



Hatfield House: South Front



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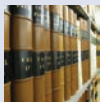
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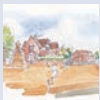
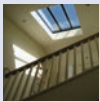
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Cranborne Manor, Cranborne



INTRODUCTION

Hatfield House and Cranborne Manor are two of England's finest historic houses. However they are merely the centre pieces of thriving estates, the wider activities of which are often less understood. The estates have been at the centre of their local communities for more than four hundred years, and continue to flourish in spite of the challenges that the passage of time has brought. The team that runs the estates recognises that in order to maintain the high standards of the past and adapt to today's demands, it is crucial that the estates remain fully engaged with their respective communities. Estates cannot stand still; nothing is more certain than terminal decline if preservation of the past outweighs the needs of the present and future. The estates are managed on behalf of the Marquess of Salisbury by Gascoyne Cecil Estates.

While the challenges evolve, the ethos behind Gascoyne Cecil Estates approach to management remains constant:

- To enhance our environment and secure the long-term prosperity both of the estates and their extended communities.
- To preserve the best of what we already hold, improving this with new homes, high-quality public spaces and thriving businesses all of which will provide employment and support to local communities for years to come.

The following aims to provide an insight into our operations

PWJ Clegg
Chief Executive Officer
Gascoyne Cecil Estates

The Royal Review in Hatfield Park of the Volunteer Cavalry and Infantry 13th June 1800



HISTORY

The Cecil family has owned estates at Hatfield in Hertfordshire and Cranborne in Dorset for more than four hundred years.

Hatfield House, Hertfordshire

The deer park surrounding the Old Palace, and what is now Hatfield House, used to be owned by Henry VIII, who used it as a home for his children, Edward, Elizabeth and Mary. It was while Elizabeth was living under house-arrest in the Old Palace in 1558, that she learned of her accession to the throne.

In 1607, Elizabeth's heir, James I, offered to exchange the Old Palace and the manor of Hatfield for the home of his chief minister, Robert Cecil. This house, called Theobalds and also in Hertfordshire, sadly no longer survives; it was – according to surviving accounts – an even more spectacular building than Hatfield. A draft Parliamentary Act of exchange dated May 1607, describing the deal, survives in the Cecil papers at Hatfield. As soon as he took possession of Hatfield, Robert Cecil, 1st Earl of Salisbury, immediately began building work.

The main architect of the house was Robert Lemyngge but Simon Basil, the Surveyor of the King's Works, and Inigo Jones also contributed to the design. Hatfield House was completed in 1611. James I appointed Cecil to be Lord Treasurer in April 1607, in addition to his role as Chief Secretary. He fell ill and died, aged only 48, in April 1612. Although he was buried in Hatfield, he didn't live to enjoy the house that was to become the home of his Cecil descendants.



Robert Cecil, 1st Earl of Salisbury 1563-1612



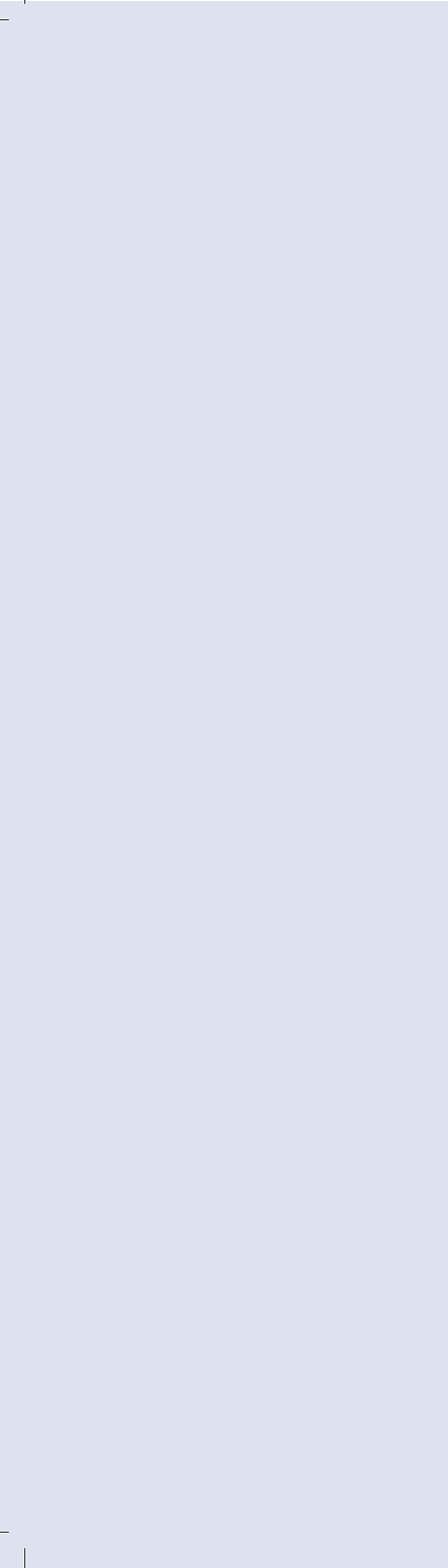
Robert Arthur Talbot, Marquess of Salisbury 1830-1903



Queen Elizabeth I



Print of a part of the interior of Theobalds, the house given to Robert Cecil by his father. James I exchanged it for Hatfield in 1607



Today, Hatfield House lies at the heart of a thriving estate and is the home of the 7th Marquess and Marchioness of Salisbury.

Cranborne Manor, Dorset

Cranborne Manor in Dorset is the home of Viscount Cranborne, whose courtesy title is bestowed on the eldest son of each current Marquess of the Cecil family. The house was originally a royal hunting lodge, probably built for King John in the early 12th Century. Much of the rest of the house is 16th Century; the west wing is early 17th Century.

The Manor itself and surrounding estate was bestowed on Robert Cecil by James I in 1604 in gratitude for the successful transition of the English throne from the Tudor dynasty to the Stewart. Cecil then commissioned Norden to map the estate, providing an accurate record of land use and occupation.

Throughout the Cecils' custodianship, both estates have survived serious fires, civil and world wars, agricultural change, numerous economic depressions and the imposition of new development. The estates have flourished in spite of these challenges: it is up to current and future generations to continue to meet them, both those of the present and those of the future.



ESTATE AGRICULTURE

Our agricultural land is partly farmed directly through Gascoyne Cecil Estates Farms and, partly let out to tenants, some of whose association with the estates stretch back over several generations. The majority of our “in-hand” farming is arable.

Like in many areas of estate policy, Gascoyne Cecil Estates tries to balance conservation policies with viable agricultural operations: modern farming methods dictate that the estates are now more intensively farmed, yet we also recognise that our approach to agriculture plays an important part in the overall appearance of the local landscape.

Technology plays an ever-increasing role in modern land management. Norden's 1605 map of Cranborne has been replaced with modern satellite imaging which, when used with GPS equipment, helps the accurate and efficient application of seed and fertiliser.

Hatfield House Park



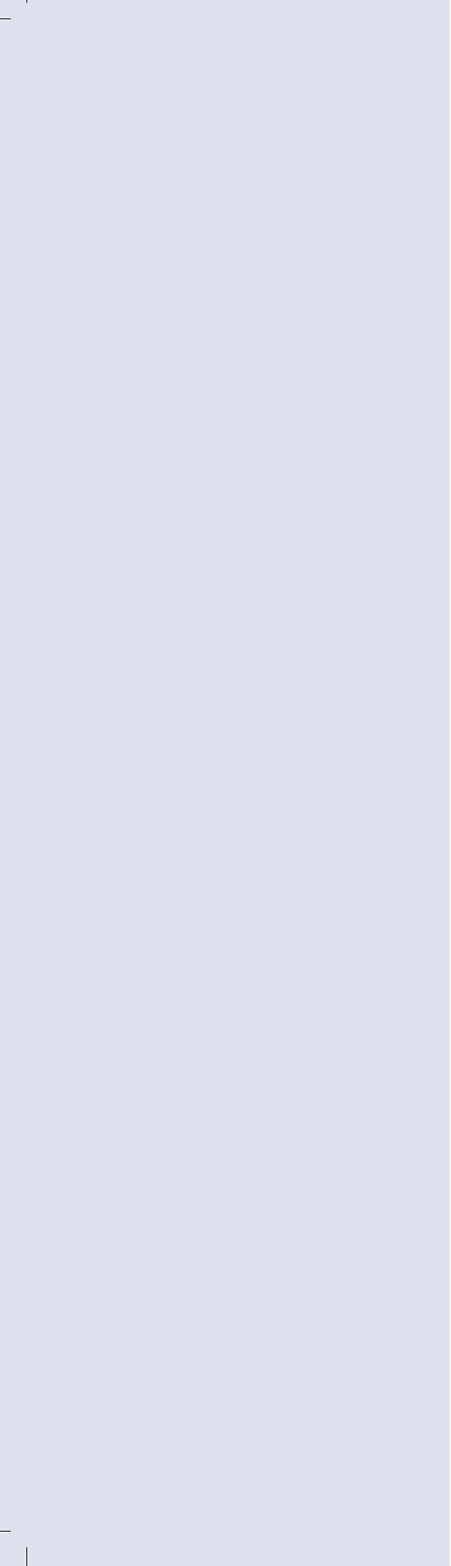
FORESTRY

Through its land holdings at both Hatfield and Cranborne, Gascoyne Cecil Estates has stunning areas of woodland under its management which make a huge contribution to the local landscape and provide a rich habitat for wildlife.

The oldest oak within Hatfield Park has been aged at 1200 years' old – a tribute to successive generations' management. We take great pride in this natural heritage and encourage natural regeneration and pollarding. Hatfield offers a remarkably diverse collection of trees, from delicate shrubs to ancient oaks, formal avenues to sturdy stock-proof hedgerows.

Gascoyne Cecil Estates practises and advocates continuous cover forestry. This, we believe, provides a stable landscape, rich ecology and a balanced income. Cranborne woodland covers the breadth of the estate and is planted with conifer and more traditional hardwood trees. One of the most significant areas of woodland straddling the Dorset/Hampshire Border is Bouldsbury Wood, an important site of Site of Special Scientific Interest (SSSI) containing rare flora and fauna.





At Cranborne, we have recently planted woodland on marginal farmland. This is the largest area of woodland planted in Southern England for many years, and has the additional environmental benefit of capturing many tonnes of carbon.

Woodland is not just planted for timber. Whenever possible we take the opportunity to mark historical moments by planting formal trees. Both estates have ‘Coronation’ plantations and, more recently, ‘Jubilee’ woods.

The forestry department aims to balance timber production with the preservation of ancient landscape and enhancement of biodiversity. In achieving this balance, we will improve and secure the long-term future of the trees themselves.



ECOLOGY

Gascoyne Cecil Estates has a long history of balancing farming, shooting and conservation interests. We believe that it is important to make these three areas complement each other in order that they become much more than the sum of their parts.

Long-term wildlife habitat management is a vital part of the estates' work. At Hatfield and Cranborne, we have planted many thousands of trees, planted and restored many miles of hedgerow, and established wildlife corridors around edges of fields and near watercourses. This continuous and careful stewardship of the land creates a rich and varied habitat.

Environmental specialists monitor much of the resulting proliferation of birds, bats, mammals, invertebrate and fungi. In conjunction with the Defra Countryside Stewardship scheme, we have provided additional and better habitat to all farmland birds, especially yellow hammer, skylark, corn bunting, lapwing and tree sparrow. We also work closely with the Game & Conservation Wildlife Trust to restore populations of native grey partridge.

Within the Park at Hatfield there are designated areas set aside principally for the benefit of wildlife. The estate actively supports the Hertfordshire Biodiversity Action Plan. Areas of woodlands, glades and rides are specifically managed to enhance diversity. Dead wood, both standing and fallen, is encouraged because of the important habitat it provides for fungi and invertebrates, who in turn support woodpecker, tree creeper, badger and other associated species.

Cecil Papers, Hatfield House archive



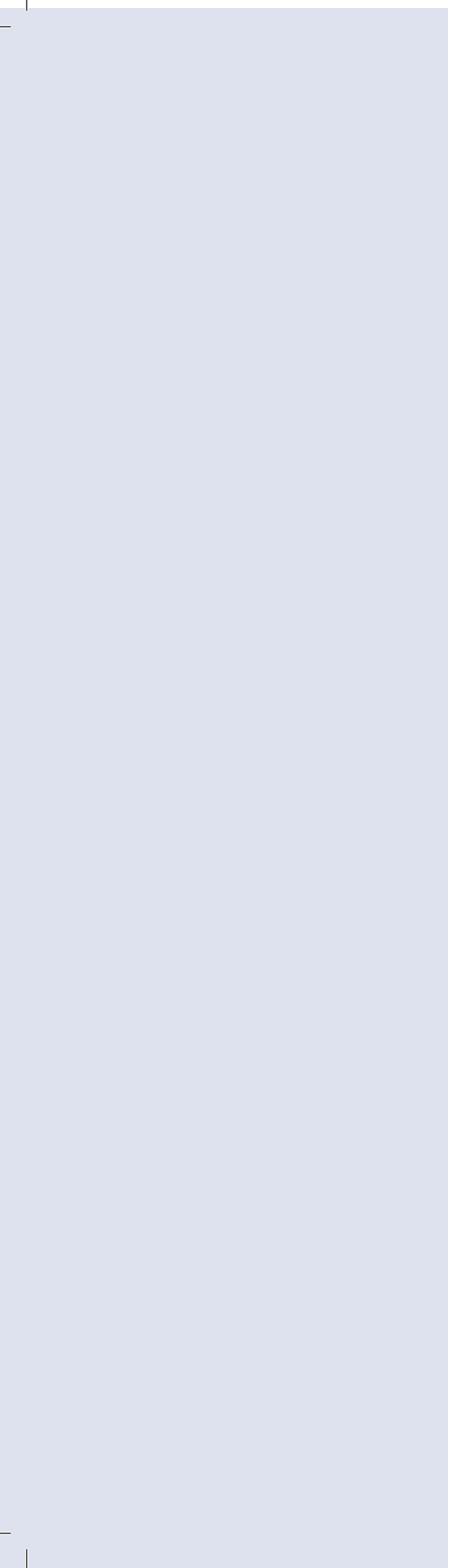
EDUCATION AND RESEARCH

Gascoyne Cecil Estates has enjoyed long associations with local schools and educational institutions. Estates can provide a huge resource for a wide variety of educational uses, available to education bodies, national and international. This includes pre-school, school and youth groups, colleges and universities.

The wide range of opportunities, not only in the immediate surroundings of the principal houses but also in gardens, park and wider estates provide equally for the National Curriculum as well as general interest visits.

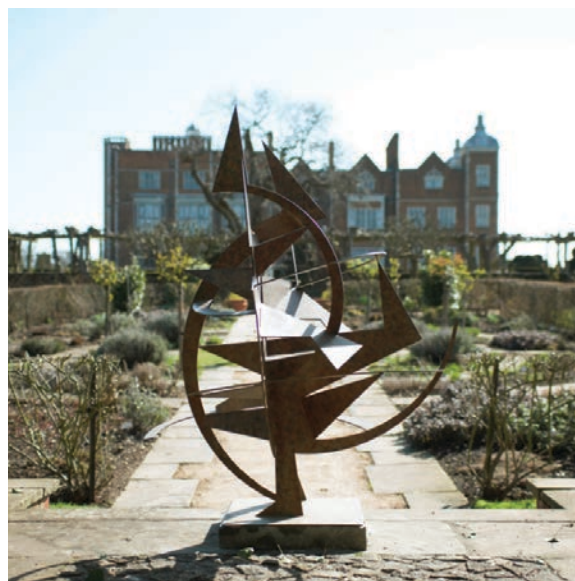
Hatfield is of course famous as a setting where Elizabeth I spent much of her youth and where she received news of her accession to the throne. The Sandford Award-winning 'Living History' programme focuses on the Tudor period and is particularly suitable for key stages 2 & 3. A parallel programme explores the Country House 'below stairs' during Victorian times. Gascoyne Cecil Estates works with the charity, Countryside Learning, to provide 'estate days' to hundreds of children every year. These days aim to re-introduce children to rural practices and an opportunity to witness farming, forestry and estate management at first hand.





Many of the documents, both of local and international significance, at Hatfield House have been here since they were created. A primary aim is to preserve the papers for the benefit of future generations. The collection is used by the estates and suitably qualified researchers. The collection is privately maintained and no public funding is sought or received. An important part of the Cecil archive has been digitised and this is now available online to universities and scholars throughout the world.

At a more informal level, a variety of new attractions have been introduced for children at Hatfield - a children's farm, a narrow gauge railway and an adventure playground, with a scale re-creation of Hatfield House.



THE ARTS

Great houses and estates are intrinsically linked with the arts, an area of increasing importance in the eastern region which Gascoyne Cecil Estates is keen to support.

Hatfield hosts a variety of concerts throughout the year. Music ranges from traditional seventeenth century pavans to the more contemporary.

The formal gardens on both estates provide stunning backdrops for sculpture. In recent years Hatfield has hosted exhibitions with works from the RA and the Henry Moore Foundation.

We work regularly with film and production companies to provide a variety of locations and film sites.

Some of the more famous productions filmed at Hatfield include:

- Batman (1989)
- Shakespeare in Love (1998)
- Band of Brothers (2000)
- Tomb Raider (2001)
- Charlie & the Chocolate Factory (2004)
- Sherlock Holmes (2008)
- The King's Speech (2010)
- Harry Potter and the Deathly Hallows (2011)
- Paddington Bear (2013)

Hatfield House - 100 year anniversary celebrations



ENTERTAINMENT AND VISITORS

Visitors to Hatfield enjoy a network of footpaths, beautiful gardens, the Old Palace, and of course Hatfield House itself. Visitors have direct access to Stable Yard, as well as a large play area, retail outlets and catering facilities.

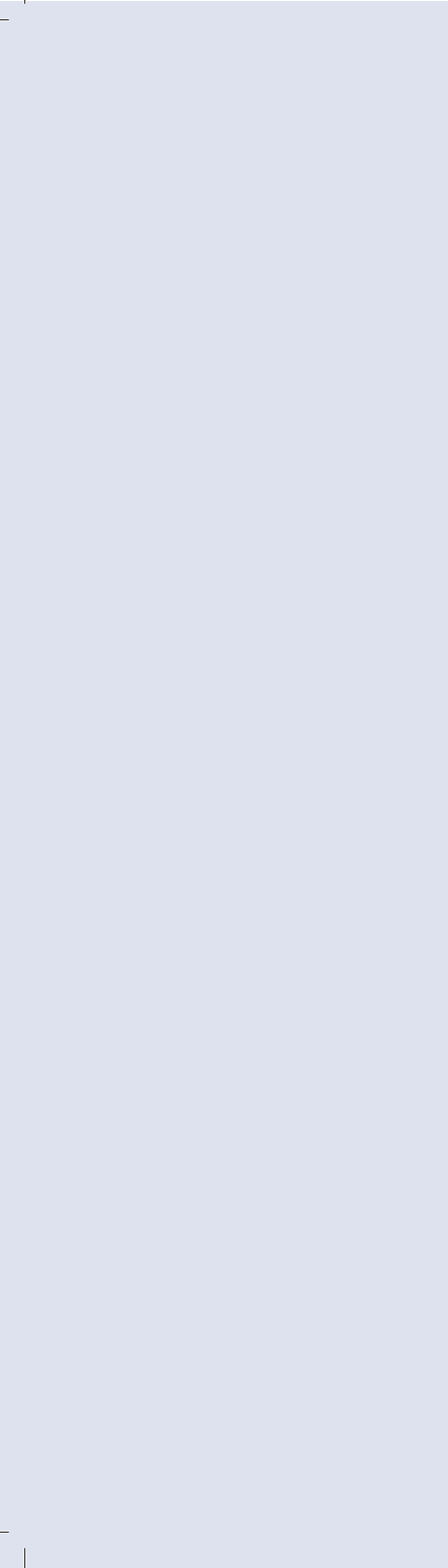
Residents of the Parish of Bishop's Hatfield are eligible for free pedestrian access to the park.

Every year Gascoyne Cecil Estates welcomes over 100,000 visitors from all over the world. As with all aspects of our operations we hope that our visitors leave after a happy and fulfilling day.

Hatfield House is proud to be one of the 'Treasure Houses' of England, one of the ten most magnificent palaces, houses and castles in the country.

Events are held most months, usually in Stable Yard, Palace Green, Elephant Dell or on the Queen Elizabeth Oak Field, often in aid of charity.





The newly refurbished Stable Yard at Hatfield is now home to a variety of independent retailers, Gift Shop and Coach House restaurant. Stable Yard hosts activities throughout the year for both visitors and the local community including live music, farmers' markets and craft days.

The gardens at Cranborne are open on Wednesdays in the spring and summer. Cranborne Manor Garden Centre, specialising in old roses and clematis, is open every day. The Tearoom, 'The Old Potting Shed', offers Garden Centre visitors the chance to taste delicious home-made food.

Continuing our philosophy that buildings need to be used if they are to survive, The Old Palace and Riding School at Hatfield provide ideal venues for large receptions, dinners, balls, award ceremonies or indeed any special occasion.

A YEAR IN THE LIFE OF...



WINTER



SPRING



SUMMER



AUTUMN

Creative re-use: day nursery, Cole Green



EMPLOYMENT

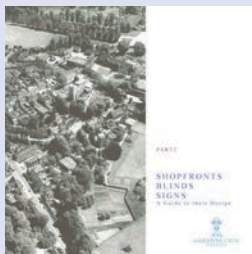
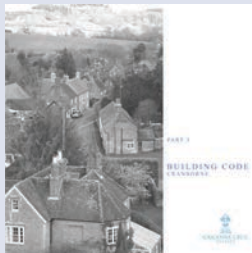
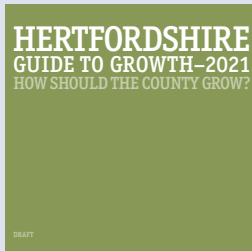
It is vital that Gascoyne Cecil Estates remains a key driver for local economic prosperity, in terms of both employment and tourism.

Historically, the majority of employees and tenants would have been involved in agriculture or in ancillary roles such as gardening or blacksmithing to support the principal houses. Today, Hatfield and Cranborne have a broad spectrum of thriving enterprises and business tenants – from recruitment consultants to security advisers, from toy importers to graphic designers – who in turn employ several hundred additional employees.

Gascoyne Cecil Estates works in partnership with a vast range of specialist subcontractors and suppliers. Wherever possible trade is undertaken with local companies and individuals who hold similar values to our own. Whether it be local stationers, printers, gardeners, conservation decorators or any one of a number of contractors engaged upon our construction projects, Gascoyne Cecil Estates is a key source of local employment.

Perhaps surprisingly, the careful re-use and conversion of historic buildings mean today's business tenants and partners actually provide a greater level of employment than might have been found during the heyday of the nineteenth century.

DEVELOPMENT AND THE BUILT ENVIRONMENT



Development will always be a contentious matter – change will always give rise to fears for what the future might hold. Gascoyne Cecil Estates believes that change is not only inevitable but in many cases is desirable. However it must take place in partnership with local communities and Gascoyne Cecil Estates have worked hard in recent years to engage with communities and key stakeholder partners.

We strongly believe that local communities should have their say in how towns and villages might evolve. Hertfordshire is of course blessed with many fine buildings and the early Garden Cities of Letchworth and Welwyn Garden City. Most people will accept that the later new towns and the development that came with them have in many cases failed to enhance the lives of those who live or work there.

Recent years have seen Gascoyne Cecil Estates produce design codes for its' core estates in an attempt to communicate its' wider vision. We place great emphasis on the quality of design and materials, landscaping and attention to detail. Most importantly of all we believe that developments should enjoy a sense of place and be pleasurable locations in which people can enjoy their lives.

Since 2006, Gascoyne Cecil Estates have sponsored and led three architectural charrettes. The first, under the auspices of the University of Hertfordshire, examined options for the principles of future development in Hertfordshire. The second and third took specific examples, Old Hatfield and the neighbouring hamlet of Mill Green.



Put simply we believe that;

Neighbourhoods should include a mix of uses, including businesses and shops. Businesses and civic spaces should be located in close proximity.

Streets should be designed to be attractive, to encourage pedestrians with lively ground floor retail and ample civic spaces.

Housing should be provided to suit a range of incomes and ages, with units in a range of sizes.

Thoroughfares and footpaths should connect well with a wider network, designed to provide numerous entry and exit points whilst facilitating smooth traffic flows.

Neighbourhoods should feature discernible centres, well connected to greater regional public transit networks.

Architectural styles should reflect local topography, history, building styles and practices.

Since the original charrette, Gascoyne Cecil Estates has worked tirelessly with the local community and partners to deliver the vision for Old Hatfield. Two phases of housing have already been completed and major investment in a heavily revised bus and rail interchange has commenced. A comprehensive scheme of reconstruction and refurbishment for Salisbury Square is also fully approved and awaiting its turn in the overall programme.

Residential property: Hatfield Park



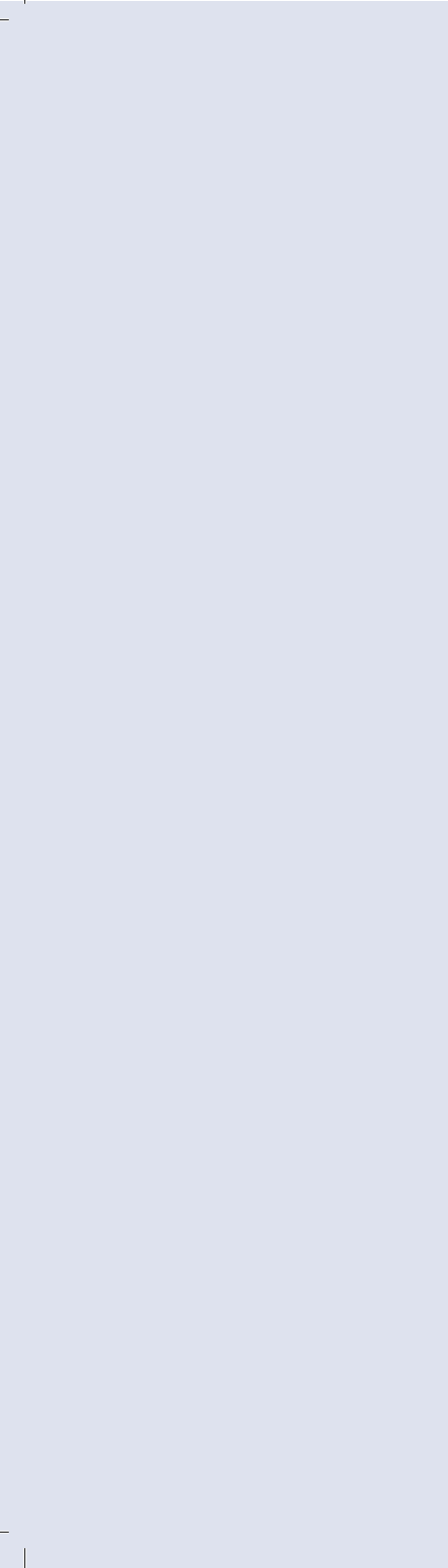
PROPERTY

Letting property has become one of Gascoyne Cecil Estates' main functions and is central to the survival of the broader estates assets under our management. Many of these historical assets whether they be Chattels within buildings, or living landscapes, create no income and are indeed expensive to maintain for the benefit of future generations. The revenue generated from property allows Gascoyne Cecil Estates to take a long-term view and to reinvest in a continual programme of repairs and conservation as well as to sponsor a wide range of non-profitable projects that benefit local communities.

We pride ourselves in acting as professional landlords and encourage a positive working relationship with our customers.

The portfolio encompasses properties of almost every possible age, shape and size. 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. Despite their traditional appearance, all are fully equipped for contemporary business.





Hatfield is fortunate in benefiting from excellent transport links and close proximity to London. Coupled with a thriving University, abundant leisure activities, good schools and its close proximity to London, Hatfield is an attractive location for both residential and commercial occupiers.

In Cranborne we have a deliberate policy of prioritising lettings to families who hold long associations with the area, to those who work locally, or to those who might send children to village schools. Such policies ensure the village is vibrant and full of local services: today, Cranborne enjoys both a primary and middle school, a shop, post office, doctors' surgery and veterinary practice. The estate is also pioneering a local broadband network that will make available to the community and surrounding area broadband speeds that the normal telecoms providers can't supply.



COMMUNITY



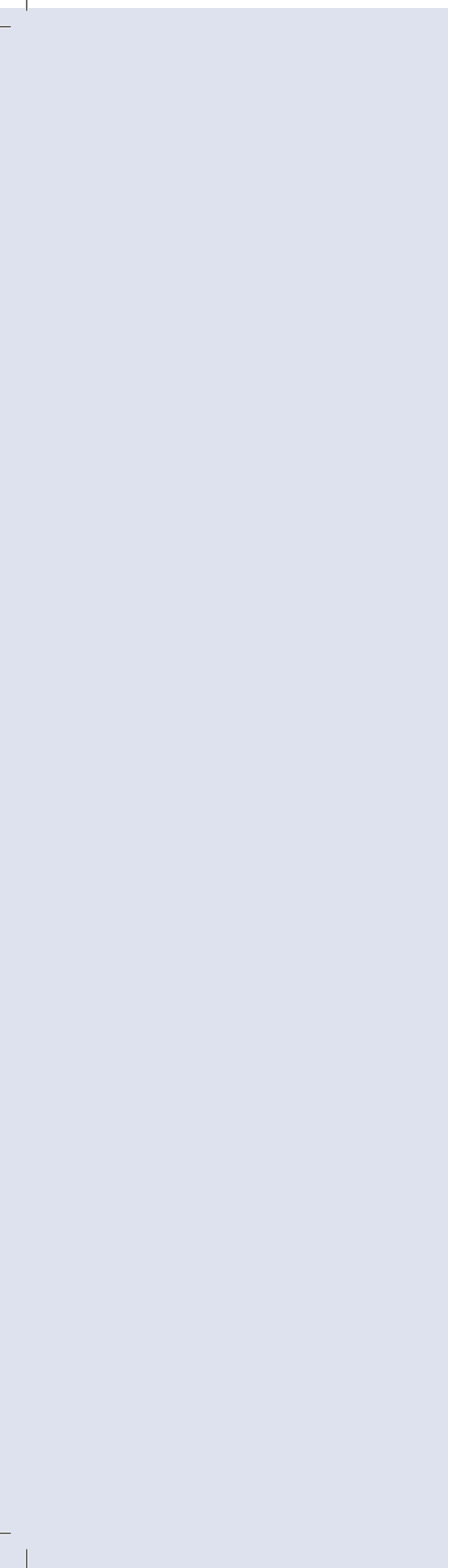
Hatfield and Cranborne each lie at the heart of vibrant communities. Rather than being perceived as a historical irrelevance, Gascoyne Cecil Estates works constantly to ensure that both estates remain intrinsic parts of the daily lives of their respective communities. This is at the very heart of our daily operations. Whether it be supporting local businesses, providing tours to schools and professional groups, or consulting on future developments, the concept of a coherent and sustainable community is essential to our overall vision.

Below are a few examples of how the estates involve themselves in their communities:

- Working closely with local schools in a variety of ways to support education
- Providing housing for retired members of staff. Pensioners remain very much part of the estate 'family' - returning for events such as the inter-Estate cricket match and Christmas drinks
- Providing opportunities to community groups, start-up companies and local enterprise. By working with other landowners, charities, the University of Hertfordshire, Churches and local government amongst many others.

cont..



- 
- Organising presentations, open days and consultation events for commercial customers and local residents.
 - Ensuring operations are transparent and encouraging dissemination of best practice and shared experience
 - Many of our staff provide their time outside of core work hours to assist local organisations. Whether it's providing input as a school governor, attending Parish Council or Church property meetings or leading a consultation event, you will encounter estate staff in a variety of roles. Volunteers from Cranborne staff, for example, provide the majority of the manpower for the local Fire Brigade!

Whatever challenges the future holds, we are committed to working with both local and national organisations and people for the benefit of our local communities.



CONSERVATION AND REGENERATION

A key part of Gascoyne Cecil Estate's role is to ensure the survival of our principal houses and buildings in order that they continue to be enjoyed for generations to come. To keep pace with the renovation and conservation requirements of Hatfield House itself and other signature properties is daunting, but essential.

Where and whenever possible we encourage our contractors and partners to provide opportunities for training. Many of the specialist companies we deal with now offer traditional apprenticeships and training opportunities.

During the last fifteen years, Gascoyne Cecil Estates has pursued a policy aimed at the recovery and redevelopment of our previously abandoned or neglected architectural heritage. Both Hatfield and Cranborne have saved a number of decaying historic buildings and have pursued policies which promote regeneration for commercial and residential use.

We strongly believe that old buildings are best preserved when sympathetically adapted to enable them to remain in use to serve a beneficial purpose.

During the period since 2000, the estate has restored a portfolio of units totalling 50,000sq ft of various sizes. Disused stables, workshops and farmbuildings have become office space for a variety of businesses, as well as studios and retail outlets for craftsmen and creative companies.

A VISION FOR THE FUTURE

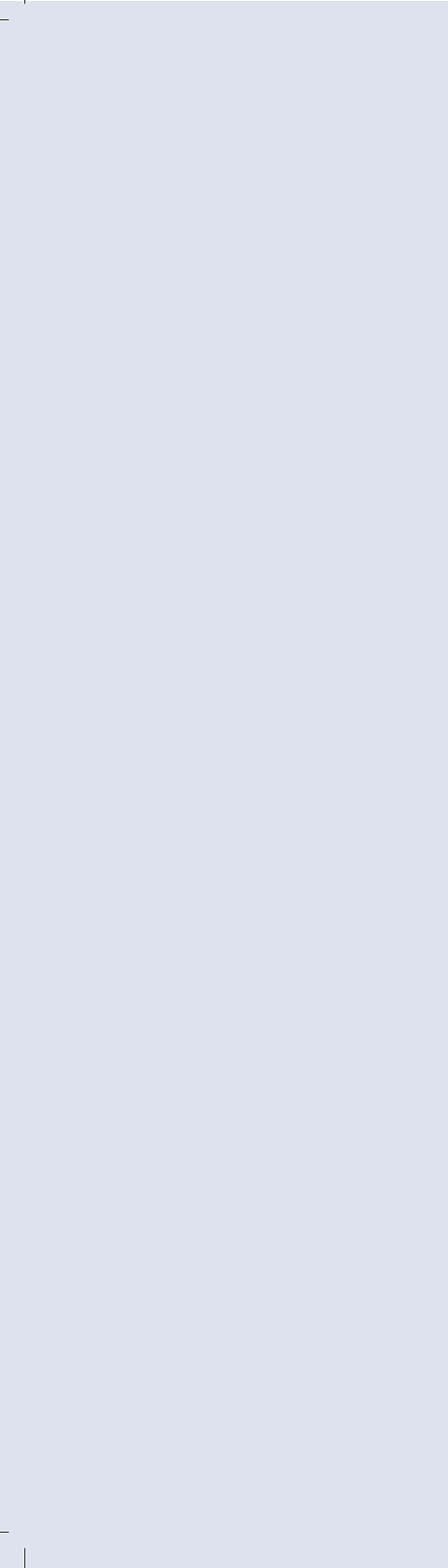
As throughout history, Gascoyne Cecil Estates continues to face new challenges.

We need to preserve the more valuable areas of landscape, our historic buildings and a viable agricultural operation. These challenges, however, do not just concern physical assets. We recognise that the future relies on enriching the lives of those with whom we come into contact. Be they school children, estate staff, commercial or residential tenants, suppliers, or simply the community at large, Gascoyne Cecil Estates cannot survive without their continued good will and support.

We will continue to adhere strongly to our historic ethos whilst exploring new opportunities and wherever possible improving what we do.

The future direction of Gascoyne Cecil Estates will manifest itself in a number of ways.

We will continue to look at how we manage our farming and woodland. Conservation of our principal buildings will continue whilst adapting to the challenges of increasing visitor numbers, demands from commercial and residential tenants.



The estates will need to work alongside their local and regional partners with a holistic approach by treating localities as complete entities and allowing residents and businesses to have their say on matters of management and future development. As population growth continues and the demand for housing increases it is inevitable that some new development will need to be built on green field sites. Any loss of countryside is regrettable, even if it is ultimately unavoidable.

Release of farm land for development will always be a difficult decision. We believe, however, that where such development is necessary it is important to engage and lobby for the best possible standard of development. Thus, we will ensure that the estates remain at the heart of any debate on future expansion of neighbouring settlements and that developments built on estate land create places of which people can be proud and which provide sustainable communities for many generations to come.

New development does not have to be bad. Careful planning and design can overcome many of the shortcomings of more typical housing developments. We believe that well-designed urban extensions can be a vital driver of prosperity and in turn assist in the regeneration of other parts of our existing towns and villages. Adopting a longer term vision and having a desire to remain at the heart of our communities means we will listen to people's aspirations and concerns and strive to achieve the best possible results that build upon our own history.







Artist's impression of Salisbury Square, Old Hatfield



Artist's impression of Salisbury Square, Old Hatfield



Artist's impression of Arm and Sword Lane, Old Hatfield



Artist's impression of Gate House Square, Old Hatfield





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