Hargate Peak Venue
Business Plan

Providing wedding & corporate events whilst contributing to the local economy and encouraging tourism.
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Executive Summary

Hargate Hill has developed into an equestrian centre that has no further means of growth. It is limited by the number of horses it can manage, grassland to feed or income from small event shows. This has resulted in year-on-year increases in operational expenses eroding profit margins. The challenge to buck this trend started in 2008, like many agricultural enterprises about half use some form of diversified activity. First stage was to seek planning permission for three holiday cottages, which was granted, but the uncertainty in the economic climate delayed development until now, where the business needs to diversify.

During the past year we identified a business need within the local community that has since developed as an opportunity that has national potential. The initial understanding that of the 80 couples within Glossop that plan to “get married” yearly only 20 couples find a venue locally whilst the remaining 60 couples decide to locate outside the area. A missed opportunity started to develop and looking further afield, the issues of missed opportunity continued.

The surrounding beauty and landscape where more than 10 million people visit the Peak District each year, 15 million visit the Lake District, 8 million visit the Yorkshire Dales, is over half the UK population. In addition its estimated 20 million people live within one hour’s journey of the Peak District. However, Scotland is the most popular region (country) within the UK in terms of its population for marriages and resultant venues, this is followed closely by the South West of England and most interesting on a district level the Rutland area, a concentration of companies offering marquee style weddings. These areas of choice is solely due to regions with grand swathes of beautiful countryside, which our region has in abundance. However, our northern regions, purported to be the most attractive landscape fared the worst as a popular destination for weddings, with West Midlands, Yorkshire, North East and lastly North West the least popular destinations. This indicates that both High Peak and Derbyshire County Council are able to generate much needed local spend into the local community by encouraging wedding venues of this nature, use the landscape as a competitive advantage. In fact, the events industry is now the UK’s 16th largest employer with more than 530,000 people directly employed, which is more than double that of the UK telecoms industry.

Hargate Hill has huge potential as being the first choice for those searching for a beautiful outdoor venue. We have a projected 3yr turnover of nearly £1.6M which will deliver a further local
economic spend in the range of £1.6M to £2m respectively. The purpose of this document is to justify the change of use of private land to allow this business to develop under planning application HPK/2016/0610. In order to achieve this, the NPPF framework under heading, building a strong, competitive economy paragraph 18 to 22 we submit as evidence to support this policy.

**Product and Services**

Hargate Peak Venue is going to offer a variety of services within the scope of wedding venue services and the event planning to within a 50 mile radius, that’s approx. 20 million people. Our intention is to make profits from the industry and we will do all that is permitted by the law in the UK to achieve our aim and ambitions.

Our business offerings are listed below:

- Hiring of venue
- Dressing venue
- Bar and refreshments
- Corporate event rentals
- In-house catering services offering from start of 2019
- Referrals – the whole wedding eco-system
- Holiday cottages offering from start of 2019

**Our Visions Statement**

Our vision is to build a wedding venue and event planning brand that will become the number one choice for both individual clients and corporate clients within a 50 mile radius. Our vision reflects our values: integrity, service, excellence and teamwork.

**Our Mission Statement**

Our mission is to provide a well – equipped and standard wedding venue, and to provide professional and trusted event planning services that assist individuals and businesses.

We are to position the business to become the leading brand in the wedding venue and event planning to within a 50 mile radius and be the top 50 wedding venue outfit in the UK within the first 3 years of operations.
Description of Business

Company Ownership/Legal Entity
This business will start out as a limited liability partnership. As the operation grows, the owners will consider re-registering as a limited liability company or as a corporation, whichever is appropriate for the future needs of Hargate Hill. The planning application ownership will immediately transfer to Hargate Hill directors.

Location
Hargate Hill is situated in a relatively isolated location benefiting from 200 acres of land within the district of Charlesworth. The location was a critical aspect of the success of this wedding venue. All local businesses have tendency to over promote the core features of the landscape they have at their disposal. This location requires no introduction, no political twists, and its nature at its best for all to see. Alternative location were considered, balancing usable land for feed, an essential income to Hargate, water drainage and location as a natural shelter from wind. It was established from this assessment that the location submitted to High Peak planning for this wedding venue was the only choice, being sensitive to the land, landscape character, 285 meters from urban area and environmental issues. This location looks directly at the gateway to the High Peak National Park.
Our Business Structure

We are aware of the importance of building a solid business structure that can support the picture of the kind of world class business we want to own. This is why we are committed to only hire the best hands within our area of operations.

At Hargate Peak Venue, we will ensure that we hire people that are qualified, hardworking, creative, customer centric and are ready to work to help us build a prosperous business that will benefit all the stakeholders (the owners, workforce, and customers).

As a matter of fact, profit-sharing arrangement will be made available to all our staff and it will be based on their performance. In view of the above, we have decided to hire qualified and competent hands to occupy the following positions within the first two years of operation:

- Banquet Manager
- Event Planning Coordinator
- General Admin
- Customer Services

Roles and Responsibilities

Banquet Manager

- Achieves maximum profitability and over-all success by controlling costs and quality of service.
- Controls of Banquet china, cutlery, glassware, linen and equipment.
- Completion of forecast and actual budget function sheets, Function Summary Sheets and weekly payroll input.
- Completion of weekly schedules. Schedule staff as necessary to ensure adequate and consistent levels of service.
- Follow-up each function by completing a Function Critique
- Supervision of weekly schedules. Schedule staff as necessary to ensure adequate and consistent levels of service
- Supervision of Banquet bar Requisitions.
- Following of proper purchasing and requisitioning procedures.
- Liaise on an on-going basis with the Food and Beverage Company to ensure all client needs and requirements will be met.
- Inspection of Meeting Room prior to guest arrival ensuring that client specifications have been met.
Event Planning Consultant

- Responsible for interviewing and hiring vendors, selecting and ordering materials, negotiating rates, coordinating the sequence of events, following up with guests and vendors and producing full-scale events.
- Plans, designs and produces events while managing all project delivery elements within time limits
- Liaises with clients to identify their needs and to ensure customer satisfaction
- Conducts market research, gather information and negotiate contracts prior to closing any deals
- Provides feedback and periodic reports to stakeholders
- Proposes ideas to improve provided services and event quality
- Organizes facilities and manage all event’s details such as decor, catering, entertainment, transportation, location, invitee list, special guests, equipment, promotional material etc
- Ensures compliance with insurance, legal, health and safety obligations
- Specifies staff requirements and coordinate their activities
- Cooperates with marketing and PR to promote and publicize event
- Proactively handle any arising issues and troubleshoot any emerging problems on the event day
- Conducts pre- and post – event evaluations and report on outcomes
- Researches market, identify event opportunities and generate interest

General Admin

- Responsible for overseeing the smooth running of administrative tasks for the organization
- Designs job descriptions with KPI
- Regularly hold meetings with key stakeholders to review the effectiveness of our Policies, Procedures and Processes
- Maintains office supplies by checking stocks; placing and expediting orders; evaluating new products.
- Ensures operation of equipment by completing preventive maintenance requirements; calling for repairs.
- Defining job positions for recruitment and managing interviewing process
- Responsible for training, evaluation and assessment of employees
- Updates job knowledge by participating in educational opportunities; reading professional publications; maintaining personal networks; participating in professional organizations

Customer Service

- Welcomes guests and clients by greeting them in person or on the telephone; answering or directing inquiries.
- Ensures that all contacts with clients (e-mail, SMS or phone) provides the client with a personalized customer service experience of the highest level
- Through interaction with clients on the phone, uses every opportunity to build client’s interest in the company’s products and services
- Manages administrative duties assigned by the manager in an effective and timely manner
- Consistently stays abreast of any new information on the company’s products, promotional campaigns etc. to ensure accurate and helpful information is supplied to clients when they make enquiries
Hours of Operation

For wedding events that run into the evening it is proposed that the normal finishing time will be no later than 23.45 hours, with the playing of amplified music finishing no later than 23.15 hours, unless prior agreement has been obtained from the Local Planning Authority, HPBC. As indicated by public opinion, we plan to submit an independent noise assessment report once permission is granted, and its findings with mitigating measures will be submitted.

Headcount Forecast

The numbers show new staff both full time and part time to be recruited whilst operating the business within a 32 week period.

<table>
<thead>
<tr>
<th>Job Type</th>
<th>FT / PT</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director</td>
<td>F/T</td>
<td>0.5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Managing Director</td>
<td>F/T</td>
<td>0.5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Catering staff</td>
<td>F/T</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Banquet Manager</td>
<td>F/T</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Event Planning Consultant</td>
<td>F/T</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Admin</td>
<td>F/T</td>
<td>0.5</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customer Service</td>
<td>F/T</td>
<td>0.5</td>
<td>0.5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office Manager</td>
<td>P/T</td>
<td></td>
<td>0.5</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bookkeeper</td>
<td>P/T</td>
<td>0.25</td>
<td>0.5</td>
<td>0.5</td>
<td></td>
</tr>
<tr>
<td>The Wedding Team</td>
<td>P/T</td>
<td>0.25</td>
<td>1</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>The Kitchen Team</td>
<td>P/T</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Housekeeping Team</td>
<td>P/T</td>
<td></td>
<td></td>
<td></td>
<td>0.5</td>
</tr>
<tr>
<td>The Bar Team</td>
<td>P/T</td>
<td>6</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>The Garden, Farm &amp; Maintenance</td>
<td>F/T</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total (cumulative)</strong></td>
<td></td>
<td>9.5</td>
<td>13</td>
<td>22.5</td>
<td>28</td>
</tr>
</tbody>
</table>

Number Full Time Staff         | 3       | 4    | 8.5  | 8.5  |
Number Part Time Staff          | 6.5     | 9    | 14   | 19.5 |

Projected headcount based on permanent siting from mid-spring to end of autumn.


**Wedding Venue Business Plan – SWOT Analysis**

The following table introduces the strengths/weaknesses/opportunities/threats to our business. The risks are discussed in more detail later in this section.

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Well-established team</td>
<td>Couples moving away from tradition, wanting outdoor events, one location for the whole day.</td>
</tr>
<tr>
<td>Amazing location &amp; views of the High Peak</td>
<td>Marriage on the increase</td>
</tr>
<tr>
<td>Spectacular views of the lakes, with walk in Pagoda to lake</td>
<td>Difficulty for other business to adopt our business model</td>
</tr>
<tr>
<td>Buildings and temporary structure investment complete</td>
<td>Business Visits &amp; Events Partnership (BVEP)*note 1 in addition there are over 1.3 million meetings held in the UK each year and plan to develop partnerships</td>
</tr>
<tr>
<td>Partnership with catering, brewery completed</td>
<td></td>
</tr>
<tr>
<td>Track record of good business relationship</td>
<td></td>
</tr>
<tr>
<td>High social media demand for this venue hire</td>
<td></td>
</tr>
<tr>
<td>Unique business, no other venue of this nature within 50 miles</td>
<td></td>
</tr>
<tr>
<td>General UK economy is growing in confidence.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Weaknesses</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of sales channel</td>
<td>Planning permission being granted</td>
</tr>
<tr>
<td>Limited to permitted development, require planning to be granted</td>
<td>Unfavorable government polices</td>
</tr>
<tr>
<td></td>
<td>Broad food-chain to end-customer</td>
</tr>
<tr>
<td></td>
<td>Visual impact on local level *see section v page 24</td>
</tr>
</tbody>
</table>

The risks in developing a wedding venue business that is sustainable are high, however we believe we have already succeeded in overcoming the earlier stages of marketing and understanding our target audience. We outline the highest risks for our company over the immediate years:

**Lack of sales channel.** Over the last few months we have established contact with Hitched.co.uk (number one internet portal for wedding services) and Bridges & Grooms, advertising that will be distributed both locally and nationally. We have established our unique selling point (USP’s) that will allow us to gain market share from nearby counties. Executing this planning is governed by the degree of support granted by High Peak Planning.

**Permitted Development.** Being granted permitted development rights by High Peak Planning, we have established that this limits the business to only *seven events*, whilst associated labour expenditure to continually pitch and strike marquee it projected to be a loss making company. This is stated in the profit/loss statement further in this report. However, granting planning permission until September 2020 would allow the business some stability, focus on long term development.
Our Competitive Advantage

Hargate Peak Venue might be a new entrant into the event planning in the UK, but the management, staff and owners of the business are considered gurus. They are people who are core professionals and licensed highly qualified event planners / managers from the equestrian division of the business.

Our venue is well – positioned and well – equipped with enough parking space, staff with world-class supply chain agreements in place. The marquee was purchased as an established business, used by the previous owners from North Yorkshire, running 50+ weddings yearly from the spring to autumn season. This solution adopted at Hargate therefore minimizes risks. We have invested in a business solution that is “fit for purpose”, and have on hand the previous owner’s fifteen years of expertise and used regular as consultants.

Our employees will be well taken care of, and their package will be among the best within our category in the industry meaning that they will be more than willing to build the business with us and help deliver our set goals and achieve all our aims and objectives.

Lastly, on a local level there has been unprecedented public support via social media and the most striking feature of this support is that the new and young generation are wanting a venue that is different, outdoors, connecting with nature and excellent backdrop and we at Hargate Peak Venue can deliver this service.

Hargate Peak Venue will generate income by offering the following event for individuals and for corporate organizations;

- Wedding venue and styling
- Corporate and press events
- Catering services
- Promoting the holiday cottages on site from 2018 at Hargate Hill
- Promotion and partnerships with local businesses, highlighting services on offer to clients
Profit / Loss Forecast

The current business plan, prepared by the company, shows that the business will generate gross revenues of £165,000 in 1st full year, £526,000 in year three and up to £750,000 in year five. Pre-tax profit average 36% as per the table below.

<table>
<thead>
<tr>
<th>Column1</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
<th>% Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yearly venue no</td>
<td>25</td>
<td>40</td>
<td>50</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TurnOver</td>
<td>£53,340</td>
<td>£300,300</td>
<td>£654,080</td>
<td>£893,200</td>
<td></td>
</tr>
<tr>
<td>Cost of Sales</td>
<td>-29,337</td>
<td>-135,135</td>
<td>-287,795</td>
<td>-366,212</td>
<td></td>
</tr>
<tr>
<td>Gross Profit</td>
<td>£24,003</td>
<td>£165,165</td>
<td>£366,285</td>
<td>£526,988</td>
<td>59%</td>
</tr>
<tr>
<td>Capital Expenditure</td>
<td>30,000</td>
<td>2000</td>
<td>4000</td>
<td>35000</td>
<td>4%</td>
</tr>
<tr>
<td>Landscaping costs</td>
<td>7,500</td>
<td>10,000</td>
<td>5000</td>
<td>5000</td>
<td>1%</td>
</tr>
<tr>
<td>Sales and Marketing</td>
<td>2,000</td>
<td>3500</td>
<td>7500</td>
<td>7500</td>
<td>1%</td>
</tr>
<tr>
<td>Administration</td>
<td>18,000</td>
<td>35,960</td>
<td>136,256</td>
<td>160,160</td>
<td>18%</td>
</tr>
<tr>
<td>Operating Expense</td>
<td>57,500</td>
<td>51,460</td>
<td>152,756</td>
<td>207,660</td>
<td></td>
</tr>
<tr>
<td>Operating (Loss)/Profit</td>
<td>-£33,497</td>
<td>£113,705</td>
<td>£213,529</td>
<td>£319,328</td>
<td>36%</td>
</tr>
</tbody>
</table>

Although running at a loss in 2017 due to permitted development constraints, we can generate enough income from the first six month of operations to break-even providing planning permission is granted and allowing to grow the business and our clientele base beyond Glossopdale to a radius of 50 miles.

In summary, the sales projection for Hargate Peak Venue is as follows;

- **First Fiscal Year:** £50,000 (limited by permitted development)
- **2018 Fiscal Year:** £300,000
- **2019 Fiscal Year:** £654,000
- **2020 Fiscal Year:** £893,000

**N.B:** This projection is based on what is obtainable in the industry and with the assumption that there won’t be any external policy limitations. Headcount is approximately 20% of projected turnover, which is within industry standard. Please note that the above projection might be lower and at the same time it might be higher.
Hitched ~ External Validation of Hargate Peak Venue

Hitched merged in 2015 with You and Your Wedding and Perfect Wedding, thus offer a powerful promotional network for venues and reaches over 1 million brides per month. In addition to local advertising planned, Hitched has an extensive social media reach, connecting our venue to over 400,000 brides.

Our business due diligence engagement entailed an appraisal of supplied documentation and data, a business and financial model to facilitate the provision of expert opinion regarding the viability, risk profile, and recommendations. The likely turnover that could be achieved over the spring to autumn period is referenced below and has been submitted, however, the conclusion from this due diligence is as follows

- Filename: Business_Turnover_External_Validation_April2017, that

**Conclusion:**

In summary, from May 9th 2017, if planning permission is granted, to focus on late availability promotion which has the potential of 10-15 bookings and meeting our break-even target and creating a platform for future years.

For the following planning periods, 2018 to 2020, it has been established that Spotlight listing for year one (1) with unlimited late availability will potentially generate £231,000 of rev, in year 1, meeting our market expectation presented in our profit/loss section that also takes account of refreshments.

Furthermore, this early period also establishes our sale pipeline management strategy with Hitched, understanding our demands, opportunities and molding the venue style, character and image to maximize our sales performance and the needs of the clientele. In addition, it has been established that our projections of 50 events a year have been externally validated as _achievable_, enabling us to focus on long term planning and success of the organization and the local community.

Finally, with Marquee style weddings, being one of the most popular style weddings over the last 12 months and very ‘on Trend’, the possibilities for Hargate Peak really are unlimited, with our high volume of traffic and reputation you really will be with the best in the business, in our opinion. We are ready to maximise your venues weddings Bookings and help you attract the right engaged couples for the package and prices you need.
Our Pricing Strategy

Venues often make the mistake of not publishing any rates. It is far better to target clients with budgets in the right range, than loose referrals because clients assume rates are too high or it's just easier to reach out to a venue who has published rates. Therefore, our policy is to promote rates, bundles or packages with immediate effect from 9th May 2017 and after the planning committee has considered the application on the 8th May 2017.

In addition, we will offer special discounted rates over certain periods of the year for the following season and promote discounted pricing for midweek events to encourage the cost conscious client.

In essence, the key issues and our competitive USP’s are:

1. The right venue that has current style trend in the modern economy
2. The right location, which we’ve established that Hargate is exceptional
3. The right price which we have benchmarked the market rate for this type of venue and bringing all these ingredients to Glossopdale.

Generating Funding / Startup Capital for Hargate Peak Venue

Hargate Peak Venue is a partnership business. We are the sole financials of the firm, but may likely welcome partners later which is why they decided to restrict the sourcing of the start – up capital for the business to just three major sources.

The three areas we generated our start – up capital:

- Generate part of the start – up capital from personal savings
- Sources provided by Hargate Hill
- Equity release from sale of property
Associated local spend in the community (Trip spend)

Communicating the importance of the local economic multiplier effect or “local premium” is a key part of supporting new business startups. The multiplier results from the fact that independent locally-owned businesses *recirculate a far greater percentage of revenue locally* compared to absentee-owned businesses (or locally-owned franchises). In other words, going local creates more local wealth and jobs. The multiplier is comprised of three elements — the direct, indirect, and induced impacts.

Direct impact is spending done by a business in the local economy. Our financial assessment show direct spend of £180K rising to £550K within 3 yrs. This spend is on inventory, utilities, equipment and pay to employees. This leads to an indirect spend allowing business to recirculate to other businesses, which is a statement of fact.

The most important factor is the induced impact or trip spend from the venue, estimate to reach a 3yr total of nearly £1.6m, the breakdown of this analysis can be viewed below. The table is based on a baseline quantity of venues, however the Upside, it is projected to be >25%, providing a projected trip spend of near £2M over a three year period.

The local spend profile we looked in detail the type of services required from a wedding, allocated typical costs related to the project quantity of weddings at Hargate Peak Venue. From this, our analysis concluded the major beneficiaries.
Local Spend 3yr profile by type of service

Local spend profile associated with the venue at Hargate Hill covering period 2018 to 2020.
<table>
<thead>
<tr>
<th>Type of Spend</th>
<th>Average cost per person</th>
<th>2018 Yearly Spend</th>
<th>2019 Yearly Spend</th>
<th>2020 Yearly Spend</th>
<th>Total (wedding events &amp; trip spend)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wedding Events per year</td>
<td></td>
<td>25</td>
<td>40</td>
<td>50</td>
<td>115</td>
</tr>
<tr>
<td>Dance Lessons</td>
<td>150 0.5</td>
<td>75 75 75</td>
<td>1875 3000 3750</td>
<td></td>
<td>8625</td>
</tr>
<tr>
<td>Sweet Treats &amp; Favours</td>
<td>100 0.8</td>
<td>80 80 80</td>
<td>2000 3200 4000</td>
<td></td>
<td>9200</td>
</tr>
<tr>
<td>Child Care</td>
<td>200 0.5</td>
<td>100 100 100</td>
<td>2500 4000 5000</td>
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<td>11500</td>
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<tr>
<td>Local Charities</td>
<td>150 1</td>
<td>150 150 150</td>
<td>3750 6000 7500</td>
<td></td>
<td>17250</td>
</tr>
<tr>
<td>Wedding &amp; Party Decor</td>
<td>150 1</td>
<td>150 150 150</td>
<td>3750 6000 7500</td>
<td></td>
<td>17250</td>
</tr>
<tr>
<td>Wedding Set Up</td>
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<td>170 170 170</td>
<td>4250 6800 8500</td>
<td></td>
<td>19550</td>
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<tr>
<td>Stationery</td>
<td>200 1</td>
<td>200 200 200</td>
<td>5000 8000 10000</td>
<td></td>
<td>23000</td>
</tr>
<tr>
<td>Entertainment</td>
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<td>225 225 225</td>
<td>5625 9000 11250</td>
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<tr>
<td>Florists</td>
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<td>250 250 250</td>
<td>6250 10000 12500</td>
<td></td>
<td>28750</td>
</tr>
<tr>
<td>Celebrants</td>
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<td>250 250 250</td>
<td>6250 10000 12500</td>
<td></td>
<td>28750</td>
</tr>
<tr>
<td>Rendezvous</td>
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</tr>
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<td>Cakes</td>
<td>300 1</td>
<td>300 300 300</td>
<td>7500 12000 15000</td>
<td></td>
<td>34500</td>
</tr>
<tr>
<td>Music - Bands</td>
<td>450 1</td>
<td>450 450 450</td>
<td>11250 18000 22500</td>
<td></td>
<td>51750</td>
</tr>
<tr>
<td>Videography</td>
<td>450 1</td>
<td>450 450 450</td>
<td>11250 18000 22500</td>
<td></td>
<td>51750</td>
</tr>
<tr>
<td>Beauty Services</td>
<td>100 5</td>
<td>500 500 500</td>
<td>12500 20000 25000</td>
<td></td>
<td>57500</td>
</tr>
<tr>
<td>Transport *No of Journeys</td>
<td>6 90</td>
<td>540 540 540</td>
<td>13500 21600 27000</td>
<td></td>
<td>62100</td>
</tr>
<tr>
<td>Photography</td>
<td>600 1</td>
<td>600 600 600</td>
<td>15000 24000 30000</td>
<td></td>
<td>69000</td>
</tr>
<tr>
<td>Menswear</td>
<td>800 1</td>
<td>800 800 800</td>
<td>20000 32000 40000</td>
<td></td>
<td>92000</td>
</tr>
<tr>
<td>Hair &amp; Makeup</td>
<td>180 5</td>
<td>900 900 900</td>
<td>22500 36000 45000</td>
<td></td>
<td>103500</td>
</tr>
<tr>
<td>Bridal Wear</td>
<td>950 1</td>
<td>950 950 950</td>
<td>23750 38000 47500</td>
<td></td>
<td>109250</td>
</tr>
<tr>
<td>Accommodation – B&amp;Bs &amp; Apartments</td>
<td>42 68</td>
<td>2856 2856 2856</td>
<td>71400 114240 142800</td>
<td></td>
<td>328440</td>
</tr>
<tr>
<td>Accommodation – Hotels</td>
<td>68 51</td>
<td>3468 3468 3468</td>
<td>86700 138720 173400</td>
<td></td>
<td>398820</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>£ 14,468</td>
<td>£ 15,239</td>
<td>£ 15,920</td>
<td>£ 342,850.00</td>
</tr>
</tbody>
</table>

**NOTE:** Hotel and B&B is based on 30% and 40% respectively requiring accomodation based on average attendance of 170 people
VENUE BUSINESS GROWTH: Sustainability and Expansion Strategy

Hargate Peak Venue wants to create a scalable business and recognize and understand how crucial it is to build brand equity, emotional connections with customers and which is seen as sustainable. The milestones to achieving this goal in the first instance is to seek planning permission. On the assumption that planning permission is granted for a period of three years, the roadmap from point of planning being granted for a temporary period to an established sustainable business can be seen below. The business seeks to adopt a structure that conforms to BS6399 pt2 (wind) & BSEN 1999 Eurocode 9 with a Wind Speed Rating of 70mph, 31m/s, 113km/h which is sufficient considering the statistics for nearest weather station to Glossop indicate the average daily wind speed has been around 31 km/h, that’s the equivalent to about 19 mph or 27% of the maximum rating. In recent years the maximum sustained wind speed has reached 89 km/h, that’s the equivalent of around 55 mph, or 48 knots and therefore within the 90% wind loading of 63mph.
The structure will have a fully insulated and sound proofed premium structure that is anodised, extruded, tempered, 6082 aluminum frame with double glazed windows and doors, insulated ISO panels and pillow PVC Roofs.
## Business Sustainability Plan - Hargate Peak Venue

<table>
<thead>
<tr>
<th>Milestone(s)</th>
<th>Date</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish Break-Even</td>
<td>08/05/2017 - 30/11/2017</td>
<td></td>
</tr>
<tr>
<td>2nd year trading</td>
<td>15/04/2018 - 30/10/2018</td>
<td></td>
</tr>
<tr>
<td>New building review</td>
<td>05/09/2018 - 25/01/2019</td>
<td></td>
</tr>
<tr>
<td>Submit to High Peak</td>
<td>25/01/2019 - 22/03/2019</td>
<td></td>
</tr>
<tr>
<td>3rd Year trading</td>
<td>15/04/2019 - 30/10/2019</td>
<td></td>
</tr>
<tr>
<td>Purchase new building</td>
<td>05/08/2019 - 01/04/2020</td>
<td></td>
</tr>
<tr>
<td>New soundproof, windproof, permanency</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Start of new planning approval, new building, permanency</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **25/01/2019**: Submit planning application based on new building design, permanency and seek 5 year grant of approval
- **22/03/2019**: High Peak Planning review period & assumption planning is granted
- **05/08/2019**: Allocate funding for new building and conduct landscape assessment. Marketing strategy complete / web promoting completed / booking pipeline established
- **01/04/2020**: Building installation completed
- **15/04/2020**: Open for business for the 2020 weddings and corporate events. Migrate to new planning permission rules and regulations
Marketing

Market Analysis

It is common to find hotels and restaurants tailoring and advertising its building as a wedding venue in addition to recreational businesses such as golf, rugby and cricket clubs offering its building or land to hold wedding parties. Furthermore, pubs have started to offer their services and establishment to support weddings. The common conclusion is that all business see a market that is highly lucrative.

Our business targets each of these markets, however creating a differentiated marketing strategy allowing us to increase our potential customer base, sales, revenues and profits. This is looked upon in two distinct ways.

Venue differentiation factors:

We established on a local level that businesses offering wedding services have some or all difficulties to consider. These issues, although are not exhaustive are typical:

1. Close to very close to major highways with speeds of 60MPH limits
2. Uninviting entranceways
3. Close to other amenities thus reducing the enjoyment of the venue
4. Limited or no landscape on offer within the grounds
5. Limited to less than 170 people night time guests

Looking at each one in turn we can establish that:

1. Entrance to Hargate Peak Venue benefits from a 0.5km entrance drive
2. Grand entranceway from main road with sweeping curved hedgerows and gated.
3. Local amenity is greater than 0.5km away
4. Excellent landscape and beauty
5. Specialists in wedding venue hire
6. Supports day guests up to 170 people, evening guest attendances of up to 250 people

Moreover, close observation of the trend in the industry reveals that the past few years brides are wanting a rustic, outdoors venue that provides a connection with nature, great landscape for capturing that special day, whilst in the evening, large family and friends gathered to celebrate. In raw numbers, brides are looking for venues that can handle +150 to 200 people in the day with catering and up to 250 people at night time. No local business or business that is competitively priced within a 50 mile radius can meet that demand.
Geographic differentiation

After extensive market research the venues of similar capability, style and offering a marquee as an outdoors experience are limited in number, see evidence below. The nearest proximity is Belper approx. 50 miles away. We therefore see our business as having limited competition with a 50 mile radius for a like-for-like business model.

<table>
<thead>
<tr>
<th>Venue Name</th>
<th>Location</th>
<th>Distance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cattows Farm Weddings</td>
<td>Leicester</td>
<td>83 miles from venue</td>
</tr>
<tr>
<td>The Shottle Hall Estate</td>
<td>Belper</td>
<td>44 miles from venue</td>
</tr>
<tr>
<td>Staining Lodge Wedding Venue</td>
<td>Blackpool</td>
<td>67 miles from venue</td>
</tr>
<tr>
<td>Warren Farm Equestrian</td>
<td>Liverpool</td>
<td>65 miles from venue</td>
</tr>
<tr>
<td>Sissions Farm Wedding Venue &amp; Equestrian centre</td>
<td>Peterborough</td>
<td>119 miles from venue</td>
</tr>
<tr>
<td>Grange Farm Equestrian</td>
<td>Peterborough</td>
<td>113 mile from venue</td>
</tr>
</tbody>
</table>

We have identified venues, see table below that are offering a premium product with excellent landscape that Hargate could compete and capture market share. This will be achieved but way of district and county level marketing, promoting our differentiation and pricing strategy. We are aware, that local brides do indeed leave the Glossopdale district to these venues based on the lack of capability and will consider this aspect in our marketing strategy.

<table>
<thead>
<tr>
<th>Company Name</th>
<th>Location</th>
<th>Strengths</th>
<th>Weakness</th>
<th>Our Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hollin Hall Country House Hotel</td>
<td>Cheshire</td>
<td>Tudor building</td>
<td>High-end wedding venue &gt;£15K</td>
<td>Cost Based Prices typically 50% less</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Limited landscape features</td>
<td>Exceptional landscape views</td>
</tr>
<tr>
<td>Bredbury Hall Hotel</td>
<td>Cheshire</td>
<td>Location to major town</td>
<td>Building showing signs of age</td>
<td>Cost Based Prices typically 50% less</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Large business</td>
<td>Close to power station, football pitch, limited landscape</td>
<td>Exceptional landscape views</td>
</tr>
<tr>
<td>Mottram Hall</td>
<td>Cheshire</td>
<td>Exceptional Georgian Building</td>
<td>140 day guests 180 night guests 40% reduction in cost excluding overnight stay which</td>
<td>170 day guests 250 night guests</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Excellent landscape</td>
<td>Price for 140 guests &gt; £13.5K</td>
<td>40% reduction in cost excluding overnight stay which</td>
</tr>
<tr>
<td>Owen House Wedding Barn</td>
<td>Cheshire</td>
<td>Offering a barn style wedding</td>
<td>Limited photo opportunities</td>
<td>Excellent photo opportunities</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Small venue</td>
<td>Large venue.</td>
</tr>
</tbody>
</table>
Our Target Market

We therefore see our business as having limited competition within a 50 mile radius of similar venue type and style, whilst on a local level, promote the product differentiation aspect, as these are the key to our success in the early stages of growth.

Long term growth is based on targeted marketing in areas of Cheshire, Lancashire, North and South Yorkshire, whilst encouraging corporate to use the facilities to demonstrate and launch new products.

In addition, our target audience cuts across people of different class and people from all walks of life, local and international. We are coming into the industry with a business concept that will enable us work with the highly placed people and companies in the country, offering both medium and tailored high brand venue to the market.

Advertising and Promotion

We have been able to work with our brand and publicity consultants to help us map out publicity and advertising strategies that will help us walk our way into the heart of our target market. We are set to take the event planning by storm which is why we have made provisions for effective publicity and advertisement.

Below are the platforms we intend to leverage on to promote and advertise Hargate Peak Venue;

- Introduce our business by sending introductory letters alongside our brochure to corporate organizations,
- Promptness in partnering with Business Visits & Events Partnership (BVEP) for event planning / event management contracts.
- Place adverts on both print (community based newspapers and magazines) and electronic media platforms
- Sponsor relevant community based events / programs
- Leverage on the internet and social media platforms like; Instagram, Facebook, twitter, YouTube, Google + et al to promote our brand
- Work with premium advertising sites that offer wedding venues, hitched, bridge and groom and more subtle opportunities provided by our consultants and veterans in the field of wedding planning.
- Install our Bill Boards on strategic locations all around Glossopdale.
- Create different packages for different category of clients in order to work with their budgets and still deliver quality event services to them
- Engage in wedding fayres from time to time in target neighbourhoods
Hargate Peak Venue Marketing Images
Venue Benchmark Styling

This section is to highlight the style that Hargate Peak Venue is wanting to represent. The infrastructure has been established, the capital expenditure is complete, just the landscaping to consider.
Landscape and Visual Impact

The initial step in our landscape or visual impact assessment was to review the existing landscape and visual resource in the vicinity of the proposed development – that is the baseline landscape and visual conditions. From this we have established that 34 meters of hedge line and or trees are required to mitigate the visual impact from the development in the first instance. Where planting is intended to provide softening and assist in visually absorbing the development, this will based on assessing the residual effects for different periods of time from the day of opening, year 1, 2 and 3 and updates issues to High Peak Planning.

We identified that two streets and the PROW 360, Public Right of Way were the main concerns regarding this development.

1. Springwood, where four, possibly five dwellings has immediate views of the development
2. Kingfisher Way, area around the existing gated access onto Transpennine Trail
3. PROW a 360 meter stretch of walkway entering from the south east location.

Our visual impact map is based on three colour coding areas, red for immediate action, orange to start within 6 months, whips planting and green, low impact to be addressed for the start of the new spring season 2018.

**Springwood**

There are four dwellings recognised as being affected by the development, and within the visual envelope. Evidence of this can be seen in the landscape image of the marquee earlier in this report. Landscape mitigation measures will be designed to suit the existing landscape character and needs of the locality, respecting and building on local landscape distinctiveness and helping to address any relevant existing issues in the landscape. There are two separate 7 meter gaps of hedgerow that will require immediate attention and will seek advice on how to implement mitigation measures, not just planting, that will be immediately effective.

*Category on visual impact map = RED*

**Kingfisher Way**

A new development some 10 years ago there is a small area around the existing gated access onto Transpennine Trail that is considered to be impacted visually from the development. A tree line boundary currently exists that define Hargate Hill private land, the path that leads onto Green Land and the houses to the left of the lane in particular are of main concern. Whilst ground floor and garden views to the development are *none existent* as each property is sited lower than the properties boundary fence, first floor windows may see the development, the angle of view in relation to the main activity is highly minimal but requires consideration.

*Category on visual impact map = Orange*
PROW, 360M

The development can be viewed from two specific areas whilst using the PROW. A worst case visual impact images were taken in the depth of winter, looking west, where there is approximately 12 meter gap of concern, whilst south west from the public footpath, a similar situation with 7 meters of land that is of concern. Pictures of both locations are seen below. The distances are accurate and based on the fence line 1.8m gaps and therefore have established that approximately 20 meters of screening is needed immediately which can easily be managed with broad scale screening, an economical, fast-growing but well-behaved conifers with proposed deciduous trees in front to provide rich contrast and seasonal interest.

*Category on visual impact map = Red*

*PROW looking west onto development (worst case, image take mid-winter)*
Looking South-West from the Public Footpath towards the Proposed Development Site (worst case, image taken mid-winter)

We have clearly stated that planting of trees or other forms of natural landscaping can be carried out to total isolate the venue, unremarkable to the public whilst maintaining the openness.
Visual Impact Assessment
Noise and Disturbance

It is acknowledged that the use of the proposed marquee for entertainment purposes with amplified music has the potential to affect residential properties in the area, notwithstanding that the nearest residential property is located some 285 meters from the application site. This potential will be assessed in terms of relevant national guidance and existing baseline noise conditions, and investment in appropriate mitigation is proposed.

By way of mitigating this risk, it is proposed that amplified music will be played via a distributed loudspeaker array positioned above the dance floor area of the marquee, a system such as that supplied by Direct Acoustic Solutions being proposed.

This kind of system has two very significant advantages over conventional public address loudspeaker systems:

1. Because amplified sound is directed vertically onto the dance floor from above, the spread of sound latterly is restricted, enabling conversation to be heard and carried out on tables within a few meters of the dance floor. This has significant benefit in marketing terms for the promotion of events which require both amplified music for dancing, and at the same time the ability to carry out conversation at the event in an acoustically comfortable and amenable environment.
2. For the same reason, the potential of amplified sound to impact on sensitive receptors such as the occupiers of any nearby residential property, is very greatly reduced, and indeed is forecast, and acoustic modelling will be demonstrated to be insignificant.

In summary, the benefit of installing an acoustic array of the type proposed is effective because:

a) The music source closer to the ears of persons on the dance floor, thereby reducing the acoustic energy required to give satisfactory music levels on the dance floor;
b) the loudspeaker drive units are mounted on panels that are essentially open at the rear (i.e. above the panels), which means that low frequency energy emerging above the array is out of phase with low frequency energy emerging below the array, thus cancelling out when propagating in a horizontal direction, i.e. away from the dance floor;
c) Absorbent material positioned above the array absorbs higher frequency acoustic energy, thus reducing the potential for disturbance to be caused off-site (while higher frequencies propagating downwards towards the dance floor will be absorbed by persons on the dance floor). Additionally, the Direct Acoustics Solutions system is installed with a digital limiter, which provides an effective means of limiting overall sound pressure levels on the dance floor and also gives control at specific frequencies, if required. Unlike limiters that cut the signal or mains power when a pre-set music level is exceeded, the type employed by Direct Acoustics Solutions limits the music level to a predetermined level, without cutting out completely.

It is proposed and an image below to demonstrate that the limiter will be set to prevent amplified music exceeding a level of around 95 dB LAr,w on the dance floor initially, with final adjustments being made on the basis of music noise measurements made at a distance of approximately 40 metres from the array, with the aim of avoiding disturbance at nearby residences. It is suggested that a music level of 95 dB LAr,w on the dance floor reduces to approximately 57 dB LAr,w at a distance of 20 metres. Assuming propagation from a
point source this corresponds to approximately 51 dB L\(\text{Aeq,t}\) at a distance of 40 metres. 51 dB L\(\text{Aeq,t}\) is well below the worst-case level of 62 dB L\(\text{Aeq,t}\) at a distance of 40 metres required to achieve external entertainment noise levels no higher than 38 dB L\(\text{Aeq,t}\) at the residences around the proposed marquee development, and is therefore expected to be entirely satisfactory in practice.

![Traditional pole tent: Array speakers mounted above dancefloor with downward directional sound](image)

**Direct Acoustic Benchmark Study**

Supporting document, filename name below details the sound system proposed, reference 238/001 and first page of the report can be seen on next page

- Filename: *Sound_System_External_Validation_238001*

Interestingly, Derbyshire County Council and the Environmental Officers worked with a marquee wedding venue called Brookfield Manor in Hathersage with residents only 106 meters away (Hargate Venue is 285 meters from residential property) and concluded “the sound from the dance floor was insignificant” and hopefully this reference adds credence to our submission.
Zone Array Speaker Systems – Marquee

Project: High Peak

Proposal No: 238/001

Proposal For: Chris Ervine

High Peak Venue
Derby

Email: ervine@tesco.net
Tel: 07392002392
Date: 05/04/2017
Code: HIGHROP001

Prepared by:

Direct Acoustic Solutions Limited
Unit 4 Crawfolds Business Park
Balls Cross
West Sussex
GU28 9JT
Crime, Violence and Drugs on Land

A declaration regarding vandalism has been established in the financial statement reference PAW/TYLDLM, the evidence of which can be seen below. This last incident some eight weeks ago and is a continual occurrence, thirty ground level lights were either kicked and stamped on, torn apart or pulled from the ground and thrown. Architectural lighting on the lane were also targeted. Hargate has decided not to replace as there is no means without investment from stop such events. The direct effect as a cost to “make good” is in the order of £7,000 and when the damage is “made good” it is highly probable that the vandalism will reoccur.

Regarding violence, it was report only last month that a young girl on the Public Right Of Way (PROW 360) was threatened with a knife, whilst drugs, marijuana and the latest craze Spice (synthetic cannabis) is being consumed on or near to the PROW 360, the privately owned pagoda and other land areas covering approx. 50 acres of land between Hargate and Simmondley. It is a matter of fact that the land requires investment to protect the land owner’s investments, the landscape and ultimately the public from a potential disaster.

We have engaged with Essential Equestrian to develop and deliver a robust security platform that combine multiple technology solutions for the Equestrian centre, including internal and perimeter intruder detection, GSM off site monitoring with police and guard response and remote view high definition CCTV with thermal imagery and fire detection. We are also considering the newer technology ‘Smoke Cloak’ to protect high value goods in one location. Dependent on complexity, a cost of £10,000 for a basic five cameras, not ideal system for Hargate extensive land coverage, to £37,000 which is more suitable to fully secure Hargate Hill.
Dear Moya,

I write in relation at the request of my client, Ms Jenna Tyldesley of Hargate Hill Equestrian Centre, Glossop.

Hargate Hill plans to diversify its business, within the grounds of Hargate Hill, via the provision of a marquee for wedding functions. The marquee business is a joint venture with Ms Tyldesley’s business associate, Mr Chris Ervine.

The diversification is planned for the following commercial reasons:-

1) The income generated from the college within the equestrian centre core business is not guaranteed, and there is a fear that the centre could lose this income at any time if the government cut funding in this area.

2) Our client continues to spend money on the development of Hargate Hill, and due to increasing pressure on profitability of the core business, it is necessary to consider alternate income streams.

3) New on site holiday cottages that are planned for construction, and which also require significant funding, will also be available for wedding clients.

4) New jobs created via the new business will support the employment of existing staff, as well as creating an extra three full time jobs.

5) There is a significant level of vandalism risk at Hargate Hill, from young teenagers walking through from Green Lane, Simonstone to Glossop Road, Gamesley. The police have suggested that we install cameras, which is going to cost a huge amount of money. It will be a struggle to meet these costs from the existing business.

6) The new business will allow the upgrade of footpaths to give the public better access to the countryside around Hargate Hill.

7) Ms Tyldesley’s father is currently has a significant debt claim against him from Manchester Building Society which could require settlement via a charge held against the main family residence within the Hargate Hill Estate, Hargate Hill Farmhouse. Ms Tyldesley is doing everything that she can to increase profitability and cash generation to enable to purchase of this property from the bank.

Yours sincerely,

Paul Whitney
For and on behalf of Hallidays Group Limited