



THE
CHESTER HOUSE
ESTATE

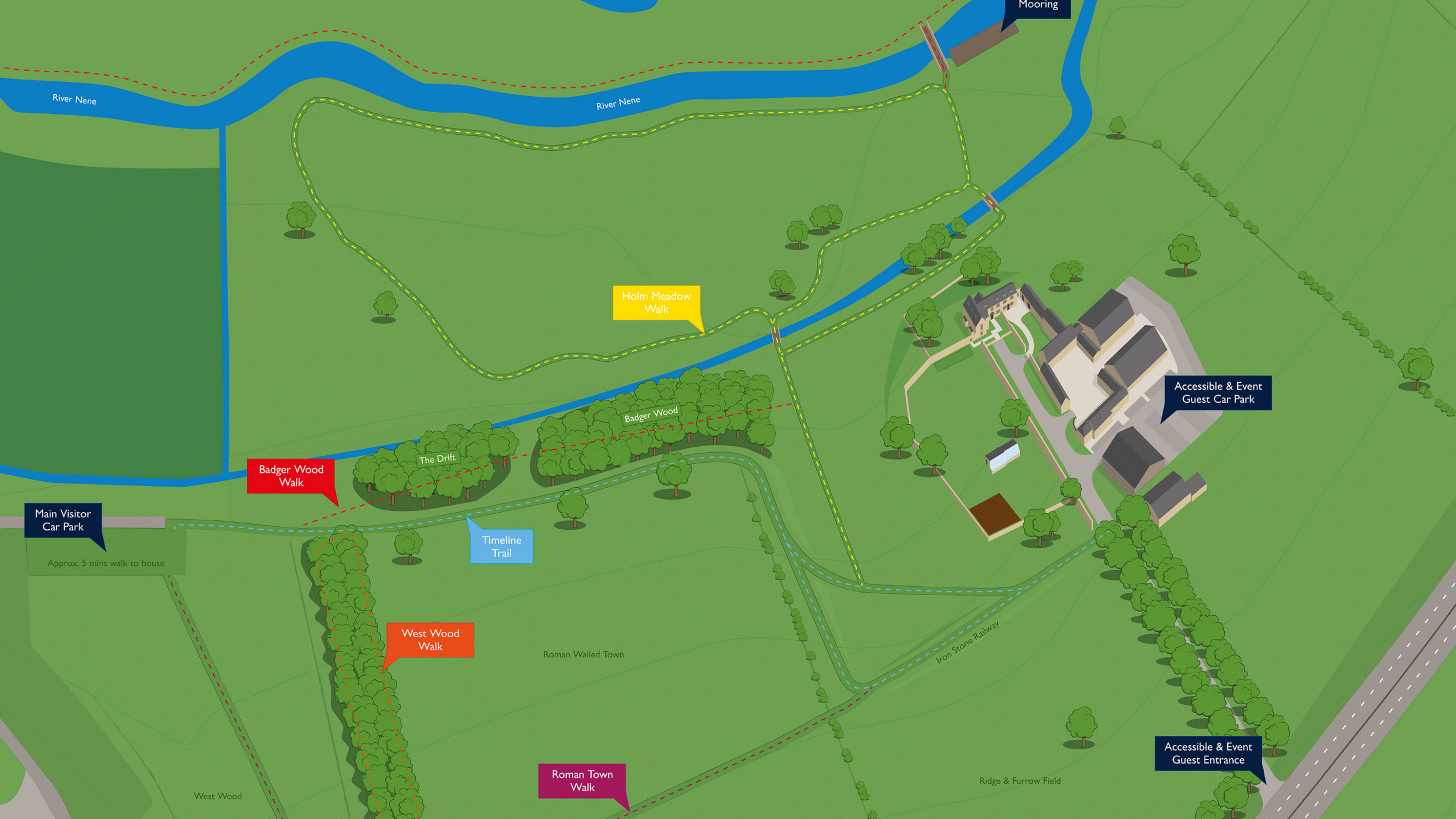
*Operational and Financial Update
March 2022*

OUR VISION

- **Connecting** the people of Northamptonshire to their 10,000 year story
- Having the **community** at the heart of all we do
- Delivering a pioneering and diverse education programme, **accessible** for all ages
- Offering a free to enter estate, for **everyone**
- Being financially **sustainable** with an innovative commercial offering
- Establishing, promoting and growing **local** businesses, produce and tourism
- Caring for and **preserving** our natural and historical landscape
- Improving the **wellbeing** of local residents
- Preserving the publicly accessible **archaeological** archives



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River Nene

River Nene

Mooring

Holm Meadow Walk

Accessible & Event Guest Car Park

Badger Wood Walk

The Drift

Badger Wood

Main Visitor Car Park

Approx. 5 mins walk to house

Timeline Trail

West Wood Walk

Roman Walled Town

Roman Town Walk

Iron Stone Railway

Ridge & Furrow Field

West Wood

Accessible & Event Guest Entrance

UPDATED FINANCIAL FORECAST

Revised Business Plan

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6
NNC Contributions	£ 298,244.00	£ 298,244.00	£ 283,331.00	£ 269,165.00	£ 255,706.00	£ -
Footfall Projections	51,670	133,200	140,000	160,000	190,000	225,000
Business Plan Income	£ 230,787.00	£ 695,218.00	£ 780,550.00	£ 860,670.00	£ 934,700.00	£ 1,060,070.00
Business Plan Expenditure	£ 503,290.00	£ 959,947.24	£ 970,900.00	£ 990,000.00	£ 995,000.00	£ 1,010,000.00
Profit / Loss	£ 25,741.00	£ 33,514.76	£ 92,981.00	£ 139,835.00	£ 195,406.00	£ 50,070.00

Following the opening period the team have revised the business plan following new data and visitor feedback. We have also now established the real cost of running the site in terms of utilities, casual staffing and operational costs.

Due to the financial success of certain commercial generation departments, we have increased our projected income for future financial years. This includes our catering offering (now budgeting circa £1000 per day (compared to £600 previously), 30% increase in accommodation occupancy and 40% additional income with our events and programming offer which has proved very popular in opening months (Pumpkins and Father Christmas)

The numbers above will continue to evolve, develop and reforecast as we grow as a business.

Previous vs Revised Plans

Previous Business Plan (Aug 2021)

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6
NNC Contributions	£ 298,244.00	£ 298,244.00	£ 283,331.00	£ 269,165.00	£ 255,706.00	£ -
Footfall Projections	66,600	133,200	140,000	160,000	190,000	225,000
Business Plan Income	£ 313,300.00	£ 624,423.00	£ 637,348.00	£ 731,947.00	£ 864,750.00	£ 1,019,550.00
Business Plan Expenditure	£ 726,144.00	£ 744,974.00	£ 780,426.00	£ 852,366.00	£ 902,649.00	£ 983,950.00
Profit / Loss	£ -114600.00	£ 177,693.00	£ 140,253.00	£ 148,746.00	£ 217,807.00	£ 35,600.00

Revised Plan (March 2022)

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6
NNC Contributions	£ 298,244.00	£ 298,244.00	£ 283,331.00	£ 269,165.00	£ 255,706.00	£ -
Footfall Projections	51,670	133,200	140,000	160,000	190,000	225,000
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Profit / Loss	£ 25,741.00	£ 33,514.76	£ 92,981.00	£ 139,835.00	£ 195,406.00	£ 50,070.00

Although income has grown considerably between the two plans due to income received in this and deposits taken for upcoming years, costs are also due to increase due to more staffing being needed and increase in hourly rate from NMW to the real living wage. Y2 Historic England grant has been removed (£90k) from the revised plans but we are still on track to achieve this.

PROGRESS / ACHIEVEMENTS OCT - JAN



5,800 Likes
6,500 Followers
1.2m views



2,065 Followers



588 Followers



242,560 visits between
October-Dec 2022



18,500 views of Launch
Documentary between Oct -
Dec 2022

BRAND, WEBSITE, SOCIALS

Oct - Jan Progress / Achievements

- Launch Documentary in October seen over 18,500 times
- NNC / NLHF Engagement with retweets/sharing and collaborative posts
- Facebook Live tours well engaged with over 2000 views each time (Oct, Dec)
- Facebook reviews (100 received) are 4.9/5 stars
- Facebook messages average message response time is 2.4hrs
- CT student engagement with running social media channels
- 7 outreach events for engagement including local rotary clubs and U3A

Plans Ahead

- Launch of Tik-Tok platform and engagement (younger audience)
- Online lessons and virtual visits via the website
- 'Whats in the box' engagement to start in Feb 2022
- Events page with all events and programme for CHE and elsewhere in NNC to launch Spring 2022.
- Online wedding and B&B virtual tours

PROGRESS / ACHIEVEMENTS OCT - JAN CONTINUED

FACILITIES, ESTATE AND MAINTENANCE

Oct - Jan Progress / Achievements

- All team members have had fire safety / marshal training
- All team members have received first aid training including use of a De-fib
- The facilities teams have engaged with local emergency services sharing and developing emergency procedure manuals
- The team have engaged with NNC insurers to ensure is up-to-date and they are satisfied with operations
- An iPhone APP has been developed to improve prioritisation of jobs and management. This is working extremely well to date.
- Major tree works have taken place to clear much of the dead wood from trees across the site.

Plans Ahead

- Creating a compost area within the Orchard area
- To create a large chicken pen for the main site
- Continue developing footpaths through the woodland areas
- Final NE Stewardship works including fencing around the floodplane
- Creating private garden area for the B&B
- Planting the history garden (outside the dog shop area)
- Deliver in depth training for volunteers and staff members with machinery and vehicles
- Work with other departments in NNC (Country parks team) to learn and share new skills

LEARNING, ARC AND VOLUNTEERING

Oct - Jan Progress / Achievements

- HE Grant submitted for the ARC
- Over 20,000 boxes now successfully moved to the ARC
- First school booking received (Jan 2022)
- Safeguarding training delivered to all staff and volunteers
- Weekly learning workshops delivered to the community
- 47 Adult Learning workshops carried out on site

Plans Ahead

- Continued development of learning offering including virtual offering.
- UOL Archaeological dig and romans visit in June 2022.
- Emptying on Daventry ans West Northants archives stores

KEY EVENTS AND PROGRAMMING

Coming up in 2022

Feb - Outdoor Adventure Half Term Week

March-April - Easter Egg Hunt and Lambing

May - Dinosaur and Fossil Weeks / Queens Jubilee

June - Archaeological Digs and Heritage Weekend

July - Outdoor Cinemas, Theatres, Grand Opening

August - Woof Festival, Festivals, Food Fairs

September - Harvest Festivals, Pop Up Art Gallery

October - Pumpkins and Scare festival

November-December - Light shows, ice skating and Father Christmas



PROGRESS / ACHIEVEMENTS OCT - JAN CONTINUED

Income Generation

Oct - Jan Progress / Achievements

- New menu launched in the Cafe (27th December 2021)
- Roast dinners on the menu each Sunday
- 18 wedding deposits now collected
- B&B now launched (£12k in bookings to date - one week of being open!).
- Conferences now taking place across site each day. Large bookings being received.
- Exclusive hire for 2500 people (£30 per head) received for Sep 2022.
- Further development of Farmyard shopping offering with bookshop.
- All farmyard tenants have now extended contracts for an additional 12 months.

Plans Ahead

- Restaurant to open on selected evenings (starting valentines weekend).
- Christmas parties to take place in the barn over the Winter period.
- Take way pizzas and afternoon tea packages to start in the Spring.
- Memorial benches to launch in Jan 2022
- Online retail offering including selections from tenants
- Fresh milk machine
- Ice cream bike to launch



PROMOTING LOCAL TOURISM AND CULTURE

We have been working with a number of organisations since opening in October 2021 including -

- The Northamptonshire Heritage Forum and members
- North Northamptonshire Business Network
- Rushden Lakes
- Stanwick Lakes
- The NNC/WNC Country Parks Teams
- All Things Business
- Destination Nene Valley Partnership
- Nenescape
- Britain's Best Surprise
- U3A Group
- Semlep
- Wicksteed Park
- Made with Many
- Delapre Abbey Trust
- Wellingborough Business Network
- Knuston Hall



OTHER PROJECTS TO COME...

- Development of proposals for the empty B17
- The greenhouse restoration project
- A45 Directional Signage
- Claudius Way entrance sign
- Landscape interpretation
- Facilities accommodation (long term option)
- History Garden Interpretation
- Greenway Link Footpath





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TEAM
PROPOSAL

Following a busy and successful opening period we have learnt the following about our team -

- Currently short of Duty Managers to allow for Senior Managers days off / annual leave.
- There is Role missing for key jobs of banking, invoicing, general administration, internal comms, (newsletters etc) visitor queries and EPOS management. This currently sits with the Business Development Manager (out of hours).
- Key operational Kickstart Internship roles coming to an end. Currently leads with social media and b&b operations.
- The Operations Manager Role is currently too stretched with day-to-day operations with income generation being affected.
- Nenescape have offered to fully fund a full time Volunteer Officer position to support the every day offering, this will support the sustainability of the site (reduction of need of casual paid hours). This role would however need a direct report.
- Currently one person is leading on the all bookings and event sent up, to ensure a smooth operation in 22/23 this needs to be two roles. One for booking and customer management and one for set up and delivery.

We would like to propose the following changes -

- Introduction of Business Operations Manager.
- Current Operations Manager to move to commercial activities only. Commercial Operation Manager.
- Introduction of Events Assistant to support Commercial Operations Manager.
- Business Development Intern to move to Business, Retail and Finance Assistant role following completion of Nenescape funded Internship.
- Introduction of Volunteer Officer (Funded via Nenescape) 3-5 days per week dependant on funding.