs, carriage driving trials, the flower show, summer concerts, Run Sandringham and a winter light trail. These events tend to be delivered in partnership with the Estate.

The Visitor Enterprises Manager is responsible for managing all aspects of the visitor experience at Sandringham ensuring the experience is of the highest quality, that visitor expectations are met (or exceeded), and revenues optimised. They will also be part of the Estate's Leadership Team, which sits as a layer above the Heads of Department (see below). The role of the Leadership Team is to provide both mentoring support and guidance to the Heads of Department and

This document is not contractual and may be subject to change following consultation with the post-holder.



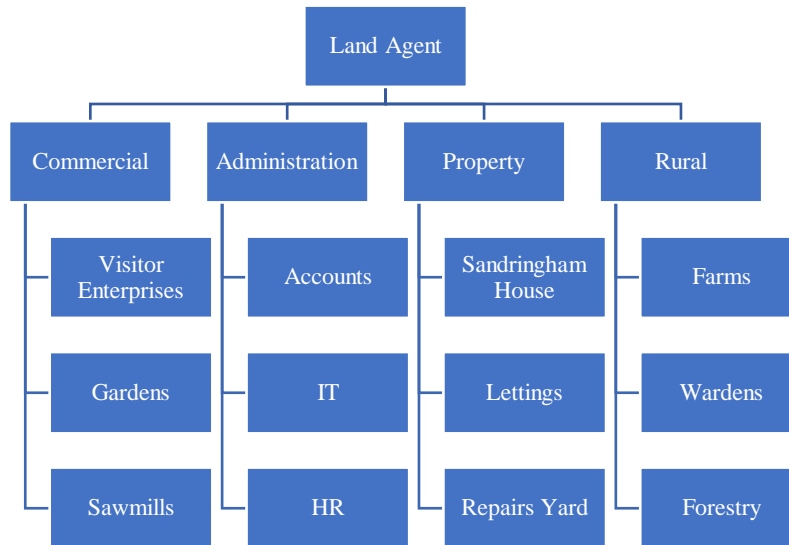
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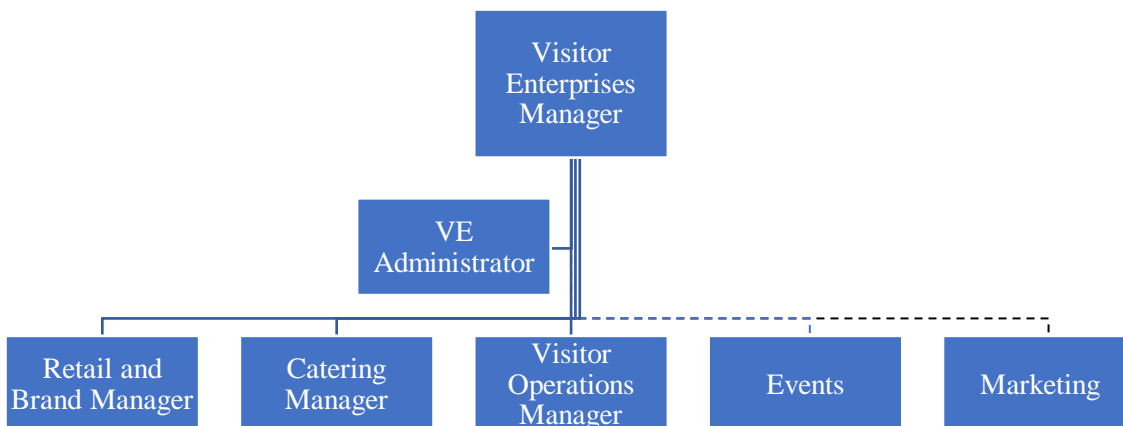
actively participate in the strategy of the Estate, managing the Risk Register and measures of success within their responsibility.

## Organisational Chart

### The Estate:



### Visitor Enterprises:



*NB. The dotted line reflects roles reporting in from external consultants.*

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## Job Purpose

The post-holder is responsible for delivering the highest quality of visitor experience at Sandringham, ensuring that standards are maintained and that the appropriate balance is established between the use of the sites as a family home and its role as a significant visitor destination.

The Visitor Enterprises Manager will lead the Visitor Services, Catering, Retail and Events teams to deliver a visitor focussed offer with exceptional customer services standards.

## The Plan

Appended at the end of this document is our Plan on a Page, that importantly records the business's Vision and Values, as well as the current objectives. It is imperative that the Visitor Enterprises Manager's values reflect those which are recorded.

## Principal Accountabilities

The post-holder leads a team of approximately 50 permanent members of staff increasing to 130 in the high season. They oversee a significant budget and sales targets.

Develop a culture of excellence and collaboration across the site both within Visitor Enterprises and also the wider Estate teams.

Lead, manage and develop operational teams - Visitor Services, Retail and Catering to deliver the Visitor Experience strategy and to facilitate a culture of excellence/continuous improvement across all roles.

Act as a visible and approachable senior leader for Visitor Enterprise teams – conducting regular face to face team meetings, having an 'open door' policy and sharing regular team update messages.

Responsibility for day-to-day delivery of public-facing operations on site, ensuring that all sites are presented to the highest possible standards, appropriately reflecting its role as the private residence of Their Majesties and the profiles of a significant visitor destination.

The post-holder will have day-to-day independence for operational decision making and will be expected to input into strategic and policy decisions.

Based at Sandringham the post-holder will work 37.5 hours per week, 5 days out of 7. Due to the nature of the post, the post-holder is required to have a flexible approach to working hours that will include a level of public holiday, weekend, and evening working.



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## **Operational Leadership**

Ensure Line Managers deliver appropriate recruitment, deployment, development, and management of all operational teams to achieve objectives, in-line with agreed budgets and headcount.

Ensure Line Managers anticipate risks and act within authorised parameters to maintain the safety and security of people, property, and data and that they are equipped to deal with emergencies and prevent accidents according to regulations, legislation and best practice.

Oversee the delivery of a visitor service training programme, which aligns to and embeds the necessary quality standards.

Act, if necessary, as operational lead in an emergency, ensuring response is appropriate and aligned with other stakeholders – reporting into the Land Agent.

Develop a forward-looking plan for the buildings, infrastructure, and equipment, in consultation with Property Section to ensure planned, preventive and emergency maintenance is carried out promptly and to standard, whilst seeking to deconflict impact on visitor experience wherever possible.

## **Strategic Planning**

Collate departmental section plans to a coherent site-wide plan – ensuring this is aligned with wider organisational priorities.

Actively participate as a member of the Leadership Team, helping to deliver the priorities of this group.

Seek to establish synergies across frontline teams to establish efficiencies in operations wherever possible.

## **Commercial & Financial Management**

Support direct reports with their development and ensure appropriate management of annual income and expenditure budgets, alongside associated forecasting processes and target setting.

Review and approve expenditure for operating budgets, ensuring compliance with purchasing guidelines and financial controls.

Across all operations ensure the relevant KPIs are produced and shared with the Land Agent Team Leaders and staff Visitor Enterprises and the agreed actions are efficiently and effectively delivered.

## **Visitor Experience**

Through leadership of the Operations Manager, ensure that the teams deliver all operational requirements – including security, delivery of talks and tours, ensuring a visible presence throughout the route and exceptional visitor service (along with associated operational support to ensure efficiencies).

## **Stakeholder Management**

Responsible for the management of a broad range of internal and external stakeholders – including The Police, Royal Collections Trust colleagues, the wider Royal Household and local authorities.



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Actively engage with industry peers, to ensure we continue to learn from best practice and continual development – this could include attendance at conferences, networking events, training sessions and sessions arranged by relevant organisations.

## **Person Specification**

### **Essential**

- Management experience of a large operation, managing teams, and budgets in a customer-facing environment, ideally in a premier tourist attraction.
- Ability to lead, develop and motivate a team of core and seasonal employees to be committed to delivering exceptional customer service.
- Ability to demonstrate influencing, negotiation and communication skills, building trusting working relationships quickly to achieve successful project management results.
- Adept and persuasive at encouraging others to embrace change when appropriate and show a personal resilience when navigating change.
- Has a well-judged and compassionate approach to people management but has the ability to make robust management decisions when required.
- Demonstrates a planned and organised approach to work, able to seamlessly switch between strategic and operational detail.
- Experience in leading a team to ensure the smooth management and delivery of projects and programmes, identifying risks and issues, managing stakeholders and budgets.
- Able to use data and insights to underpin decision-making but balance this with creative flair when designing events on behalf of the Estate.
- Evidence of strong interpersonal and problem-solving skills.
- A self-starter who seeks the opportunity to assume responsibility and can work autonomously as well as collaboratively with colleagues.
- Exceptional written communication skills.
- Experience managing a retail operation.

## **To Apply**

For further information about the role or to apply please send a CV and covering letter to:

[jobs@sandringhamestate.co.uk](mailto:jobs@sandringhamestate.co.uk)

**Closing date: 5pm, 25 September 2024**



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## THE PLAN:


**VISION**

# *Sustainable Stewardship for communities and planet.*


**VALUES**




**WE COMMUNICATE**  
We talk, listen and learn from each other.



**WE ARE RESPECTFUL AND PROFESSIONAL**  
In a manner befitting of our employer.



**WE HAVE INTEGRITY**  
We endeavour to do the right thing and are accountable for our actions.



**WE ARE A TEAM**  
Working and caring for each other, our community and those we serve.

**PILLARS**

**PEOPLE**

- *Client* - meet the needs of the Royal Family.
- *Staff* - attract and develop a skilled workforce.
- *Customers* - exceed customer expectations.
- *Community* - be seen as an asset to the community.

**ENVIRONMENT**


- *Built and natural environment* - protect and enhance the Estate's built aesthetic and the natural environment.
- *Sustainability* - adopt sustainable practices across the Estate and become an industry leader.

**INNOVATION**

- *Become exemplars* in our field and share best practice.
- *Become a centre of excellence* for relevant knowledge and skills.

**ORGANISATION**

- *Structure* - develop and maintain a structure to enable the Estate to achieve its Vision.
- *Standards* - set, communicate and maintain exemplar standards.
- *Risk management* - proactively manage reputational and business risk.
- *Financial* - meet financial performance criteria, as directed by Keeper of the Privy Purse.



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**THE PLAN**

