

**AMPNEY BROOK FARM**  
Business Proposal for 2024-2026

3345 words excluding executive summary, titles, references and appendices

3337 – Sustainable Farm Management

## **Table of Contents**

<b>Executive Summary</b>	<b>3</b>
<b>1.0. Introduction</b>	<b>4-5</b>
1.1. Overview	4-5
1.2. Resource Appraisal	5
1.3. Aims & Objectives	5
<b>2.0. Farm System &amp; Operational Plan</b>	<b>6-16</b>
2.1. Rural Payments	7-8
2.2. Enterprise 1: Hebridean Sheep	9
2.3. Enterprise 2: Beef Shorthorn Cattle	9-10
2.4. Enterprise 3: Woodland Creation	10-11
2.5. Diversification	11
2.6. Investment & Resource Requirements	12-13
2.7. Labour	14
2.8. Legislation Compliance & Assurance	15-16
<b>3.0. Financial Data</b>	<b>17</b>
3.1. Enterprise 1: Gross Margins (2024-2026)	17-18
3.2. Enterprise 2: Gross Margins (2024-2026)	19-20
3.3. Enterprise 3: Gross Margins (2024-2026)	20-21
3.4. Whole Farm Budget (Expected Profit & Loss) (2024-2026)	22
3.5. Cashflow Forecasts (2024-2026)	23-25
3.6. Whole Farm Net Margin Forecast (2024-2026)	26
3.7. Balance Sheet (2026)	27
<b>4.0. Conclusion</b>	<b>28</b>
4.1. Concluding Comments	28
<b>References</b>	<b>28-31</b>
<b>Appendices</b>	<b>32-54</b>

## Executive Summary:

This proposal outlines the potential to transform Ampney Brook Farm into an environmentally-driven organic livestock operation. The following document will set out the intentions of the plan to create two livestock farming businesses and a woodland enterprise supplemented by multiple diversification ventures. This farm business plan will set out aims, operations and financial data to delineate a business which has the potential to turnover nearly £400,000/ year at the end of year 3, with potential to grow even further with a solid investment fund in the bank.

The existing operations will be converted from mixed farming to an organic livestock business with diversification projects aimed at connecting the general public with both nature and food. This change is motivated by the prospect of creating a sustainably conscious farming operation in line with both SDGs and current agricultural policy, ELMs (DEFRA, RPA, 2021). Combined with the desire to meet the changing demands of the consumer. It is important to this plan that all animals are raised extensively in as natural a manner as possible – stocking densities and forage availability is crucial to development (Meat Promotion Wales (HCC), 2014) and quality of life. The aim for this plan is to create a stable and profitable business which can achieve and maintain the highest levels of animal welfare, food quality and environmental sustainability, educating the local community and involving them in the importance of these goals.

A Hebridean Sheep enterprise and Beef Shorthorn herd will be established. These breeds have not only been chosen due to their heritage but also due to their meat quality, which is superior when produced in the most organic way possible. Some of the existing resources will be utilised such as the cattle handling system and livestock barn, but the grain stores and weighbridge will be surplus to requirements and sub-let to generate extra income. Investment in necessary equipment to facilitate a regenerative, rotational grazing system will be made. The smallest and least productive fields will be assumed within the woodland conversion project for new habitat creation and to reduce the carbon footprint of the farm.

In terms of diversifications, a small, yet profitable campsite will be implemented making the most of the local tourism and inviting the general public to become immersed in regenerative farming process. To the same end, an allotment garden with over 150 plots will be opened for locals to rent and produce their own food. Finally, a community outreach program will be established to help use nature to provide vulnerable young people with an opportunity to learn and discover new talents and passions.

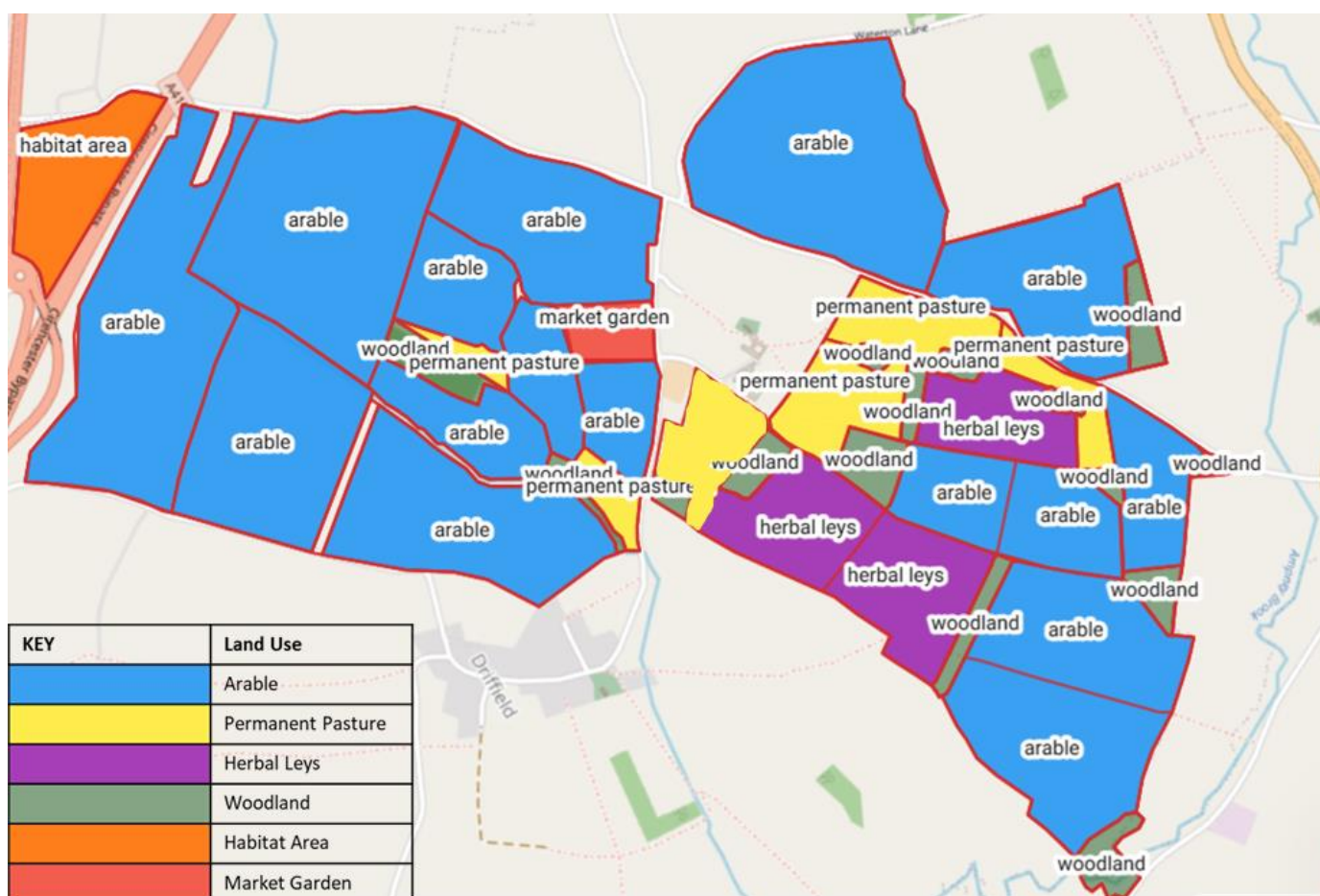
The financial data presented within this plan demonstrates the consistency, stability and profitability of the combination of all enterprises and its potential for sustainable success, both ecologically and economically.

## 1.0 . Introduction

Ampney Brook Farm is a 230ha site located approximately 4.5 miles from the market town of Cirencester, Gloucestershire. Situated in an area of natural beauty (AONB) (Cotswolds National Landscape, n.d.), the farm is currently mixed and operating organically. This plan will evaluate the existing resources and current farming operations in relation to the current, new and changing agricultural industry with consideration to the UN sustainable development goals (SDGs). (European Commission, 2007). It will also look to discover and highlight potential opportunities to create a farming business which is both financially viable and environmentally sustainable, whilst playing an active role in the local community and continuing to produce nutritious and high quality organic produce.

### 1.1. Overview

**Figure 1:** Ampney Brook Farm Current Land Use (Created using Land App (Garrett Creative, n.d.))



The above figure delineates the current field boundaries and proportional land uses at present. From the existing gatekeeper records, it can be calculated that there are approximately 130 hectares in existing arable production. There are a further 100ha in herbal leys, 40ha of which are under the AB8 Wildflower plots scheme (Rural Payments Agency (RPA) and Natural England (NE), 2015) which limits forage production and grazing. The soil is a mix of mostly clay loams with approximately 30% Cotswold brash. According to existing data, these brashy soils have historically been lower yielding. The farm is surrounded by biodiverse wildlife and natural, heritage-rich landscapes of the

Cotswold AONB. As can be seen in Figure 1, the Ampney Brook runs alongside the farm. This proximity to a waterway must be considered in all operations relative to waste disposal, manure spreading and livestock handling (DEFRA & Environment Agency, 2018). Added to which, the land is covered by a nitrate vulnerable zone (NVZ) (DEFRA, 2018). A full examination of farm features and location can be seen in the 'SWOT Analysis' (AHDB, n.d.) presented in Appendix A. Added to which a 'PESTLE' analysis (see Appendix B) has been conducted pertaining to the current climate of the farming industry to note any particular external opportunities or challenges facing this plan.

## 1.2. Resources:

**Figure 2:** *List of existing resources and condition*

Farm Equipment/ Buildings	
Existing Resources:	Detail
Cattle Handling System	<i>Fully operational</i>
Livestock Barn	<i>Built in 2014, 40ft x 9ft, capacity 40 cows</i>
2 x Grain stores	<i>1200t grain capacity with ventilated floor</i>
Weighbridge onsite	<i>Fully operational</i>
Diesel Tank	<i>5000l capacity</i>

Figure 2 shows a list of what will be acquired with the farm business tenancy on top of the land (Figure 1).

## 1.3. Aims & Objectives

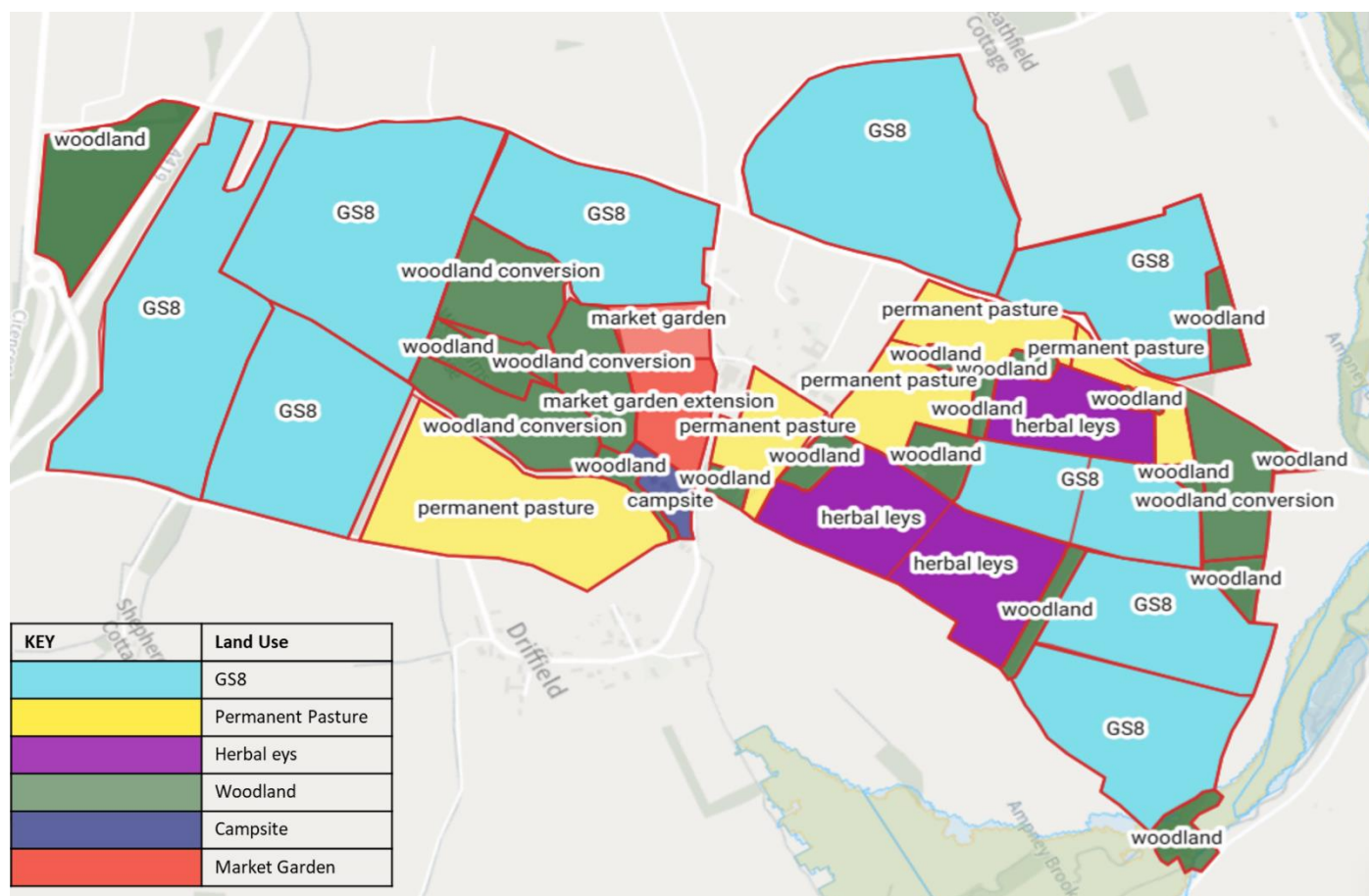
- Increase Soil Organic Carbon (SOC) levels and minimise production of harming greenhouse gas (GHG) emissions.
- Diversify revenue streams for bolstered financial security and risk spreading.
- Work with nature to enhance and protect wildlife, while continuing to produce organic food.
- Produce a profit to allow for continued investment
- Play an active role in supporting the local community – from producing high quality, high welfare, low carbon footprint food to engaging nearby citizens with the role of nature, farming and food production.

Natural capital calculators (Fera Science, 2022) will be used to help measure the sustainability progress made by any changes in GHG or SOC storage. Wildlife and biodiversity tests and studies will also be conducted to the same end. The financial projection documents (see Section 3) included in the following report will provide a framework and measurement for business success.

## 2.0. Farming system and operational plan with rationale

The plan will incorporate three main enterprises; a Hebridean Sheep operation to produce both hogget meat and store lambs (Section 2.2), Beef Shorthorn Cattle (Section 2.3) for premium, grass-fed beef and a new woodland enterprise (Section 2.4) for habitat creation and SOC gains. Furthermore, there will also be a variety of integrated diversification projects including an allotment garden, a campsite and community outreach program. In order to facilitate this new business venture, a variety of land-use changes must be undertaken (detailed in Figures 3 and 4).

**Figure 3:** Whole Farm Map of new proposed land uses. Created using Land App (Garrett Creative, n.d.)



This business plan will look to convert all arable land into pasture, under a combination of different higher level and organic countryside stewardship (CS) measures (Appendix C details a full field-by-field breakdown).

Herbal leys and species-rich grass swards do well on Cotswold brash and clay soils and can be used to promote fertility (Wilkinson, n.d.), increase SOC stocks and feed animals. This pasture will provide forage for the two livestock operations and additional revenue in the production of excess organic hay to be sold at a premium price (AppendixX) It is the aim of this plan to raise on livestock a grass-based diet, the only supplementary feeds will include necessary and compliant vitamins, minerals and medicines (where required and as advised by a vet).

**Figure 4: Proposed land use changes to show proportional land uses.**

2023		2024	
EXISTING LAND USE	Ha	NEW LAND USE	Ha
Arable Land	154.28	Arable Land	0.00
Pasture	50.24	Pasture	180.90
Woodland	19.08	Woodland	44.64
Other	8.23	Other	6.29
<b>TOTAL</b>	<b>231.83</b>	<b>TOTAL</b>	<b>231.83</b>

## 2.1. Rural Payments & Countryside Stewardship (CS)

There will be 20.8 hectares of land placed into the AB8 CS scheme in the form of flower-rich plots to provide habitats for wild pollinators and farmland birds, only to be grazed between 15<sup>th</sup> August and 31<sup>st</sup> October (RPA & NE, 2015). The remaining 134.16 hectares will be placed under 'GS8: Creation of species-rich grassland' (RPA & NE, 2015) to be maintained as permanent grassland. Receiving additional rural payments for management of organic grassland (OT2) (RPA & NE, 2015), the grazing of native species (SP8) (RPA & NE, 2015) for the Hebridean Sheep and Beef Shorthorn Cattle (DEFRA, 2012), GS15 for haymaking (RPA & NE, 2015). Furthermore, 5000m of new stock-fencing (FG1) will be installed to protect biodiversity projects and new woodland, partly subsidised by the RPA. The full schedule of rural payments can be seen in Figures 5 & 6.

**Figure 5: Countryside Stewardship Payments for year 1.**

Rural Payments (Countryside Stewardship)					
YEAR 1 - 2024: Organic & Higher Level Countryside Stewardship					
Code	Description	Criteria	Size of Area (ha or m)	Payment/ha (£/ha)	Annual Payment
FG1	Boundary fencing	Subsidy to protect environmental features such as newly planted woodland or hedgerows	5000m	6.34	£ 31,700.00
AB8	Flower-rich plots (CS)	Top before April & Graze up to 90% between 15 August - 31 October (but/ graze before April to control grass. No forage production.	20.8	£ 673.00	£ 13,998.40
GS8	Creation of species rich grassland (CS)	Permanent grassland conversion - no fertilisers or sprays. Species rich ley. 10 years. Can be used for hay making but must not be grazed for 7 weeks prior.	134.16	£ 428.00	£ 57,420.48
GS15	Hay making supplement (CS)	Payment for continuation or introduction of making hay	134.16	£ 37.00	£ 4,963.92
APHA	Animal Health and Welfare Review (Sheep)	Payment for creation of health plans and incorporation of techniques to reduce antimicrobial resistance subsidy for use in working towards improved health and welfare.	N/A	N/A	£ 436.00
APHA	Animal Health and Welfare Review (Cows)	Payment for creation of health plans and incorporation of techniques to reduce antimicrobial resistance subsidy for use in working towards improved health and welfare.	N/A	N/A	£ 522.00
SP8:	Native Breeds at Risk Supplement	Payment for land used to graze native breeds at risk (Hebridean sheep and Beef shorthorn cattle)	144.45	£ 167.00	£ 24,123.15
OT2	Organic - improved permanent grassland	Whole parcel where land registered as fully organic on arable land which has been converted to permanent grassland as part of an existing CS agreement (2 years)	134.16	£ 20.00	£ 2,683.20
				<b>Annual Income</b>	<b>£ 135,847.15</b>
				<b>Monthly Income</b>	<b>£ 11,320.60</b>

**Figure 6: Countryside Stewardship Payments for years 2 & 3 (2025-2026)**

<b>Rural Payments (Countryside Stewardship)</b>					
YEAR 2 & 3 - 2025 & 2026: Organic & Higher Level Countryside Stewardship					
Code	Description	Criteria	Size of Area (ha or m)	Payment/ha (£/ha)	Annual Payment
AB8	Flower-rich plots (CS)	Top before April & Graze up to 90% between 15 August - 31 October (but/ graze before April to control grass. No forage production.	20.8	£ 673.00	£ 13,998.40
GS8	Creation of species rich grassland (CS)	Permanent grassland conversion - no ferts or sprays. Species rich ley. 10 years.Can be used for hay making but must not be grazed for 7 weeks prior.	134.16	£ 428.00	£ 57,420.48
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				<b>Annual Income</b>	<b>£ 104,147.15</b>
				<b>Monthly Income</b>	<b>£ 8,678.93</b>

Conversion operations will be conducted using contracted equipment and labour. The arable land will be harrowed, seed broadcast and then rolled, a full breakdown of the operation costs can be seen in Appendix F (NAAC, 2023). The establishing sheep operation will be used to stimulate grass tillering (Harris, 2022) as the fields will be rotationally grazed while crop is establishing (6-8 weeks). This process will remove the requirement for additional nitrogen fertiliser and encourage natural, organic and sustainable growth. In the first year of conversion, while the new pastures are establishing there will be no hay production and therefore organic hay will be bought in as a forage cost, but home saved each year thereafter (see full forage requirements and breakdown of costs in Appendices F, G, H & I).

The grazing strategy will be a rotational-mob style, alternating between species where possible to mitigate risk of disease, worm burdens (AHDB, 2020) and ultimately synthetic chemical uses in line with organic operations (Lampkin, Measures, & Padel, 2023). Furthermore, cattle tend to prefer longer swards, whereas sheep do better on shorter grass (Rutter, 2010). The rotations (see Appendix D) will be designed in accordance with recommended stocking densities (Lampkin, Measures, & Padel, 2023) to maximise both grass production and dry matter availability for livestock.

## 2.2. Enterprise 1: Hebridean Sheep

The first farming enterprise to be set up on Ampney Brook Farm will be the production of organic hogget meat from Hebridean Sheep. These sheep have been chosen due to their hardy nature, excellent mothering capabilities and slow-maturing, flavourful meat (Hebridean Sheep Society, n.d.). Hebrideans are a rare-breed and suited to conservation grazing. Maturing at around 12-14 months and producing rich and game-like meat, Hebrideans are highly sought after and an organic status enables a higher price point (Soil Association, 2023). Furthermore, Hebridean sheep are low maintenance and can be part of the breeding flock for longer than many lowland breeds (Hebridean Sheep Society, n.d.), therefore low input costs increase the gross margin.

End markets will be a combination of hoggets sold directly through a box scheme to the local community and farm shops and an organic abattoir. Some store lambs will be sold where the total livestock units exceed the stocking capabilities (see Appendix D) and to create extra cashflow where needed. The full calendar of operations, rotations and stocking can be seen in Appendix E, see Section 3.1. for enterprise gross margins 2024-2026 and full breakdown of assumptions made can be seen in Appendices J,K,L).

### Operational Overview:

Initial stock to be purchased: 200 Store Lambs, 200 Breeding Ewes, 6 Rams (see Section 2.4, Figure 6). Key Performance Indicators (KPIs) used to guide operation: (AHDB, n.d.). Table 1 sets out the detail:

**Table 1:** *Sheep enterprise detail and KPIs*

Enterprise KPIs and Detail	
<b>Tupping</b>	November
<b>Lambing</b>	April
<b>Overwintering</b>	Outdoors
<b>Hay (Appendix H)</b>	October- April (181 days)
<b>Ewe to Ram Ratio</b>	33:1
<b>Lambing Percentage (Reared)</b>	150%
<b>Hogget Finishing Specifications</b>	12-14 months (approx. 38kg liveweight)
<b>Ewe Replacement Rate</b>	12% (Closed Flock)

## 2.3. Enterprise 2: Beef Shorthorn Cattle

The second enterprise this plan proposes is a beef cattle herd. The cattle chosen for the extensive, outdoor system are Traditional Beef Shorthorn. These docile, easy-calving and hardy cows (Beef Shorthorn Cattle Society, 2018) are well-suited to a low-input system and outdoor wintering which aligns well with the aims of this plan. Furthermore, like the sheep, they are also eligible to qualify for the countryside stewardship grant SP8 (grazing supplement for Native breeds at risk) (RPA & NE, 2015) if run in a pedigree system. These cattle are renowned for their carcass quality and meat marbling and when raised as organic in line with specific estimated breeding values (EBVs) (The Beef Shorthorn Cattle Society, n.d.), will guarantee premium prices.

With regards to added value and end markets in 2018, Morrisons launched an exclusive Shorthorn Beef brand (Morrisons, 2018) in conjunction with a pedigree breeding scheme, working alongside producers to assure high standards of animal welfare and traceability, subsequently paying more per kilogram for finishers. Ampney Brook Farm will supply Morrisons Shorthorn finishers, also selling some calves as stores for extra cash flow and space where necessary. This operation will not be properly established until year 3 (see Figure 19) but from then has the potential to be consistently profitable.

#### Cattle Husbandry and Production:

Initially in year 1, the farm will buy in 20 breeding Shorthorn Beef Cows in calf to begin the breeding program in November 2024. These cows will be managed in an extensive, outdoor rotational grazing system, being baled-grazed (Tooth, 2023) throughout the winter, not only to provide extra forage for the animals but also to protect the soil, reduce nitrogen leaching and prevent poaching. 10 more pedigree cows will be bought in January 2025. This will create two calving blocks (see Appendix E) to stagger finishing times to reduce labour, spread risk and income (AHDB, n.d.). Table 2 shows detail and KPIs.

**Table 2:** *Cattle enterprise detail and KPIs*

Enterprise KPIs and Detail	
<b>Servicing</b>	Artificial Insemination (AI)
<b>Calving Blocks</b>	2 (Spring and Autumn)
<b>Calving Method</b>	Extensive, outdoors – Intervention where necessary by trained professionals
<b>Overwintering</b>	Outdoors
<b>Hay (Appendix H)</b>	October- April (181 days – bale grazing)
<b>Calving Percentage (Reared)</b>	97%
<b>Calf Weaning Age</b>	8 months (Balsom, 2021)
<b>Calf Finishing Age</b>	22-24 months (approx. 650kg liveweight)
<b>Cow Replacement Rate</b>	5% (none in first 2 years)

See Section 3.2 for enterprise gross margins and Appendices M, N, O for calculations.

## **2.4. Enterprise 3: England Woodland Creation Offer (EWCO) Project**

When looking at potential returns per hectare, a great deal of funding can be sourced from woodland creation (Forestry Commission, 2023). Therefore, some of the smaller and less productive fields already bordering woodlands and Ampney Brook (see Appendix C for fields) will be converted to woodland for habitat creation, carbon storage and nature recovery but also to bolster margins. From five years after establishment, the woodland will produce ‘carbon credits’ (Freedman, Stinson, & Lacoul, 2009) which can provide further income, alongside the biodiversity benefits. With an existing badger culling program in place in the area, the threat of TB to cows should be controlled despite increases in habitat opportunities, however constant monitoring will be required.

This plan will apply for two separate grants to fund the planning and implementation of the woodland, both the EWCO Planning Grant (Forestry Commission, 2021) to cover the cost of planning and designing the woodland.

Secondly, the EWCO main grant which pays a significant sum per hectare to conduct tree planting (1200 trees per hectare). Additional funding for the provision of access, water quality protection and nature recovery (Forestry Commission, 2023) will also be acquired.

This enterprise will be very profitable, while trees will be contract planted and the maintenance costs will be high, the EWCO funding is large. The EWCO project profit made will help to bolster the financial position of the farm, while preserving the environment, contributing in a positive manner to climate change, not interfering with food production and providing sanctuary for the local community. For the gross margins for years 2024-2026, see section 3.3 (assumptions and costings to be found in Appendices P & Q).

## **2.5. Diversifications**

In order to help stack profit margins, maximise the use of the land and achieve the goal of engaging the general public with farming operations, a variety of diversification projects will be put into place on farm. An employee will be hired as a diversification manager to look after the non-farming operations (see Appendix W for costs).

### Allotment Garden

The original market garden will be extended by 3.81 hectares. To create a space of 5.69 hectares which will be divided into 165 plots of 250m<sup>2</sup> with 1.5m margins in between and allowance for a storage area. These plots will be rented out to individuals in the local community to grow their own plants and vegetables, engaging the public with nature, the land and their food. Appendix R sets out the rents and predicted occupancy within the first 3 years.

### Campsite

As detailed on both the map in Figure 3 and table in Appendix C, a 0.6ha space has been allocated for utilisation as a campsite. In order to comply with planning and licensing requirements, this will require an upfront investment of £16,500 (see full detail in Appendix U) (Redman, 2023). 35 pitches will be created and Appendix V sets out a predicted income and occupancy for all 3 years.

### Community Outreach Project

This diversification project is less about additional profit and more about providing a valued service to the community. It would involve partnering with local outreach groups such as the Youth Offending Service of Gloucestershire Country Council (OPCC, 2013) and providing the opportunity for vulnerable young people to learn about the outdoors, animals and agriculture. Appendix S details the timings of the visits along with compensation fees paid to cover the time of staff members.

## 2.6. Investment & Resource Requirements

In order to facilitate sustainable and functional farming operations for the three enterprises and other diversifications, a variety of equipment will be required. The capital investment for the project (Figure 8) will include the purchase of a second hand pickup truck and livestock trailer so stock can be moved as required (Farmers Weekly Classified, 23). A new front loader tractor (AutoTrader Farm, 2023) equipped with bale spikes, forks, a second user flatbed trailer and a topper will also be bought. These will be used to transport the hay and water for livestock and maintain the estate. For the livestock management; a sheep handling system, quadbike, electric fencing kit, IBCs, troughs and water pumps will be bought. These enable rotational grazing blocks to be set up while maintaining the mobility of stock. Livestock will have access to more frequently refreshed water and better pasture while labour requirements remain low. Finally, the stock fencing (see Section 2.1) covered by the FG1 fencing grant (RPA & NE, 2015) will be contracted.

The decision to purchase largely second hand machinery comes with the burden of depreciation, however, due to the slow-establishing nature of the beef enterprise, the farm business will not start generating consistent and sufficient profit until year 3. Therefore, once end-markets, diversification uptake and income has been established, the machinery can be sold (if necessary) and newer equipment can be purchased or leased. This operation is designed to be extensive and low maintenance, keeping initial capital expenditure to a minimum. As the business grows; equipment, stock and staff will grow in correlation but it is important not to overreach before security is established due to the current nature of the farming industry (Appendix 2). Figure 7 in accordance with section 2.2 & 2.3 shows the initial stock purchases for year 1.

**Figure 7: Livestock Purchases Year 1**

Livestock Purchases Year 1	Stock	heads	£/head	Total (£)
<b>Sheep:</b>	Organic Store Lambs to finish	200	£ 55	£ 11,000
	Hebridean Breeding Gimmers	200	£ 102	£ 20,400
	Hebridean Breeding Rams	6	£ 160	£ 960
				<b>£ 32,360.00</b>
<b>Cattle:</b>	Beef Shorthorn Cows in Calf	20	£ 1,500	£ 30,000
	Beef Shorthorn Breeding Heifers	10	£ 1,350	£ 13,500
				<b>£ 43,500</b>
<b>Total:</b>	Total livestock:	436		<b>£ 75,860.00</b>

**Figure 8 : Breakdown of machinery requirements, capital expenditure and depreciation.**

Capital Expenditure	YEAR 1			Farm Machinery & Equipment Requirements				
Machinery/ Equipment	Detail	Upfront Costs (£)	Depreciation/ year (%)	Depreciation Cost (£)	Replacements/ Renewals (£/year	Total Cost/ year (£)	Asset Value at end of year 3 (BS)	
<b>Pick-up truck</b>	Toyota Hilux 2018, 40,000 miles, towbar, 4WD	£ 24,000.00	15	£ 3,600.00	£ 600.00	£ 4,200.00	£ 13,200.00	
<b>Livestock Trailer</b>	IFOR WILLIAMS TA510G3 LIVESTOCK TRAILER - 14' X 6' TRI AXLE. YEAR; 2016.	£ 5,650.00	7	£ 395.50	£ 300.00	£ 695.50	£ 4,463.50	
<b>Front Loader Tractor</b>	Valtra A95 Hitech Tractor 2022 (150 Hours) G3L Loader	£ 57,750.00	15	£ 8,662.50	£ 1,000.00	£ 9,662.50	£ 31,762.50	
<b>Flatbed trailer</b>	Tyrone Low Loader Flatbed Bale Trailer 2021 12t	£ 7,500.00	2.5	£ 187.50	£ 200.00	£ 387.50	£ 6,937.50	
<b>Topper</b>	Fleming Forage topper 9' 2020	£ 2,800.00	2.5	£ 70.00	£ 300.00	£ 370.00	£ 2,590.00	
<b>Quadbike</b>	Yamaha 350 Grizzly 2020	£ 5,500.00	5	£ 275.00	£ 200.00	£ 475.00	£ 4,675.00	
<b>Electric Fencing Kit</b>	6 x reels, 4 x solar energisers, 400 posts, 16 x corner posts, 3000m wire	£ 1,854.00	3	£ 55.62	£ 250.00	£ 305.62	£ 1,687.14	
<b>IBC x 4</b>	1000L IBC used and washed	£ 500.00	N/A	£ -	£ 100.00	£ 100.00	£ 500.00	
<b>Water Pump x4</b>	Hand pumps for each tank	£ 288.00	N/A	£ -	£ 50.00	£ 50.00	£ 288.00	
<b>Water troughs x 6</b>	62 Gallon double sided livestock troughs	£ 1,068.00	N/A	£ -	£ 50.00	£ 50.00	£ 1,068.00	
<b>Rappa Series 10 Sheep Handling System (Standard)</b>	20 hurdles, extra coupling panels, dorcng gates,drop in gate, spreader and gate, hurdle support	£ 7,275.00	5	£ 363.75	£ 100.00	£ 463.75	£ 6,183.75	
<b>Stock Fencing for pasture</b>	£6.50/m for 5000m of fencing + £2000 in labour	£ 34,500.00	5	£ 1,725.00	£ 300.00	£ 2,025.00	£ 29,325.00	
<b>TOTALS</b>	<b>Capital Expenditure</b>	<b>£ 148,685.00</b>		<b>£ 15,334.87</b>	<b>£ 3,450.00</b>	<b>£ 18,784.87</b>	<b>£ 102,680.39</b>	

**Figure 9: Annual machinery costs including and excluding depreciation.**

Machinery/ Equipment	Annual Costs	incl. depreciation	Monthly Costs	incl. depreciation
YEAR 1 Cost	3450	£ 18,784.87	£ 287.50	£ 1,565.41
YEAR 2 Cost	3519	£ 18,853.87	£ 293.25	£ 1,571.16
YEAR 3 Cost	3588	£ 18,922.87	£ 299.00	£ 1,576.91

## 2.7. Labour Requirements:

To support the proposed enterprises, sufficient labour is needed. To calculate the required staff and work hours Standard Man Day (SMD) (Redman, 2023) totals were found by considering all enterprises (Appendix W). Staff members will be paid well to sustain staff retention and satisfaction. Therefore, all employees will be paid above the national minimum living wage (Low Pay Commission, 2023) with a pay rise each year in accordance with profits. Figure 10 shows the cost of each role to the farm for all three years. A student will be employed to take on the role of 'stock person' to help support and educate a young person on their farming journey.

**Figure 10: Costs of labour to farm per year**

Staff/ Labour Costs Year 1									
Workers:	Hrs/ Week	Hours/ year	£/hr	£/year	NI cost (£)	ELI cost (£)	Pension (£)	Total Cost (£)	£/month
Farm Manager (full-time)	40	1800	£ 17.78	£ 32,000.00	£ 4,256.000	£ 320.00	£ 960.00	£ 37,536.00	£ 3,128.00
Stock Person (part-time)	16	720	£ 13.00	£ 9,360.00	£ 1,244.88	£ 93.60	£ 280.80	£ 10,979.28	£ 914.94
Diversification Manager (full-time)	35	1575	£ 16.51	£ 26,000.00	£ 3,458.00	£ 260.00	£ 780.00	£ 30,498.00	£ 2,541.50
								<b>£ 79,013.28</b>	<b>£ 6,584.44</b>

Labour Costs YR 2									
*Pay increase of 1.5%									
Workers:	Hrs/ Week	Hours/ year	£/hr	£/year	NI cost (£)	ELI cost (£)	Pension (£)	Total Cost (£)	£/month
Farm Manager (full-time)	40	1800	£ 18.04	£ 32,480.00	£ 4,319.840	£ 324.80	£ 974.40	£ 38,099.04	£ 3,174.92
Stock Person (part-time)	20	900	£ 13.20	£ 11,880.00	£ 1,580.04	£ 118.80	£ 356.40	£ 13,935.24	£ 1,161.27
Diversification Manager (full-time)	35	1575	£ 16.76	£ 26,390.00	£ 3,509.87	£ 263.90	£ 791.70	£ 30,955.47	£ 2,579.62
								<b>£ 82,989.75</b>	<b>£ 6,915.81</b>

Labour Costs YR 3									
*Pay increase of 2%									
Workers:	Hrs/ Week	Hours/ year	£/hr	£/year	NI cost (£)	ELI cost (£)	Pension (£)	Total Cost (£)	£/month
Farm Manager (full-time)	39	1755	£ 18.88	£ 33,129.00	£ 4,406.157	£ 331.29	£ 993.87	£ 38,860.32	£ 3,238.36
Stock Person (part-time)	22	990	£ 13.46	£ 13,325.40	£ 1,772.28	£ 133.25	£ 399.76	£ 15,630.69	£ 1,302.56
Diversification Manager (full-time)	35	1575	£ 17.09	£ 26,917.00	£ 3,579.96	£ 269.17	£ 807.51	£ 31,573.64	£ 2,631.14
								<b>£ 86,064.65</b>	<b>£ 7,172.05</b>

## 2.8. Legislation, Compliance and Assurance and Insurance

### Legislation:

Due to the dangerous nature of farming (Health and Safety Executive (HSE), n.d.), a variety of precautions must be taken, specifically risk assessments to avoid incidents in accordance with 'The Management of Health and Safety at Work Regulations 1999' (HSE, 2012). The 'Workplace (Health, Safety and Welfare) Regulations 1992' (HSE, 2012) extends to cover the potential dangers of Ampney Brook Farm but extra guidance for farming issued by HSE, must also be adhered to, from signage and protective equipment to training and supervision.

Other legislation relevant to this farm is in the management of livestock welfare (DEFRA, 2023) (British Cattle Movement Service, RPA, APHA, 2014), handling and registration (APHA & DEFRA, 2023). Herd movement books, health plans and medical records will all be kept in line with government recommendation and legislation.

Pollution is a further area which must be considered and the laws surrounding the protection of waterways (considering the proximity of Ampney Brook) are set out in accordance with 'The Reduction and Prevention of Agricultural Diffuse Pollution (England) Regulations 2018.' (The National Archives, 2018) and other recommendations set out by the Environment Agency.

### Compliance:

In signing contracts to receive payments for Higher Tier CS agreements, the farm will be signing a contract (RPA, 2023). In order to comply with the contract, the terms and conditions of the agreement must and will be followed (RPA, 2024). Where records are required such as for grazing or operations, these rules must be complied with and failure to do so will disqualify the farm from receiving rural payments which are essential to farm income.

### Organic Assurance:

The proposed business will gain organic certification from the Soil Association (Soil Association, 2023) in accordance with the fees in Figure 11. In accordance with this certification, the farm will comply with the standards for licence receipt (Soil Association, 2023). These standards include working towards high level safeguarding of the environment, animal welfare and food safety and quality by using farming operations which are as natural and ethical as possible. The standards are detailed in the agreement and checked annually, therefore will be adhered to.

**Figure 11:** Assurance costs for Ampney Brook Farm.

Assurance	
Registration fee	£ 495.00
Annual Certification	£ 1,115.00

## Insurance:

To ensure all capital, machinery, equipment and stock are insured, two policies will be taken out. One for the farm business (Figure 12) to cover up to £10 million for public liability, loss of income and stock, employers liability (up to £10 million) and environmental liability (up to £2 million) and legal fees (up to £250,000) (NFU Mutual, n.d.). A second policy will be required for farm machinery and vehicles (Figure 13). With many different enterprises and diversifications which involve the movement of stock, vehicles and the general public on farm, in line with the above precautions for safety, insurance is vital to protect the business.

**Figure 12:** Annual costs of farm business insurance from NFU Mutual (assuming 2% annual inflation)

<b>Farm Business Insurance (NFU)</b>			
		<b>£/month</b>	<b>£/ Year</b>
<b>YR1</b>	Annual payment	£ -	£ 6,000.00
<b>YR2</b>	Direct Debit (12 months)	£ 510.00	£ 6,120.00
<b>YR2</b>	Direct Debit (12 months)	£ 520.20	£ 6,242.40
	<b>To cover:</b>		
	Contents & Stock		
	Public Liability		
	Environmental Liability		
	Fire & Theft		
	Employers Liability		
	Loss of Income		
	Diversifications		

**Figure 13:** Annual Vehicle Insurance Policy (assuming 2% annual inflation)

<b>Vehicle Insurance Policy (NFU)</b>			
		<b>£/month</b>	<b>£/ Year</b>
<b>YR1</b>	Annual payment		£ 4,000.00
<b>YR2</b>	Direct Debit (12 months)	£ 340.00	£ 4,080.00
<b>YR2</b>	Direct Debit (12 months)	£ 346.80	£ 4,161.60
	<b>To cover:</b>		
	Truck		
	ATV		
	Trailer		
	Tractor		
	Tractor Accessories		

### 3.0. Financial Data

#### 3.1. Enterprise 1: Sheep - Gross Margins

Year 1 (2024) predicted gross margins for sheep enterprise (Figure 14), the breakdown of assumptions for calculations can be seen in Appendix J. Costs based on averages calculated from those set out by the Organic Farm Management Handbook (Lampkin, Measures, & Padel, 2023), The John Nix Farm Management Pocketbook 2024 (Redman, 2023) and (Soil Association, 2023). Costs and prices for year 2 (Figure 15, assumptions in Appendix K) and year 3 (Figure 16, assumptions in Appendix L) based on an annual inflation rate of 2% (10 year average inflation rate assumed to be 1.6% (Office for National Statistics, 2023),) a rounded figure used in all financial calculations for all enterprises to account for variability.

**Figure 14:** *Gross Margin for Sheep Enterprise for 2024 (year 1)*

<b>Year 1 (2024)</b>	<b>£/ewe</b>	<b>Total (£)</b>
<b>Gross Income</b>		
Lamb Sales	£ 116.96	£24,624.00
Wool	£ 1.37	£273.48
Cull Livestock	£ -	£ -
<b>Less</b>		
Flock depreciation	-£ 4.84	-£ 968.00
<b>Total Gross Income</b>	<b>£ 113.49</b>	<b>£23,929.48</b>
<b>Variable Costs</b>	<b>£/ ewe</b>	<b>Total</b>
Forage (Hay)	£ 30.77	£ 6,154.00
Minerals (Ewes)	£ 1.20	£ 240.00
Vet & Med	£ 8.00	£ 1,600.00
Shearing	£ 2.00	£399.80
Miscellaneous	£ 7.60	£ 1,520.00
<b>Total Variable Costs</b>	<b>£ 49.57</b>	<b>£ 9,913.80</b>
<b>Gross Margin</b>	<b>£ 63.92</b>	<b>£ 14,015.68</b>

**Figure 15: Gross Margin for Sheep Enterprise for 2025 (year 2).**

Year 2 (2025)	£/ewe	Total (£)
<b>Gross Income</b>		
Total Lamb Sales	£ 198.31	£34,902.88
Wool	£ 1.77	£ 311.52
Cull Livestock	£ 9.74	£ 1,713.60
<b>Less</b>		
Flock Depreciation	-£ 4.70	-£ 940.00
<b>Total Gross Income</b>	<b>£ 205.12</b>	<b>£35,988.00</b>
<b>Variable Costs</b>	<b>£/ ewe</b>	<b>Total</b>
Forage (Home saved)	£ -	£ -
Minerals (Ewes)	£ 1.39	£ 244.80
Vet & Med	£ 10.66	£ 1,876.80
Shearing	£ 2.55	£448.19
Miscellaneous	£ 14.60	£ 2,570.40
<b>Total Variable Costs</b>	<b>£ 29.21</b>	<b>£ 5,140.19</b>
<b>Gross Margin</b>	<b>£ 175.91</b>	<b>£30,847.81</b>

**Figure 16: Gross Margin for Sheep Enterprise for 2026 (year 3)**

Year 3 (2026)	£/ewe	Total (£)
<b>Gross Income</b>		
Total Lamb Sales	£ 161.77	£36,237.33
Wool	£ 1.57	£352.35
Cull Livestock	£ 7.65	£ 1,713.60
<b>Less</b>		
Flock Depreciation	-£ 4.50	-£ 900.00
<b>Total Gross Income</b>	<b>£ 166.50</b>	<b>£37,403.28</b>
<b>Variable Costs</b>	<b>£/ ewe</b>	<b>Total</b>
Forage (Home saved)	£ -	£ -
Minerals (Ewes)	£ 1.37	£ 306.00
Vet & Med	£ 9.66	£ 2,164.03
Shearing	£ 2.23	£ 499.88
Miscellaneous	£ 11.70	£ 2,620.80
<b>Total Variable Costs</b>	<b>£ 24.96</b>	<b>£ 5,590.71</b>
<b>Gross Margin</b>	<b>£ 141.54</b>	<b>£31,812.57</b>

### 3.2. Enterprise 1: Cows - Gross Margins

Year 1 (2024) predicted gross margins for cattle enterprise (Figure 17), the breakdown of assumptions for calculations can be seen in Appendix M. Costs based on averages calculated from those set out in the Organic Farm Management Handbook (Lampkin, Measures, & Padel, 2023), The John Nix Farm Management Pocketbook 2024 (Redman, 2023), (Agriculture and Horticulture Development Board, 2016) and (Soil Association, 2023). The gross margins for year 2 are shown in Figure 18 (assumptions in Appendix N) and year 3 in Figure 19 (assumptions in Appendix O).

**Figure 17: Gross Margin for cattle enterprise 2024 (year 1)**

*\*Cow depreciation is positive as meat value of cull cow is higher than live worth. (Lampkin, Measures, & Padel, 2023)*

<b>Year 1 (2024)</b>	<b>£/cow</b>		<b>Total (£)</b>	
<b>Gross Income</b>				
Finished Cattle Sales	£	-	£	-
Store Cattle Sales	£	-	£	-
Culls	£	-	£	-
<b>Less</b>				
AI	-£	50.00	-£	500.00
Cow depreciation	£	96.57	£	2,897.14
<b>Total Gross Income</b>	<b>£</b>	<b>46.57</b>	<b>£</b>	<b>2,397.14</b>
<b>Variable Costs</b>	<b>£/ cow</b>		<b>Total</b>	
Forage (Hay)	£	153.85	£	4,615.50
Vet & Med	£	50.00	£	1,500.00
Minerals	£	3.76	£	112.80
Miscellaneous	£	64.17	£	1,925.00
<b>Total Variable Costs</b>	<b>£</b>	<b>271.78</b>	<b>£</b>	<b>8,153.30</b>
<b>Gross Margin</b>	<b>-£</b>	<b>225.21</b>	<b>-£</b>	<b>5,756.16</b>

**Figure 18: Gross Margin for cattle enterprise 2025 (year 2)**

Year 2 (2025)	£/cow	Total (£)
<b>Gross Income</b>		
Finished Cattle Sales	£ -	£ -
Store Cattle Sales	£ 591.60	£ 11,832.00
Culls	£ -	£ -
<b>Less</b>		
AI	-£ 31.62	-£ 632.40
Cow depreciation	£ 96.57	£ 2,897.14
<b>Total Gross Income</b>	<b>£ 656.55</b>	<b>£ 14,096.74</b>
<b>Variable Costs</b>	<b>£/ cow</b>	<b>Total</b>
Forage (Hay)	£ -	£ -
Vet & Med	£ 76.50	£ 1,530.00
Minerals	£ 5.75	£ 115.06
Miscellaneous	£ 153.00	£ 3,060.00
<b>Total Variable Costs</b>	<b>£ 235.25</b>	<b>£ 4,705.06</b>
<b>Gross Margin</b>	<b>£ 421.30</b>	<b>£ 9,391.69</b>

**Figure 19: Gross Margin for cattle enterprise 2026 (year 3)**

Year 3 (2026)	£/cow	Total (£)
<b>Gross Income</b>		
Finished Cattle Sales	£ -	£38,819.40
Store Cattle Sales	£ 562.99	£ 16,889.60
Culls	£ 218.40	£ 6,552.00
<b>Less</b>		
AI	-£ 16.49	-£ 494.70
Cow appreciation	£ 123.91	£ 3,345.53
<b>Total Gross Income</b>	<b>£ 888.81</b>	<b>£ 65,111.84</b>
<b>Variable Costs</b>	<b>£/ cow</b>	<b>Total</b>
Forage (Hay)	£ -	£ -
Vet & Med	£ 52.00	£ 1,560.00
Minerals	£ 3.91	£ 117.31
Miscellaneous	£ 81.44	£ 2,443.20
<b>Total Variable Costs</b>	<b>£ 137.35</b>	<b>£ 4,120.51</b>
<b>Gross Margin</b>	<b>£ 751.45</b>	<b>£ 60,991.32</b>

### 3.3. Enterprise 3 – EWCO Project Gross Margins

Prices and costings gathered from (Forestry Commission , 2023). Fully detail of assumption can be found in Appendices P & Q.

**Figure 20:** *Gross Margin for EWCO enterprise 2024 (year 1)*

<b>Year 1</b>	<b>£/ha</b>	<b>Total (£)</b>
<b>Income</b>		
Planning Grant	£ 150.00	£ 3,881.50
Creation Grant	£ 857.59	£ 192,100.00
Recreational Access Subsidy	£ 300.00	£ 5,763.00
Nature Recovery Subsidy	£ 2,000.00	£ 38,420.00
<b>Total Gross Income</b>	<b>£ 3,307.59</b>	<b>£240,164.50</b>
<b>Costs</b>	<b>£/ha</b>	<b>Total</b>
Planning	£ 62.47	£ 1,200.00
Tree Planting	£ 2,160.00	£ 41,493.60
Maintenance	£ -	£ -
<b>Total Variable Costs</b>	<b>£ 2,222.47</b>	<b>£ 42,693.60</b>
<b>Gross Margin</b>	<b>£ 1,085.12</b>	<b>£197,470.90</b>

**Figure 21:** *Gross Margin for EWCO enterprise 2025 & 2026 (years 2 & 3)*

<b>Year 2 &amp; 3</b>	<b>£/ha</b>	<b>Total (£)</b>
<b>Income</b>		
Recreational Access Subsidy	£ 300.00	£ 5,763.00
Nature Recovery Subsidy	£ 2,000.00	£ 38,420.00
<b>Total Gross Income</b>	<b>£ 2,300.00</b>	<b>£44,183.00</b>
<b>Costs</b>	<b>£/ha</b>	<b>Total</b>
Planning		
Tree Planting	£ -	£ -
Maintenance	£ 310.00	£ 11,869.90
<b>Total Variable Costs</b>	<b>£ 310.00</b>	<b>£ 11,869.90</b>
<b>Gross Margin</b>	<b>£ 1,990.00</b>	<b>£32,313.10</b>

### 3.4. Whole Farm Budget 2024-2026

**Figure 22: Whole Farm Budget for first three years of operation**

Whole Farm Budget (Expected P&L) for Ampney Brook Farm					
Income			2024	2025	2026
Livestock Products					
	Lamb	£	24,897.48	£ 36,928.00	£ 38,303.28
	Beef	£	-	£ 11,832.00	£ 62,261.00
Diversifications		£	101,791.00	£ 111,492.35	£ 118,293.19
EWCO		£	240,164.50	£ 44,183.00	£ 44,183.00
RPA		£	135,847.15	£ 104,147.15	£ 104,147.15
Organic Hay Sales		£	-	£ 19,670.84	£ 25,581.19
		£	502,700.13	£ 328,253.34	£392,768.82
<b>Cost of Sales:</b>					
Capital Expenditure		£	119,180.39	£ -	£ -
Opening stock		£	75,860.00	£ 64,860.00	£ 123,165.20
Purchases	Seed	£	33,230.36	£ -	£ -
	Contracting	£	27,691.24	£ 16,414.34	£ 17,302.67
	Forage	£	10,769.50	£ -	£ -
	Diesel	£	940.49	£ 1,254.46	£ 1,504.78
Livestock Costs					
	Sheep	£	9,913.80	£ 5,140.19	£ 5,590.71
	Cattle	£	8,653.30	£ 4,705.06	£ 4,120.51
Closing stock (Livestock & Hay)		-£	64,860.00	-£ 123,165.20	-£ 170,319.19
Diversification Investment		£	16,500.00	£ -	£ -
Woodland Costs		£	42,693.60	£ 11,869.90	£ 11,869.90
		£	280,572.67	-£ 18,921.25	-£ 6,765.43
<b>Gross Margin</b>		£	222,127.46	£ 347,174.59	£399,534.24
<b>Overheads</b>					
Rent		£	65,550.00	£ 66,861.00	£ 68,198.22
Labour		£	79,013.28	£ 82,989.75	£ 86,064.65
Estate Maintenance		£	6,000.00	£ 6,000.00	£ 6,000.00
Power and machinery		£	3,450.00	£ 3,519.00	£ 3,588.00
Livestock Depreciation		-£	3,865.14	-£ 3,837.14	-£ 3,797.14
Machinery Depreciation		£	15,334.87	£ 15,641.57	£ 15,948.26
Insurance		£	10,000.00	£ 10,200.00	£ 10,404.00
Assurance		£	1,610.00	£ 1,115.00	£ 1,115.00
Services		£	12,000.00	£ 12,240.00	£ 12,480.00
Professional Fees		£	2,500.00	£ 2,500.00	£ 2,500.00
		£	191,593.01	£ 197,229.17	£ 202,500.99
<b>Profit/ Loss</b>		£	30,534.45	£ 149,945.42	£197,033.25

### 3.5. Cash Flow Forecasts (2024-2026)

**Figure 23:** Year 1 cash flow forecast August- September 2024

Year	YEAR 1												
Month	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	TOTALS
<b>Receipts</b>													
Capital		£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	
Lamb Sales	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 24,624.00	£ -	£ -	£ -	£ 273.48	£ 24,897.48
Beef Sales	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Organic Hay Sales	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Campsite	£ 20,615.00	£ 6,720.00	£ -	£ -	£ -	£ -	£ -	£ -	£ 1,680.00	£ 6,076.00	£ 16,800.00	£ 20,615.00	£ 72,506.00
Allotment Garden	£ 1,155.00	£ 1,155.00	£ 1,155.00	£ 1,155.00	£ 1,155.00	£ 1,155.00	£ 1,155.00	£ 1,155.00	£ 1,155.00	£ 1,155.00	£ 1,155.00	£ 1,155.00	£ 13,860.00
Community Outreach Project	£ -	£ 175.00	£ 700.00	£ -	£ -	£ -	£ -	£ 700.00	£ 1,400.00	£ 1,050.00	£ -	£ -	£ 4,025.00
Rural Payments	£ 11,320.60	£ 11,320.60	£ 11,320.60	£ 11,320.60	£ 11,320.60	£ 11,320.60	£ 11,320.60	£ 11,320.60	£ 11,320.60	£ 11,320.60	£ 11,320.60	£ 11,320.60	£ 135,847.15
Woodland Grants	£ 3,881.50		£ 23,628.30	£ 23,628.30	£ 23,628.30	£ 23,628.30	£ 23,628.30	£ 23,628.30	£ 23,628.30	£ 23,628.30	£ 23,628.30	£ 23,628.30	£ 240,164.50
Grainstore & Weighbridge Rent	£ 1,158.33	£ 1,158.33	£ 1,158.33	£ 1,158.33	£ 1,158.33	£ 1,158.33	£ 116.67	£ 116.67	£ 116.67	£ 116.67	£ 116.67	£ 116.67	£ 7,650.00
<b>Total Receipts</b>	<b>£ 36,972.10</b>	<b>£ 19,370.60</b>	<b>£ 36,803.90</b>	<b>£ 36,103.90</b>	<b>£ 36,103.90</b>	<b>£ 36,103.90</b>	<b>£ 36,103.90</b>	<b>£ 61,427.90</b>	<b>£ 39,183.90</b>	<b>£ 43,229.90</b>	<b>£ 52,903.90</b>	<b>£ 56,992.38</b>	<b>£ 491,300.13</b>
<b>Expenses</b>													
Seed	£ 24,633.10	£ 8,597.26	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 33,230.36
Contracting Costs	£ 33,956.78	£ 11,961.71	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 5,001.04	£ 5,001.04	£ 5,001.04	£ 60,921.60
Labour	£ 6,584.44	£ 6,584.44	£ 6,584.44	£ 6,584.44	£ 6,584.44	£ 6,584.44	£ 6,584.44	£ 6,584.44	£ 6,584.44	£ 6,584.44	£ 6,584.44	£ 6,584.44	£ 79,013.28
Forage	£ -	£ 10,769.50	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 10,769.50
Capital Expenditure	£ 148,685.00	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 148,685.00
Machinery & Equipment	£ 287.50	£ 287.50	£ 287.50	£ 287.50	£ 287.50	£ 287.50	£ 287.50	£ 287.50	£ 287.50	£ 287.50	£ 287.50	£ 287.50	£ 3,450.00
Diesel	£ 78.37	£ 78.37	£ 78.37	£ 78.37	£ 78.37	£ 78.37	£ 78.37	£ 78.37	£ 78.37	£ 78.37	£ 78.37	£ 78.37	£ 940.49
Woodland Planting & Maintenance	£ 1,000.00	£ -	£ 10,373.40	£ 10,373.40	£ -	£ -	£ -	£ 10,373.40	£ 10,373.40	£ -	£ -	£ -	£ 42,493.60
Estate Maintenance	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 6,000.00
Sheep Enterprise	£ -	£ 11,270.66	£ 280.00	£ 660.00	£ 160.00	£ 680.00	£ 160.00	£ 280.00	£ 660.00	£ 160.00	£ 160.00	£ 559.80	£ 15,030.46
Cattle Enterprise	£ -	£ -	£ -	£ 30,380.56	£ 493.36	£ 13,880.56	£ 380.56	£ 380.56	£ 380.56	£ 380.56	£ 380.56	£ 380.56	£ 47,037.84
Services (Water & Electricity)	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 1,000.00	£ 12,000.00
Insurance	£ 10,000.00	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 10,000.00
Rent	£ 5,462.50	£ 5,462.50	£ 5,462.50	£ 5,462.50	£ 5,462.50	£ 5,462.50	£ 5,462.50	£ 5,462.50	£ 5,462.50	£ 5,462.50	£ 5,462.50	£ 5,462.50	£ 65,550.00
Assurance	£ 1,610.00	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 1,610.00
Drawings	£ 400.00	£ 220.00	£ 180.00	£ 150.00	£ 400.00	£ 130.00	£ 200.00	£ 270.00	£ 600.00	£ 320.00	£ 180.00	£ 120.00	£ 3,170.00
Professional Fees	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 2,500.00	£ 2,500.00
<b>Total Expenses</b>	<b>£ 234,197.69</b>	<b>£ 56,731.94</b>	<b>£ 24,746.21</b>	<b>£ 55,476.77</b>	<b>£ 14,966.17</b>	<b>£ 28,603.37</b>	<b>£ 14,653.37</b>	<b>£ 25,216.77</b>	<b>£ 25,926.77</b>	<b>£ 19,774.41</b>	<b>£ 19,634.41</b>	<b>£ 19,974.21</b>	<b>£ 539,902.12</b>
<b>Cashflow</b>	<b>-£ 197,225.59</b>	<b>-£ 37,361.35</b>	<b>£ 12,057.68</b>	<b>-£ 19,372.88</b>	<b>£ 21,137.72</b>	<b>£ 7,500.52</b>	<b>£ 21,450.52</b>	<b>£ 36,211.12</b>	<b>£ 13,257.12</b>	<b>£ 23,455.48</b>	<b>£ 33,269.48</b>	<b>£ 37,018.16</b>	<b>-£ 48,601.99</b>
<b>Opening Balance</b>	<b>£ 500,000.00</b>	<b>£ 302,774.41</b>	<b>£ 265,413.06</b>	<b>£ 277,470.74</b>	<b>£ 258,097.86</b>	<b>£ 279,235.58</b>	<b>£ 286,736.11</b>	<b>£ 308,186.63</b>	<b>£ 344,397.75</b>	<b>£ 357,654.87</b>	<b>£ 381,110.36</b>	<b>£ 414,379.84</b>	<b>£ 414,379.84</b>
<b>Closing Balance</b>	<b>£ 302,774.41</b>	<b>£ 265,413.06</b>	<b>£ 277,470.74</b>	<b>£ 258,097.86</b>	<b>£ 279,235.58</b>	<b>£ 286,736.11</b>	<b>£ 308,186.63</b>	<b>£ 344,397.75</b>	<b>£ 357,654.87</b>	<b>£ 381,110.36</b>	<b>£ 414,379.84</b>	<b>£ 451,398.01</b>	<b>£ 451,398.01</b>

**Figure 24: Year 2 cash flow forecast August- September 2025**

Year	YEAR 2												
Month	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	TOTALS
<b>Receipts</b>													
<i>Capital</i>	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
<i>Lamb Sales</i>	£ -	£ 3,039.60	£ -	£ -	£ -	£ -	£ -	£ -	£ 16,576.88	£ 9,000.00	£ 4,000.00	£ 4,311.52	£ 36,928.00
<i>Beef Sales</i>	£ -	£ -	£ -	£ -	£ -	£ -	£ 11,832.00	£ -	£ -	£ -	£ -	£ -	£ 11,832.00
<i>Organic Hay Sales</i>	£ -	£ 19,670.84	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 19,670.84
<i>Campsite</i>	£ 22,329.30	£ 7,140.00	£ -	£ -	£ -	£ -	£ -	£ -	£ 1,785.00	£ 6,455.75	£ 17,640.00	£ 22,329.30	£ 77,679.35
<i>Allotment Garden</i>	£ 1,402.50	£ 1,402.50	£ 1,402.50	£ 1,402.50	£ 1,402.50	£ 1,402.50	£ 1,402.50	£ 1,402.50	£ 1,402.50	£ 1,402.50	£ 1,402.50	£ 1,402.50	£ 16,830.00
<i>Community Outreach Project</i>	£ -	£ 714.00	£ 1,071.00	£ -	£ -	£ -	£ -	£ 1,071.00	£ 1,428.00	£ 1,071.00	£ -	£ -	£ 5,355.00
<i>Rural Payments</i>	£ 8,678.93	£ 8,678.93	£ 8,678.93	£ 8,678.93	£ 8,678.93	£ 8,678.93	£ 8,678.93	£ 8,678.93	£ 8,678.93	£ 8,678.93	£ 8,678.93	£ 8,678.93	£ 104,147.15
<i>Woodland Grants</i>	£ 44,183.00	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 44,183.00
<i>Grainstore &amp; Weighbridge Rent</i>	£ 1,158.33	£ 1,158.33	£ 1,158.33	£ 1,158.33	£ 1,158.33	£ 1,158.33	£ 116.67	£ 116.67	£ 116.67	£ 116.67	£ 116.67	£ 116.67	£ 7,650.00
<b>Total Receipts</b>	<b>£ 76,593.73</b>	<b>£ 40,645.87</b>	<b>£ 11,152.43</b>	<b>£ 10,081.43</b>	<b>£ 10,081.43</b>	<b>£ 10,081.43</b>	<b>£ 21,913.43</b>	<b>£ 11,152.43</b>	<b>£ 29,871.31</b>	<b>£ 26,608.18</b>	<b>£ 31,721.43</b>	<b>£ 36,722.25</b>	<b>£ 316,625.34</b>
<b>Expenses</b>													
<i>Seed</i>	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
<i>Contracting Costs</i>										£ 5,471.45	£ 5,471.45	£ 5,471.45	£ 16,414.34
<i>Labour</i>	£ 6,915.81	£ 6,915.81	£ 6,915.81	£ 6,915.81	£ 6,915.81	£ 6,915.81	£ 6,915.81	£ 6,915.81	£ 6,915.81	£ 6,915.81	£ 6,915.81	£ 6,915.81	£ 82,989.75
<i>Forage</i>	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
<i>Capital Expenditure</i>	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
<i>Machinery &amp; Equipment</i>	£ 293.25	£ 293.25	£ 293.25	£ 293.25	£ 293.25	£ 293.25	£ 293.25	£ 293.25	£ 293.25	£ 293.25	£ 293.25	£ 293.25	£ 3,519.00
<i>Diesel</i>	£ 104.54	£ 104.54	£ 104.54	£ 104.54	£ 104.54	£ 104.54	£ 104.54	£ 104.54	£ 104.54	£ 104.54	£ 104.54	£ 104.54	£ 1,254.46
<i>Woodland Planting &amp; Maintenance</i>	£ 2,967.48	£ 2,967.48	£ 2,967.48	£ 2,967.48	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 11,869.90
<i>Estate Maintenance</i>	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 6,000.00
<i>Sheep Enterprise</i>	£ 370.60	£ 370.60	£ 493.00	£ 370.60	£ 370.60	£ 370.60	£ 370.60	£ 493.00	£ 370.60	£ 370.60	£ 370.60	£ 818.79	£ 5,140.19
<i>Cattle Enterprise</i>	£ 382.50	£ 382.50	£ 382.50	£ 382.50	£ 497.56	£ 382.50	£ 382.50	£ 382.50	£ 382.50	£ 382.50	£ 382.50	£ 382.50	£ 4,705.06
<i>Services (Water &amp; Electricity)</i>	£ 1,020.00	£ 1,020.00	£ 1,020.00	£ 1,020.00	£ 1,020.00	£ 1,020.00	£ 1,020.00	£ 1,020.00	£ 1,020.00	£ 1,020.00	£ 1,020.00	£ 1,020.00	£ 12,240.00
<i>Insurance</i>	£ 850.00	£ 850.00	£ 850.00	£ 850.00	£ 850.00	£ 850.00	£ 850.00	£ 850.00	£ 850.00	£ 850.00	£ 850.00	£ 850.00	£ 10,200.00
<i>Rent</i>	£ 5,571.75	£ 5,571.75	£ 5,571.75	£ 5,571.75	£ 5,571.75	£ 5,571.75	£ 5,571.75	£ 5,571.75	£ 5,571.75	£ 5,571.75	£ 5,571.75	£ 5,571.75	£ 66,861.00
<i>Assurance</i>	£ 1,115.00	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 1,115.00
<i>Drawings</i>	£ 410.00	£ 200.00	£ 195.00	£ 130.00	£ 365.00	£ 210.00	£ 240.00	£ 195.00	£ 700.00	£ 210.00	£ 170.00	£ 190.00	£ 3,215.00
<i>Professional Fees</i>	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 2,550.00	£ 2,550.00
<b>Total Expenses</b>	<b>£ 20,500.93</b>	<b>£ 19,175.93</b>	<b>£ 19,293.33</b>	<b>£ 19,105.93</b>	<b>£ 16,488.51</b>	<b>£ 16,218.45</b>	<b>£ 16,248.45</b>	<b>£ 16,325.85</b>	<b>£ 16,708.45</b>	<b>£ 21,689.90</b>	<b>£ 21,649.90</b>	<b>£ 22,118.09</b>	<b>£ 225,523.70</b>
<b>Cashflow</b>	<b>£ 56,092.80</b>	<b>£ 21,469.94</b>	<b>-£ 8,140.90</b>	<b>-£ 9,024.50</b>	<b>-£ 6,407.08</b>	<b>-£ 6,137.02</b>	<b>£ 5,664.98</b>	<b>-£ 5,173.42</b>	<b>£ 13,162.85</b>	<b>£ 4,918.28</b>	<b>£ 10,071.53</b>	<b>£ 14,604.16</b>	<b>£ 91,101.63</b>
<b>Opening Balance</b>	<b>£ 414,379.84</b>	<b>£ 470,472.64</b>	<b>£ 491,942.59</b>	<b>£ 483,801.69</b>	<b>£ 474,777.19</b>	<b>£ 468,370.11</b>	<b>£ 462,233.09</b>	<b>£ 467,898.07</b>	<b>£ 462,724.65</b>	<b>£ 475,887.50</b>	<b>£ 480,805.78</b>	<b>£ 490,877.31</b>	<b>£ 490,877.31</b>
<b>Closing Balance</b>	<b>£ 470,472.64</b>	<b>£ 491,942.59</b>	<b>£ 483,801.69</b>	<b>£ 474,777.19</b>	<b>£ 468,370.11</b>	<b>£ 462,233.09</b>	<b>£ 467,898.07</b>	<b>£ 462,724.65</b>	<b>£ 475,887.50</b>	<b>£ 480,805.78</b>	<b>£ 490,877.31</b>	<b>£ 505,481.47</b>	<b>£ 505,481.47</b>

**Figure 25: Year 3 cash flow forecast August- September 2026**

Year	YEAR 3												
Month	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	TOTALS
<b>Receipts</b>													
<i>Capital</i>	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
<i>Lamb Sales</i>	£ -	£ 1,713.60	£ -	£ -	£ -	£ -	£ -	£ -	£ 15,237.33	£ 10,000.00	£ 6,000.00	£ 5,352.35	£ 38,303.28
<i>Beef Sales</i>	£ -	£ -	£ -	£ -	£ -	£ 15,225.60	£ 16,983.49	£ -	£ -	£ 2,184.00		£ 27,867.92	£ 62,261.00
<i>Organic Hay Sales</i>	£ -	£ 25,581.19	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 25,581.19
<i>Campsite</i>	£ 23,392.60	£ 7,140.00	£ -	£ -	£ -	£ -	£ -	£ -	£ 1,785.00	£ 6,455.75	£ 19,635.00	£ 23,392.60	£ 81,800.95
<i>Allotment Garden</i>	£ 1,567.50	£ 1,567.50	£ 1,567.50	£ 1,567.50	£ 1,567.50	£ 1,567.50	£ 1,567.50	£ 1,567.50	£ 1,567.50	£ 1,567.50	£ 1,567.50	£ 1,567.50	£ 18,810.00
<i>Community Outreach Project</i>	£ -	£ 728.28	£ 1,456.56	£ -	£ -	£ -	£ -	£ 1,092.42	£ 1,456.56	£ 1,092.42	£ -	£ -	£ 5,826.24
<i>Rural Payments</i>	£ 8,678.93	£ 8,678.93	£ 8,678.93	£ 8,678.93	£ 8,678.93	£ 8,678.93	£ 8,678.93	£ 8,678.93	£ 8,678.93	£ 8,678.93	£ 8,678.93	£ 8,678.93	£ 104,147.15
<i>Woodland Grants</i>	£ 44,183.00	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 44,183.00
<i>Grainstore &amp; Weighbridge Rent</i>	£ 1,158.33	£ 1,158.33	£ 1,158.33	£ 1,158.33	£ 1,158.33	£ 1,158.33	£ 116.67	£ 116.67	£ 116.67	£ 116.67	£ 116.67	£ 116.67	£ 7,650.00
<b>Total Receipts</b>	<b>£ 77,822.03</b>	<b>£ 45,409.50</b>	<b>£ 11,702.99</b>	<b>£ 10,246.43</b>	<b>£ 10,246.43</b>	<b>£ 25,472.03</b>	<b>£ 27,229.92</b>	<b>£ 11,338.85</b>	<b>£ 28,725.32</b>	<b>£ 29,978.60</b>	<b>£ 35,881.43</b>	<b>£ 66,859.29</b>	<b>£ 380,912.82</b>
<b>Expenses</b>													
<i>Seed</i>	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
<i>Contracting Costs</i>	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 5,767.56	£ 5,767.56	£ 5,767.56	£ 17,302.67
<i>Labour</i>	£ 7,172.05	£ 7,172.05	£ 7,172.05	£ 7,172.05	£ 7,172.05	£ 7,172.05	£ 7,172.05	£ 7,172.05	£ 7,172.05	£ 7,172.05	£ 7,172.05	£ 7,172.05	£ 86,064.65
<i>Forage</i>	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
<i>Capital Expenditure</i>	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
<i>Machinery &amp; Equipment</i>	£ 299.00	£ 299.00	£ 299.00	£ 299.00	£ 299.00	£ 299.00	£ 299.00	£ 299.00	£ 299.00	£ 299.00	£ 299.00	£ 299.00	£ 3,588.00
<i>Diesel</i>	£ 125.40	£ 125.40	£ 125.40	£ 125.40	£ 125.40	£ 125.40	£ 125.40	£ 125.40	£ 125.40	£ 125.40	£ 125.40	£ 125.40	£ 1,504.78
<i>Woodland Planting &amp; Maintenance</i>	£ 1,344.70	£ 1,344.70	£ 1,344.70	£ 1,344.70	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 5,378.80
<i>Estate Maintenance</i>	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 500.00	£ 6,000.00
<i>Sheep Enterprise</i>													£ -
<i>Cattle Enterprise</i>													£ -
<i>Services (Water &amp; Electricity)</i>	£ 1,040.00	£ 1,040.00	£ 1,040.00	£ 1,040.00	£ 1,040.00	£ 1,040.00	£ 1,040.00	£ 1,040.00	£ 1,040.00	£ 1,040.00	£ 1,040.00	£ 1,040.00	£ 12,480.00
<i>Insurance</i>	£ 867.00	£ 867.00	£ 867.00	£ 867.00	£ 867.00	£ 867.00	£ 867.00	£ 867.00	£ 867.00	£ 867.00	£ 867.00	£ 867.00	£ 10,404.00
<i>Rent</i>	£ 5,683.19	£ 5,683.19	£ 5,683.19	£ 5,683.19	£ 5,683.19	£ 5,683.19	£ 5,683.19	£ 5,683.19	£ 5,683.19	£ 5,683.19	£ 5,683.19	£ 5,683.19	£ 68,198.22
<i>Assurance</i>	£ 1,115.00	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 1,115.00
<i>Drawings</i>	£ 335.00	£ 205.00	£ 170.00	£ 190.00	£ 400.00	£ 290.00	£ 215.00	£ 300.00	£ 720.00	£ 200.00	£ 150.00	£ 310.00	£ 3,485.00
<i>Professional Fees</i>	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ 2,601.00	£ 2,601.00
<b>Total Expenses</b>	<b>£ 18,481.34</b>	<b>£ 17,236.34</b>	<b>£ 17,201.34</b>	<b>£ 17,221.34</b>	<b>£ 16,086.64</b>	<b>£ 15,976.64</b>	<b>£ 15,901.64</b>	<b>£ 15,986.64</b>	<b>£ 16,406.64</b>	<b>£ 21,654.19</b>	<b>£ 21,604.19</b>	<b>£ 21,764.19</b>	<b>£ 215,521.12</b>
<b>Cashflow</b>	<b>£ 59,340.69</b>	<b>£ 28,173.16</b>	<b>-£ 5,498.35</b>	<b>-£ 6,974.91</b>	<b>-£ 5,840.21</b>	<b>£ 9,495.39</b>	<b>£ 11,328.28</b>	<b>-£ 4,647.79</b>	<b>£ 12,318.68</b>	<b>£ 8,324.41</b>	<b>£ 14,277.24</b>	<b>£ 45,095.10</b>	
<b>Opening Balance</b>	<b>£ 505,481.47</b>	<b>£ 564,822.17</b>	<b>£ 592,995.33</b>	<b>£ 587,496.98</b>	<b>£ 580,522.07</b>	<b>£ 574,681.86</b>	<b>£ 584,177.25</b>	<b>£ 595,505.54</b>	<b>£ 590,857.75</b>	<b>£ 603,176.43</b>	<b>£ 611,500.84</b>	<b>£ 625,778.07</b>	<b>£ 625,778.07</b>
<b>Closing Balance</b>	<b>£ 564,822.17</b>	<b>£ 592,995.33</b>	<b>£ 587,496.98</b>	<b>£ 580,522.07</b>	<b>£ 574,681.86</b>	<b>£ 584,177.25</b>	<b>£ 595,505.54</b>	<b>£ 590,857.75</b>	<b>£ 603,176.43</b>	<b>£ 611,500.84</b>	<b>£ 625,778.07</b>	<b>£ 670,873.17</b>	<b>£ 670,873.17</b>

### 3.6. Whole Farm Net Margin Forecast (2024-2026)

Figure 26: Whole Farm Net Margin Forecast 2024-2026

Whole Farm Net Margin Forecast				
Whole Farm Budget (3 Years)	YEAR 1 (2024)	YEAR 2 (2025)	YEAR 3 (2026)	
<b>Enterprise Income</b>				
Sheep Enterprise Gross Margin	£ 14,015.68	£ 30,847.81	£	31,812.57
Cattle Enterprise Gross Margin	-£ 5,756.16	£ 9,391.69	£	60,991.32
EWCO Project	£ 197,470.90	£ 44,183.00	£	44,183.00
<b>Other Income</b>				
Hay Sales	0	£ 19,670.84	£	25,581.19
Rural Payments	£ 133,163.95	£ 104,147.15	£	104,147.15
Campsite Income	£ 72,506.00	£ 77,679.35	£	81,800.95
Allotment Garden Income	£ 13,860.00	£ 16,830.00	£	18,810.00
Facilities sub-let	£ 11,400.00	£ 11,628.00	£	11,856.00
Community Outreach Program	£ 4,025.00	£ 5,355.00	£	5,826.24
<b>Gross Income</b>	<b>£ 440,685.37</b>	<b>£ 319,732.84</b>	<b>£</b>	<b>385,008.43</b>
<i>Gross Income Excluding Subsidies</i>	<i>£ 307,521.42</i>	<i>£ 215,585.69</i>	<i>£</i>	<i>280,861.28</i>
<b>Fixed Costs</b>				
Machinery Repairs & Renewals	£ 3,450.00	£ 3,519.00	£	3,588.00
Contracting	£ 15,003.11	£ 16,414.34	£	17,302.67
Estate Maintenance	£ 6,000.00	£ 6,000.00	£	6,000.00
Labour	£ 79,013.28	£ 82,989.75	£	86,064.65
Water & Electricity	£ 12,000.00	£ 12,144.00	£	12,288.00
Diesel	£ 940.49	£ 1,254.46	£	1,504.78
Insurance	£ 10,000.00	£ 10,200.00	£	10,404.00
Assurance	£ 1,610.00	£ 1,115.00	£	1,115.00
Rent	£ 65,550.00	£ 66,861.00	£	68,198.22
Professional Fees	£ 2,500.00	£ 2,550.00	£	2,601.00
<b>Net Margin</b>	<b>£ 196,066.88</b>	<b>£ 203,047.55</b>	<b>£</b>	<b>209,066.32</b>
<i>Net Margin Exlusing Subsidies</i>	<i>£ 111,454.54</i>	<i>£ 12,538.13</i>	<i>£</i>	<i>71,794.96</i>

### 3.7. Balance Sheet

Figure 27: Ampney Brook Farm Balance Sheet end of Year

Balance sheet as end of 2026 (Year 3)		
<b>Fixed assets</b>		
	<b>Machinery</b>	<b>£</b>
	Toyota Hilux Truck	£ 13,200.00
	Valtra A95 Tractor	£ 31,762.50
	Yamaha 350 Quadbike	£ 4,675.00
	Fleming Forage Topper	£ 2,590.00
	Tyrone Low Loader Trailer	£ 6,937.50
	<b>Equipment</b>	
	Electric Fencing Kit	£ 1,687.14
	IBCs	£ 500.00
	Water Pumps	£ 288.00
	Rappa Sheep Handling System	£ 6,183.75
	Stock Fencing	£ 29,325.00
	Diesel	£ 900.00
<b>Total</b>		<b>£ 98,048.89</b>
<b>Current assets</b>		
	<b>Stock</b>	
	Organic Hebridean Ewes	£ 23,184.00
	Organic Hebridean Lambs	£ 23,167.20
	Organic Hebridean Rams	£ 996.00
	Organic Hebridean Hoggets	£ 3,201.00
	Organic Beef Shorthorn Cows in Calf	£ 31,200.00
	Organic Beef Shorthorn Breeding Stock	£ 15,279.10
	Organic Beef Shorthorn Calves	£ 33,402.20
	Organic Hay ( 1476 Bales)	£ 39,889.79
	Debtors	
	Cash	£ 670,873.17
		<b>£ 841,192.46</b>
<b>Current liabilities</b>		
	Creditors	£ 55,816.86
<b>Net current assets</b>		<b>£ 883,424.49</b>
<b>Long term liabilities</b>		
<b>Total Assets</b>		<b>£ 883,424.49</b>
<b>Capital account</b>		
Capital account		£ 670,873.17
Profit / loss		£ 209,066.32
Drawings		£ 3,485.00
<b>Total Capital</b>		<b>£ 883,424.49</b>

## **4.0. Conclusion**

### **4.1. Concluding Comments**

Upon a review of the financial and operational data presented within this report, it is clear the proposal for Ampney Brook Farm outlines a viable business, even with substantial overheads. Furthermore, after the establishment phases in the first couple of years, the business has the potential to continue growing and only become stronger. The diversifications will grow in popularity and therefore occupancy rates will increase. The cattle breeding operation will be producing finished calves twice a year, the sheep herd can be expanded and there will be an opportunity to claim carbon credits from the woodland.

With a healthy bank balance displayed in the end of year 3 balance sheet and cashflow (Figure 25 & 27), there will be an opportunity for this farm to continue to re-invest in its own enterprises and those that benefit both community and the environment. This report demonstrates the ability to create a business which is sustainable in every sense of the word.

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## Appendices

### Appendix A: A SWOT Analysis of Ampney Brook Farm – Resources, characteristics and location.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Good acreage, viable size to sustain a medium sized business</li> <li>• Large field sizes</li> <li>• Existing hedges and woodland</li> <li>• Buildings have good capacity, are purpose built and in good condition</li> <li>• Regenerative farming practices already in place</li> <li>• Good access via main roads</li> <li>• Fertile and well managed soil</li> <li>• TB secure livestock shed</li> <li>• Badger cull in place on farm</li> <li>• Good hedges and trees for livestock shelter</li> <li>• Low flood risk</li> <li>• Underground mains connection to buildings</li> </ul>	<ul style="list-style-type: none"> <li>• 30ha of Cotswold Brash is low yielding</li> <li>• Main road divides one field (habitat scheme) from the rest of the farm.</li> <li>• Problem with rabbits and rats</li> <li>• Black grass burdens</li> <li>• Fields directly next to farmyard are not part of the farm.</li> <li>• Borders neighbouring non-organic farm (risk of contamination)</li> <li>• Ampney Brook runs along and through farm – proximity to waterway must be carefully managed.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• The farm is currently organic</li> <li>• Existing habitat schemes and countryside stewardship involvement</li> <li>• Next-door to Rural Innovation Centre</li> <li>• Weighbridge near transport route and main road – could be used for lorries.</li> <li>• Neighbouring church (footfall)</li> <li>• Local flour mill</li> <li>• Local organic feed merchants</li> <li>• Local butchers and farm shops</li> <li>• Local Farm (Abbey Home Farm) produce Shorthorn beef and have a bull which is available to rent for breeding operation.</li> <li>• Proximity to market town of Cirencester</li> <li>• Cotswold Way Walking Route</li> <li>• Lots of local restaurants</li> <li>• On a high traffic route to Cotswold Water Park</li> <li>• Local tourism opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Footpaths through permanent pasture and some fields</li> <li>• Rented land (lack of security)</li> <li>• Farm Business Tenancy – can't claim natural capital benefits (carbon credits/ BNG)</li> <li>• Highly-populated area with lots of footpaths, general public pose a risk to land and stock</li> <li>• Competition from other local farms for access to market</li> <li>• Sub-urban area – may be a lack of understanding of farming from the general public nearby</li> </ul>

## **Appendix B: PESTLE Analysis of UK Farming Industry**

### **Political:**

- DEFRA has seen 5 different bosses since Brexit in 2017 which reflects the volatility in parliament in recent years. This political instability is further consolidated by the prospect of an upcoming general election - where land use, sustainability and food security policies differ between parties meaning that the future of farming is uncertain and unpredictable.
- The Russia – Ukraine War and the subsequent ban of Russian imports – has affected grain, fertiliser and diesel prices. It has also increased supply pressures and market volatility.
- Pressure from Climate Change Committee & Brexit has meant a complete change in DEFRA's policies – from production-led to sustainability focused.

### **Economic:**

- Cost of living crisis is affecting rural communities.
- Rising cost of inputs including but not limited to energy, fertiliser, transport & haulage, diesel, machinery, labour and seed.
- Falling margins on meat due to higher inputs and lower prices due to import competition.
- Phasing out of BPS and loss of stable and viable farm income – SFI/CS/ LR will not provide the same levels of support.

### **Social:**

- Wider societal awareness of climate change and the need for renewable sources of energy.
- Many people believe that farming is damaging to the environment and farmers are facing pressure to reduce their carbon footprint.
- ELMs has been designed to pay farmers to provide public goods – this reflects a social desire to be more connected to rural landscapes.
- Post Covid – more people are thinking about where their food comes from and its overall sustainability.

### **Technological:**

- Precision farming and robotic technologies are becoming more viable to improve farming margins.
- Carbon storage and emissions auditing technology is constantly being developed. Land-use software is available to help farmers track environmental impacts.

### **Legal:**

- Tenant farmers face issues with entering some schemes due to tenancy longevity/ existing estate countryside stewardship agreements (double-funding issues).
- More environmental protection laws coming into farming (slurry management, water management etc.).

### **Environmental:**

- Climate change pressures & Net Zero 2050 targets.
- Land-use issues: Farmers having their land taken out of food production for commercial forestry or rewilding etc.
- Need for reduction in fossil fuels.
- Biodiversity issues – farmers must protect and preserve.
- Water, soil and air health is a priority

## Appendix C: Detailed Land-Use Change for Ampney Brook Farm

Land Use Changes for Ampney Brook Farm 2024				
Field Name	Ha	Former Land Use	New Land Use	Notes
The Glebes	11.86	Arable	Species rich grassland	GS8 + GS15
Quarry Field	22.15	Arable	Species rich grassland	GS8 + GS15
Picket Park	5.68	Arable	Woodland	EWCO Grant
Side Park	6.94	Permanent Pasture	Permanent Pasture	Maintain
Middle Park	6.16	Organic herbal ley	Organic herbal ley	AB8
Pond Park	5.14	Permanent Pasture	Permanent Pasture	Maintain
Ploughed Park	9.9	Permanent Pasture	Permanent Pasture	Maintain
Cherry Copse A	10.76	Arable	Species rich grassland	GS8 + GS15
Cherry Copse B	12	Arable	Species rich grassland	GS8 + GS15
Roundabouts	14.64	Organic herbal ley	Organic herbal ley	AB8
Bushey Hayes	3.96	Permanent Pasture	Permanent Pasture	Maintain
Back of Jacks A & B	12.7	Arable	Species rich grassland	GS8 + GS15
Stanks East	1.88	Market Garden	Allotment Garden	Rents
Stanks West	3.81	Arable	Allotment Garden	Rents
School House Close	0.6	Permanent Pasture	Campsite	Investment required
Wood Stanks E & W	5.3	Arable	Woodland	EWCO Grant
Wood Stanks Paddock	1.5	Permanent Pasture	Woodland	EWCO Grant
Wood Field	5.33	Arable	Woodland	EWCO Grant
Wood Field Paddock	1.4	Permanent Pasture	Woodland	EWCO Grant
Long Ground	5.49	Arable	Species rich grassland	GS8 + GS15
Driffield Banks East	14.94	Arable	Species rich grassland	GS8 + GS16
Driffield Banks West	8.66	Arable	Species rich grassland	GS8 + GS17
Harnhill Ground	15.17	Arable	Species rich grassland	GS8 + GS18
Rats Castle Plain	20.43	Arable	Species rich grassland	GS8 + GS19
Rats Castle Small	6.35	Habitat Scheme	Woodland	EWCO
Existing Woodland	19.08	Woodland	Woodland	Maintain in line with EWCO
<b>Total</b>	<b>231.83</b>			

**Appendix D:** Livestock Units for chosen animals and stocking rates for each fields.

<b>STOCKING DENSITIES</b>	<b>Livestock Groups for Total Space - Reduced for Rotational &amp; Supplemented (Bale) Grazing</b>				
<b>Livestock Units</b>	<b>Beef Suckler w/ Calf &gt; 8 mon</b>	<b>Finishing Beef Cattle</b>	<b>Ewes &amp; Lambs &gt; 6months</b>	<b>Ewes &amp; Hoggets</b>	<b>Store Lambs</b>
	<b>1</b>	<b>0.75</b>	<b>0.11</b>	<b>0.08</b>	<b>0.04</b>
LU(head)/ ha - Grazing	1 (1)	1.5 (2)	1.65(15)	1.6(20)	1.6(40)
LU(head)/ha - Bale Grazing (B)	1 (1)	2.25 (3)	N/A	N/A	N/A
LU(head)/ ha - New Ley (L)	N/A	N/A	N/A	1.2 (15)	1.0 (25)
<b>Field stocking capacities</b>					
<b>Field Capacities</b>	<b>Field Size (ha):</b>	<b>Suckler beef cattle with calves/ ha</b>	<b>Finishing Beef/ ha</b>	<b>Ewes with Lambs/ ha</b>	<b>Ewes &amp; Hoggets</b>
The Glebes	11.86	11	35	178	237
Quarry Field	22.15	22	30	332	443
Side Park	6.94	7	13	104	138
Middle Park	6.16	6	12	92	123
Pond Park	5.14	5	10	77	102
Ploughed Park	9.9	10	19	148	198
Cherry Copse A	10.76	10	21	161	215
Cherry Copse B	12	12	24	180	240
Roundabouts	14.64	14	29	219	292
Bushey Hayes	3.96	4	7	59	79
Back of Jacks A&B	12.7	12	24	190	254
Long Ground	5.49	5	11	82	109
Driffield Banks East	14.94	15	29	224	298
Driffield Banks West	8.66	8	17	130	173
Harnhill Ground	15.17	15	30	227	303
Rats Castle Plain	20.43	20	40	306	408

**Appendix E:** Rotational Grazing and Stocking Plans for years 1-3 (including key)

Key:	
Seed (1)	Field to be harrowed, broad cast seed and rolled (numbers indicate order of priority)
Rest	Field to be left without livestock/ operations
Sheep	Field to be grazed by sheep (mob rotational grazing, fences to be moved each day to new section)
Cattle	Field to be grazed by cattle (mob rotational grazing, fences to be moved each day to new section)
Hay (1)	Hay to be cut, baled and stored from field. Rest for a minimum of 3 weeks afterwards

*Continued on next page*

Rotational Grazing Plan Year 1												
2024												
Field & Size (ha)	Aug	Sept	Oct	Nov	Dec	Jan	February	March	April	May	June	July
The Glebes - 11.86	Seed (4)	Rest	Rest	Sheep	Rest	Rest	Cattle	Rest	Rest	Rest	Hay (6) <del>Sheep</del>	Rest
Quarry Field - 22.15	Seed (5)	Rest	Rest	Rest	Cattle	Rest	Sheep	Rest	Rest	Hay (1) <del>Sheep</del>	Rest	Cattle
Side Park - 6.94	Rest	Sheep	Rest	Cattle	Rest	Sheep	Rest	Rest	Rest	Cattle	Rest	Sheep
<b>Middle Park - 6.16</b>	Rest	Rest	Sheep	Rest	Rest	Rest	Rest	TOP	Rest	Rest	Rest	Rest
Pond Park- 5.14	Seed (5)	Rest	Rest	Rest	Rest	Rest	Sheep	Rest	Cattle	Sheep	Rest	Sheep
Ploughed Park - 9.90	Rest	Rest	Cattle	Rest	Rest	Sheep	Rest	Sheep	Rest	Rest	Sheep	Rest
Cherry Copse A - 10.76	Seed (6)	Rest	Rest	Rest	Cattle	Rest	Rest	Rest	Rest	Hay (2)	Rest	Cattle
Cherry Copse B - 12.00	Seed (7)	Rest	Rest	Rest	Sheep	Rest	Cattle	Rest	Sheep	Rest	Rest	Hay (10)
<b>Roundabouts - 14.64</b>	Rest	Rest	Rest	Rest	Rest	Rest	Rest	Rest	Rest	Rest	Rest	Rest
Bushey Hayes - 3.96	Rest	Sheep	Rest	Cattle	Rest	Sheep	Rest	Rest	Sheep	Rest	Sheep	Rest
Back of Jacks A&B - 12.70	Seed (1)	Rest	Rest	Sheep	Rest	Rest	Rest	Sheep	Rest	Hay (5)	Rest	Rest
Long Ground - 5.49	Rest	Seed (9)	Rest	Rest	Rest	Cattle	Rest	Rest	Rest	Hay (3)	Cattle	Rest
Driffield Banks East 14.94	Seed (2)	Rest	Sheep	Rest	Rest	Rest	Cattle	Rest	Rest	Hay (4)	Cattle	Rest
Driffield Banks West 8.66	Seed (3)	Rest	Sheep	Rest	Rest	Cattle	Rest	Rest	Sheep	Rest	Hay (8) <del>Sheep</del>	Rest
Harnhill Ground - 15.17	Rest	Seed (10)	Rest	Rest	Rest	Rest	Rest	Rest	Rest	Sheep	Rest	Hay (9)
Rats Castle Plain - 20.43	Rest	Seed (8)	Rest	Rest	Sheep	Rest	Rest	Cattle	Cattle	Rest	Hay (7) - <del>Sheep</del>	Rest
<b>TIMELINE &amp; ACTIVITIES:</b>												
<b>Sheep:</b>		0 200 Store	200 Store	200 Store	200 Store	200 Store	200 Store	200 Store	200 Ewes	200 Ewes	200 Ewes	200 Ewes
				200 Ewes	200 Ewes	200 Ewes	200 Ewes	200 Ewes	300 Lambs	300 Lambs	300 Lambs	300 Lambs
6 Tups grazed in woodland and hired												
No. of heads > 6 months (approx)	0	200	200	400	400	400	400	400	200	200	200	500
<b>Sheep Operations</b>	Buy Stores (T)   Flushing   Topping   Scanning   Sell Stores   Lambing (1)   Shearing											
<b>Cattle:</b>	0	0	20 Cows (P) (1)	20 Cows (P) (1)	20 Cows (1) (P)	20 Cows (1) (P)	20 Cows (1)	20 Cows (1)	20 Cows (1)	20 Cows (1)	20 Cows (1) (P)	20 Cows (1) (P)
					10 Cows (2)	10 Cows (2) (P)	19 Calves (1a)	19 Calves (1a)	19 Calves (1a)	19 Calves (1a)	19 Calves (1a)	19 Calves (1a)
							10 Cows (2) (P)	10 Cows (2) (P)	10 Cows (P)	10 Cows (P)	10 Cows (P)	10 Cows (P)
No. of cattle > 8 months (approx)	0	0	0	20	20	30	30	30	30	30	30	30
<b>Cattle Operations</b>	Buy 20 Cows in calf (Group 1)   Buy 10 more breeding cows   Calving (1a)   Scanning (2a)   Servicing (1b)											

Continued on following page

Rotational Grazing Plan												
2025												
Field & Size (ha)	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
The Glebes - 11.86	Rest	Cattle	Rest	Rest	Sheep	Rest	Rest	Sheep	Rest	Rest	Hay (5)	Sheep
Quarry Field - 22.15	Rest	Rest	Sheep	Rest	Cattle	Rest	Cattle	Rest	Rest	Hay (1)	Sucklers (2a)	Rest
Side Park - 6.94	Rest	Sheep	Rest	Sheep	Rest	Rest	Rest	Rest	Sheep	Rest	Breeders (1)	Rest
<b>Middle Park - 6.16</b>	Cattle	Cattle	Cattle	Rest	Rest	Rest	Rest	Rest	Rest	Rest	Rest	Rest
Pond Park - 5.14	Rest	Rest	Cattle	Rest	Sheep	Rest	Rest	Rest	Rest	Sheep	Rest	Cattle
Ploughed Park - 9.90	Rest	Cattle	Rest	Sheep	Rest	Cattle	Rest	Sheep	Rest	Sucklers (1a)	Sheep	Rest
Cherry Copse A - 10.76	Rest	Rest	Rest	Cattle	Rest	Rest	Sheep	Rest	Rest	Hay (2)	Sheep	Rest
Cherry Copse B - 12.00	Rest	Sheep	Rest	Cattle	Rest	Sheep	Rest	Rest	Sheep	Rest	Rest	Hay (10)
<b>Roundabouts - 14.64</b>	Cattle	Rest	Sheep	Rest	Cattle	Rest	Rest	Rest	Rest	Rest	Rest	Rest
Bushey Hayes - 3.96	Rest	Rest	Sheep	Rest	Rest	Cattle	Rest	Sheep	Rest	Sheep	Rest	Cattle
Back of Jacks A&B - 12.70	Cattle	Rest	Cattle	Rest	Rest	Cattle	Rest	Rest	Rest	Hay (3)	Sheep	Rest
Long Ground - 5.49	Sheep	Rest	Rest	Rest	Cattle	Rest	Sheep	Rest	Rest	Hay (4)	Cattle	Sheep
Driffield Banks East 14.94	Sheep	Rest	Rest	Sheep	Rest	Rest	Sheep	Rest	Rest	Cattle	Rest	Hay (8)
Driffield Banks West 8.66	Rest	Sheep	Rest	Cattle	Rest	Sheep	Rest	Rest	Cattle	Rest	Hay (6)	Cattle
Harnhill Ground - 15.17	Rest	Sheep	Rest	Rest	Sheep	Rest	Cattle	Rest	Cattle	Rest	Rest	Hay (9)
Rats Castle Plain - 20.43	Rest	Rest	Cattle	Rest	Rest	Sheep	Rest	Cattle	Rest	Rest	Hay (7)	Sheep
<b>TIMELINE &amp; ACTIVITIES:</b>												
<b>Sheep:</b>	200 Ewes	176 Ewes	176 Ewes	176 Ewes	176 Ewes	176 Ewes	176 Ewes	176 Ewes	176 Ewes	176 Ewes	176 Ewes	176 Ewes
	300 Lambs	300 Lambs	280 Lambs	280 Lambs	280 Lambs	280 Lambs	280 Lambs	280 Lambs	264 Lambs	264 Lambs	264 Lambs	264 Lambs
6 Tups grazed in woodland and hired									280 Hoggets	48 Hoggets (R)	48 Hoggets (R)	48 Hoggets (R)
No. of heads > 6 months (approx)	200	176	456	456	456	456	456	456	456	456	224	224
<b>Sheep Operations</b>	Weaning (1)	Cull 12% Ewes (24) Sell 20 Lambs for store (1)		Flushing	Tupping		Scanning		Lambing (2) Sell 232 Hoggets (1)			Shearing
<b>Cattle:</b>	20 Cows (1) (P) 19 Calves (1a) 10 Cows (2)(P)	20 Cows (1) (P) 19 Calves (1a) 10 Cows (2) (P)	20 Cows (1) (P) 19 Calves (1a) 10 Cows (2)	20 Cows (1) (P) 19 Calves (1a) 10 Cows (2)	20 Cows (1) 10 Cows (2) 10 Calves (2a) 19 Finishers (1a)	20 Cows (1) (P) 10 Cows (2) (P) 10 Calves (2a) 19 Finishers (1a)	20 Cows (1) (P) 10 Cows (2) (P) 10 Calves (2a) 9 Finishers (1a)	20 Cows (1) (P) 10 Cows (2) (P) 10 Calves (2a) 9 Finishers (1a)	20 Cows (1) 19 Calves (1b) 10 Cows (2) (P) 10 Calves (2a) 9 Finishers (1a)	20 Cows (1) 19 Calves (1b) 10 Cows (2) (P) 10 Finishers (2a) 9 Finishers (1a)	20 Cows (1) 19 Calves (1b) 10 Cows (2) (P) 10 Finishers (2a) 9 Finishers (1a)	20 Cows (1) (P) 19 Calves (1b) 10 Cows (2) (P) 10 Finishers (2a) 9 Finishers (1a)
No. of cattle > 8 months (approx)	30	30	30	30	49	49	39	39	39	49	49	49
<b>Cattle Operations</b>		Scanning (1b)	Calving (2a)		Weaning (1a)	Servicing (2b)	Sell 10 stores (1a)	Scanning (2b)	Calving (1b)	Weaning (2a)		Servicing (1c) 18/20

Continued on following page...

Rotational Grazing Plan												
2026												
Field & Size (ha)	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
The Glebes - 11.86	Rest	Cattle	Rest	Sheep	Rest	Rest	Cattle	Rest	Rest	Hay (1) Hoggets	Sheep	Rest
Quarry Field - 22.15	Sheep	Rest	Cattle	Cattle	Rest	Rest	Sheep	Rest	Rest	Hay (2) Hoggets	Rest	Cattle
Side Park - 6.94	Rest	Cattle	Rest	Sheep	Rest	Cattle	Rest	Rest	Cattle	Rest	Cattle	Rest
Middle Park - 6.16	Cattle	Sheep	Sheep	Rest	Rest	Rest	Rest	Rest	Rest	Rest	Rest	Rest
Pond Park - 5.14	Rest	Rest	Rest	Rest	Sheep	Rest	Cattle	Rest	Rest	Cattle	Rest	Sheep
Ploughed Park - 9.90	Rest	Rest	Cattle	Rest	Sheep	Cattle	Rest	Sheep	Rest	Sheep	Rest	Sheep
Cherry Copse A - 10.76	Cattle	Rest	Sheep	Rest	Cattle	Rest	Rest	Sheep	Rest	Rest	Hay (5) Hoggets	Rest
Cherry Copse B - 12.00	Rest	Rest	Rest	Sheep	Rest	Sheep	Rest	Cattle	Sheep	Rest	Rest	Hay (10)
Roundabouts - 14.64	Cattle	Sheep	Cattle	Rest	Rest	Rest	Rest	Rest	Rest	Rest	Rest	Rest
Bushey Hayes - 3.96	Rest	Rest	Rest	Sheep	Rest	Cattle	Rest	Rest	Sheep	Cattle	Rest	Cattle
Back of Jacks A&B - 12.70	Rest	Cattle	Rest	Rest	Ewes	Cattle	Rest	Rest	Rest	Hay (3)	Cattle	Rest
Long Ground - 5.49	Rest	Rest	Cattle	Rest	Cattle	Rest	Sheep	Rest	Rest	Hay (4)	Cattle	Rest
Driffeld Banks East 14.94	Sheep	Rest	Rest	Cattle	Rest	Rest	Cattle	Rest	Cattle	Sheep	Rest	Hay (8)
Driffeld Banks West 8.66	Rest	Rest	Cattle	Rest	Sheep	Sheep	Rest	Cattle	Rest	Rest	Hay (6)	Cattle
Harnhill Ground - 15.17	Rest	Sheep	Rest	Cattle	Rest	Rest	Cattle	Cattle	Rest	Cattle	Sheep	Hay (9)
Rats Castle Plain - 20.43	Rest	Rest	Sheep	Rest	Cattle	Sheep	Rest	Rest	Cattle	Rest	Hay (7)	Rest
TIMELINE & ACTIVITIES:												
Sheep:	176 Ewes	200 Ewes (Hogs.)	200 Ewes	200 Ewes	200 Ewes	200 Ewes	200 Ewes	200 Ewes	200 Ewes	200 Ewes	200 Ewes	200 Ewes
	264 Lambs	264 Lambs	264 Lambs	264 Lambs	264 Lambs	264 Lambs	264 Lambs	264 Lambs	336 Lambs	336 Lambs	336 Lambs	336 Lambs
6 Tups grazed in woodland and hired	48 Hoggets (R)								264 Hoggets	25 Hoggets (R)	25 Hoggets (R)	25 Hoggets (R)
No. of heads > 6 months (approx)	224	464	464	464	464	464	464	464	464	464	225	225
Sheep Operations	Weaning (2)	Cull 24 Ewes Weaning (2)		Flushing	Tupping		Scanning		Lambing (3) (Keep 25 Rs) Sell 239 hoggets			Shearing
Cattle:	20 Cows (1) (P)	20 Cows (1) (P)	20 Cows (1) (P)	20 Cows (1) (P)	20 Cows (1) (P)	18 Cows (1) (P)	20 Cows (1) (P)	20 Cows (1) (P)	20 Cows (1) (P)	20 Cows (1) (P)	20 Cows (1) (P)	20 Cows (1) (P)
	19 Calves (1b)	19 Calves (1b)	19 Calves (1b)	10 Cows (2)	10 Cows (2)	10 Cows (2)	10 Cows (2)	10 Cows (2)	10 Cows (2)	17 Calves (1c)	17 Calves (1c)	17 Calves (1c)
	10 Cows (2) (P)	10 Cows (2) (P)	10 Cows (2)	10 Calves (2b)	10 Calves (2b)	10 Calves (2b)	10 Calves (2b)	10 Calves (2b)	10 Calves (2b)	10 Cows (2)	9 Cows (2)	10 Cows (2)
	10 Finishers (2a)	10 Finishers (2a)	10 Calves (2b)	10 Finishers (2a)	10 Finishers (2a)	10 Finishers (2a)	10 Finishers (2a)	10 Finishers (2a)	10 Calves (2b)	10 Finishers (2b)	10 Finishers (2b)	5 Finishers (2b)
	9 Finishers (1a)	9 Finishers (1a)	10 Finishers (2a)	9 Finishers (1a)	9 Finishers (1a)	9 Finishers (1a)	10 Finishers (1b)	10 Finishers (1b)	10 Finishers (2a)	10 Finishers (2a)	10 Finishers (2a)	10 Finishers (1b)
			9 Finishers (1a)	19 Finishers (1b)	19 Finishers (1b)	10 Finishers (1b)			10 Finishers (1b)	10 Finishers (1b)	10 Finishers (1b)	
No. of cattle > 8 months (approx)	49	49	49	58	58	57	50	50	50	59	59	45
Cattle Operations			Calving (2b) Scanning (1c)	Weaning (1b)		Servicing (2c) 9/10 2 x cull (1) Sell 9 store (1b)	Sell 7 Finished (1a) keep 2 Replacements	Scanning (2c)	Calving (1c)	Weaning (2b) Cull 1 (2)		Sell 9 finished 2a (less one for replacement) Servicing (1d) Sell 5 Store (2b)

**Appendix F: Contracting Operations and Costs for Land Use Changes and Haymaking – Costs and prices taken from (Cotswold Grass Seeds Ltd, n.d.) (National Association of Agricultural Contractors (NAAC), 2023) (Redman, 2023).**

<b>Contracting Operations</b>	<b>2024</b>	<b>Inflation rate (%)</b>	<b>2025</b>	<b>2026</b>
Spreading Cost/ ha (£)	£ 67.05	3%	£ 69.06	£ 71.07
Grass seed drilling with harrow	£ 47.86	3%	£ 49.30	£ 50.73
Rolling Cost/ ha (£)	£ 34.02	3%	£ 35.04	£ 36.06
<b>Seed Costs</b>	<b>2024</b>	<b>Inflation rate (%)</b>	<b>2025</b>	<b>2026</b>
Species rich grassland (£/ha)	£ 209.23	2%	£ 213.41	£ 217.60
Organic herbal ley (£/ha)	£ 248.08	2%	£ 253.04	£ 258.00
<b>Haymaking Contract Operations</b>	<b>2024</b>	<b>Inflation</b>	<b>2025</b>	<b>2026</b>
Contract Mow (£/ha)	£ 36.17	2%	£ 36.89	£ 37.62
Contract Tedding (£/ha)	£ 21.12	2%	£ 21.54	£ 21.96
Contract Raking (£/ha)	£ 22.06	2%	£ 22.50	£ 22.94
Hay Making total (£/ha)	£ 79.35	2%	£ 80.94	£ 82.52
<b>Baling</b>	<b>2024</b>	<b>Yield increases</b>	<b>2025</b>	<b>2026</b>
Bales/ ha	8		10	11
Baling 120cm round ( £/bale)	£ 4.06	2%	£ 4.14	£ 4.22

<b>Field for Conversion</b>	<b>Ha</b>	<b>Seed Type</b>	<b>Seed Cost (£/ field)</b>	<b>Drill &amp; Harrow (£/ field)</b>	<b>Rolling Cost (£/field)</b>	<b>Contracting Cost (£/ ha)</b>	<b>Field Contracting Cost (£/field)</b>	<b>Total Field Cost</b>
The Glebes (Aug)	11.86	Species rich grassland	£ 2,481.47	£ 567.62	£ 403.48	£ 81.88	£ 971.10	£ 3,452.56
Quarry Field (Aug)	22.15	Species rich grassland	£ 4,634.44	£ 1,060.10	£ 753.54	£ 81.88	£ 1,813.64	£ 6,448.09
Cherry Copse A (Aug)	10.76	Species rich grassland	£ 2,251.31	£ 514.97	£ 366.06	£ 81.88	£ 881.03	£ 3,132.34
Cherry Copse B (Aug)	12	Species rich grassland	£ 2,510.76	£ 574.32	£ 408.24	£ 81.88	£ 982.56	£ 3,493.32
Back of Jacks A&B (Aug)	12.7	Species rich grassland	£ 2,657.22	£ 607.82	£ 432.05	£ 81.88	£ 1,039.88	£ 3,697.10
Long Ground (Sept)	5.49	Species rich grassland	£ 1,148.67	£ 262.75	£ 186.77	£ 81.88	£ 449.52	£ 1,598.19
Driffield Banks East (Aug)	14.94	Species rich grassland	£ 3,125.90	£ 715.03	£ 508.26	£ 81.88	£ 1,223.29	£ 4,349.18
Driffield Banks West (Aug)	8.66	Species rich grassland	£ 1,811.93	£ 414.47	£ 294.61	£ 81.88	£ 709.08	£ 2,521.01
Harnhill Ground (Sept)	15.17	Species rich grassland	£ 3,174.02	£ 726.04	£ 516.08	£ 81.88	£ 1,242.12	£ 4,416.14
Rats Castle Plain (Sept)	20.43	Species rich grassland	£ 4,274.57	£ 977.78	£ 695.03	£ 81.88	£ 1,672.81	£ 5,947.38
Middle Park (Aug)	6.16	Organic herbal ley	£ 1,528.17	£ 294.82	£ 209.56	£ 81.88	£ 504.38	£ 2,032.55
Roundabouts (Aug)	14.64	Organic herbal ley	£ 3,631.89	£ 700.67	£ 498.05	£ 81.88	£ 1,198.72	£ 4,830.61
<b>TOTAL CONVERSION</b>	<b>154.96</b>		<b>£ 33,230.36</b>	<b>£ 7,416.39</b>	<b>£ 5,271.74</b>		<b>£ 12,688.12</b>	<b>£ 45,918.49</b>

**Appendix G: Predicted forage production for organic hay. Whole Farm years 1-3.**

Forage Production YR1						
Field	Ha	Estimated Bales	Hay Making Cost	Baling Cost	TOTAL COST	
The Glebes	11.86	95	£ 941.09	£ 385.21	£	1,326.30
Quarry Field	22.15	177	£ 1,757.60	£ 719.43	£	2,477.03
Cherry Copse A	10.76	86	£ 853.81	£ 349.48	£	1,203.29
Cherry Copse B	12	96	£ 952.20	£ 389.76	£	1,341.96
Back of Jacks A&B	12.7	102	£ 1,007.75	£ 412.50	£	1,420.24
Long Ground	5.49	44	£ 435.63	£ 178.32	£	613.95
Driffield Banks East	14.94	120	£ 1,185.49	£ 485.25	£	1,670.74
Driffield Banks West	8.66	69	£ 687.17	£ 281.28	£	968.45
Harnhill Ground	15.17	121	£ 1,203.74	£ 492.72	£	1,696.46
Rats Castle Plain	20.43	163	£ 1,621.12	£ 663.57	£	2,284.69
<b>TOTAL</b>	<b>134.16</b>	<b>1073</b>	<b>£ 10,645.60</b>	<b>£ 4,357.52</b>	<b>£</b>	<b>15,003.11</b>
Forage Production YR2						
Field	Ha	Estimated Bales	Hay Making Cost	Baling Cost	TOTAL COST	
The Glebes	11.86	119	£ 959.91	£ 491.15	£	1,451.06
Quarry Field	22.15	222	£ 1,792.75	£ 917.28	£	2,710.03
Cherry Copse A	10.76	108	£ 870.88	£ 445.59	£	1,316.48
Cherry Copse B	12	120	£ 971.24	£ 496.94	£	1,468.19
Back of Jacks A&B	12.7	127	£ 1,027.90	£ 525.93	£	1,553.83
Long Ground	5.49	55	£ 444.34	£ 227.35	£	671.70
Driffield Banks East	14.94	149	£ 1,209.20	£ 618.70	£	1,827.89
Driffield Banks West	8.66	87	£ 700.91	£ 358.63	£	1,059.54
Harnhill Ground	15.17	152	£ 1,227.81	£ 628.22	£	1,856.03
Rats Castle Plain	20.43	204	£ 1,653.54	£ 846.05	£	2,499.59
<b>TOTAL</b>	<b>134.16</b>	<b>1342</b>	<b>£ 10,858.51</b>	<b>£ 5,555.83</b>	<b>£</b>	<b>16,414.34</b>
Forage Production YR3						
Field	Ha	Estimated Bales	Hay Making Cost	Baling Cost	TOTAL COST	
The Glebes	11.86	130	£ 978.73	£ 550.85	£	1,529.59
Quarry Field	22.15	244	£ 1,827.91	£ 1,028.79	£	2,856.69
Cherry Copse A	10.76	118	£ 887.96	£ 499.76	£	1,387.72
Cherry Copse B	12	132	£ 990.29	£ 557.36	£	1,547.64
Back of Jacks A&B	12.7	140	£ 1,048.05	£ 589.87	£	1,637.92
Long Ground	5.49	60	£ 453.06	£ 254.99	£	708.05
Driffield Banks East	14.94	164	£ 1,232.91	£ 693.91	£	1,926.82
Driffield Banks West	8.66	95	£ 714.66	£ 402.23	£	1,116.88
Harnhill Ground	15.17	167	£ 1,251.89	£ 704.59	£	1,956.48
Rats Castle Plain	20.43	225	£ 1,685.97	£ 948.90	£	2,634.87
<b>TOTAL</b>	<b>134.16</b>	<b>1476</b>	<b>£ 11,071.42</b>	<b>£ 6,231.25</b>	<b>£</b>	<b>17,302.67</b>

**Appendix H: Estimated forage requirements and costs for sheep enterprise (all 3 years)**

SHEEP FORAGE:					
FORAGE YR 1 (2024)					
Requirements	Hay (kg)	Days	Total (kg)	Total (t)	
Per head	1	181	181	0.181	
Whole flock	400	181	72400	72.4	
Big Bales (kg)	Weight (kg)	Cost/t (£)	Cost/ bale (£)	Total Bales	Total Cost
	300	£ 85.00	£ 25.50	241.3	
					£ 6,154.00
FORAGE (Home Saved) 2025	Hay (kg)	Days	Total (kg)	Total (t)	
Per head	1	181	181	0.181	
Whole flock	224	181	40544	40.544	
Big Bales (kg)	Weight (kg)	Cost/t (£)	Cost/ bale (£)	Total Bales	Total Cost
	300	£ -	£ -	135.1	
					£ -
FORAGE (Home Saved) 2026	Hay (kg)	Days	Total (kg)	Total (t)	
Per head	1	181	181	0.181	
Whole flock	224	181	40544	40.544	
Big Bales (kg)	Weight (kg)	Cost/t (£)	Cost/ bale (£)	Total Bales	Total Cost
	300	£ -	£ -	135.1	
					£ -

**Appendix I: Estimated forage requirements and costs for cattle enterprise (all 3 years)**

<b>CATTLE FORAGE REQUIREMENTS</b>					
<b>FORAGE YR 1 2024</b>	<b>(Bale grazing with forage: 1 bale per 10 cows every 3 days = 10kg hay/day (Agriwebb) )</b>				
<b>Requirements</b>	<b>Hay (kg)</b>	<b>Days</b>	<b>Total (kg)</b>	<b>Total (t)</b>	
Per head	10	181	1810	1.81	
Whole herd	30	181	54300	<b>54.3</b>	
<b>Big Bales (kg)</b>	<b>Weight (kg)</b>	<b>Cost/t (£)</b>	<b>Cost/ bale (£)</b>	<b>Total Bales</b>	<b>Total Cost</b>
	300	£ 85.00	£ 25.50	<b>181.0</b>	
					£ 4,615.50
<b>FORAGE (home saved) 2025</b>	<b>(Bale grazing with forage: 1 bale per 10 cows every 3 days = 10kg hay/day (Agriwebb) )</b>				
<b>Requirements</b>	<b>Hay (kg)</b>	<b>Days</b>	<b>Total (kg)</b>	<b>Total (t)</b>	
Per head	10	181	1810	1.81	
Whole herd	30	181	54300	<b>54.3</b>	
<b>Big Bales (kg)</b>	<b>Weight (kg)</b>	<b>Cost/t (£)</b>	<b>Cost/ bale (£)</b>	<b>Total Bales</b>	<b>Total Cost</b>
	300	£ 85.00	£ -	<b>181.0</b>	
					£ -
<b>FORAGE (home saved) 2026</b>	<b>(Bale grazing with forage: 1 bale per 10 cows every 3 days = 10kg hay/day (Agriwebb) )</b>				
<b>Requirements</b>	<b>Hay (kg)</b>	<b>Days</b>	<b>Total (kg)</b>	<b>Total (t)</b>	
Per head	10	181	1810	1.81	
Whole herd	40	181	72400	<b>72.4</b>	
<b>Big Bales (kg)</b>	<b>Weight (kg)</b>	<b>Cost/t (£)</b>	<b>Cost/ bale (£)</b>	<b>Total Bales</b>	<b>Total Cost</b>
	300			<b>241.3</b>	
					£ -

## Appendix J: Assumptions made in the calculation of Enterprise 1 (Sheep) Gross Margins for Year 1 (2024)

Assumptions YR 1							
LAMBS: 200	heads	p/kg	LW (Kg)	K/O %	DW (Kg)	£/head	TOTAL:
Mar-24	200	£6.00	38	46%	20.52	£123.12	£24,624.00
EWES							
Closed flock							
Replacement rate	12%	(bred)					
Cull price	£70/ head						
Lambs per ewe	1.6						
Mortality	8%						
Reared Lambs/ ewe	1.5						
							<a href="#">Price Indicator</a>
DEPRECIATION	Ewes	Rams					
Purchase Price (£)	102	160					
Cull Price (£)	70	95					
Lifespan in flock (years)	8	4					
Mortality	8%	5%					
Ewe: Ram ratio		33					
Depreciation £/ewe	£ 4.32	£ 0.52	£ 4.84				
WOOL		Wool (kg)	Heads	£/ head	Total (£)		
86p/kg	Ewes	1.5	200	£1.29	£258.00		
	Rams	3	6	£2.58	£15.48		
					£273.48		
SHEARING		Heads	£/ head	Total (£)			
	Ewes	200	£1.65	£330.00			
	Rams	6	£3.30	£19.80			
	Flat Fee			£50.00			
				£399.80			
VET & MED	£/Head	Ewes	Total				
	£ 8.00	200	£ 1,600.00				
FORAGE YR 1 ONLY							
Requirements	Hay (kg)	Days	Total (kg)	Total (t)			
Per head	1	181	181	0.181			
Whole flock	400	181	72400	72.4			
Big Bales (kg)	Weight (kg)	Cost/t (£)	Cost/ bale (£)	Total Bales	Total Cost		
	300	£ 85.00	£ 25.50	241.3	£ 6,154.00		
MINERALS							
Pre-Tupping & Post Lambing	80kg: 100 heads	160kg: 200	(twice)				
High Energy Mineral Lick	80kg	160kg	320kg				
Total	£60	£120	£ 240.00				
MISCELLANEOUS	Total (£)	£/ewe					
Fallen Stock	£ 120.00	£ 0.60					
Tags & Markers	£ 400.00	£ 2.00					
Transport	£ 1,000.00	£ 5.00					
	£ 1,520.00						

## Appendix K: Assumptions made in the calculation of Enterprise 1 (Sheep) Gross Margins for Year 2 (2025)

Assumptions YR 2	Inflation rate of 2% on all costs and prices						
<b>LAMBS: 300</b>							
Organic Finished Hogget:	<b>heads</b>	<b>p/kg</b>	<b>LW (Kg)</b>	<b>K/O %</b>	<b>DW (Kg)</b>	<b>£/head</b>	<b>TOTAL:</b>
April	132	£6.12	38	46%	20.52	£125.58	£16,576.88
<b>Store</b>	<b>Price</b>	<b>Heads</b>	<b>Total</b>				
September	£ 66.30	20	£ 1,326.00				
<b>Box Scheme</b>	<b>Half Lamb</b>	<b>Whole Lamb</b>	<b>Heads</b>	<b>Total</b>			
(Direct) Sold May-July	£ 85.00	£ 170.00	100	£ 17,000.00			
<b>Replacements Kept</b>	48						
<b>Total Lamb Income</b>	<b>£34,902.88</b>						
<b>EWES (Closed flock)</b>	176		<b>Cull Ewes</b>	<b>Heads</b>	<b>Price</b>	<b>Total Income</b>	
Bred Replacement rate	12%	(24)	September	24	£ 71.40	£ 1,713.60	
Cull price	£ 71.40						
Lambs per ewe	1.6						
Mortality	8%						
Reared Lambs/ ewe	1.5						
	<b>Ewes</b>	<b>Rams</b>	<b>Total</b>				
<b>DEPRECIATION</b>							
Purchase Price (£)	102	160					
Cull Price (£)	71.4	96.9					
Lifespan in flock (years)	8	4					
Mortality	8%	5%					
Ewe: Ram ratio		29					
Depreciation £/ewe	£ 4.13	£ 0.57	£ 4.70				
<b>WOOL</b>		<b>Wool (kg)</b>	<b>Heads</b>	<b>£/ head</b>	<b>Total (£)</b>		
Price increase of 2p	Ewes & Hoggets	1.5	224	£1.32	£295.68		
88p/kg	Rams	3	6	£2.64	£15.84		
					<b>£311.52</b>		
<b>SHEARING</b>		<b>Heads</b>	<b>£/ head</b>	<b>Total (£)</b>			
	Ewes & Hoggets	224	£1.68	£376.99			
	Rams	6	£3.37	£20.20			
	Flat Fee	230		£51.00			
				<b>£448.19</b>			
<b>VET &amp; MED</b>	<b>£/Head</b>	<b>Units</b>	<b>Total</b>				
	£ 8.16	230	£ 1,876.80				
<b>FORAGE (Home Saved)</b>							
<b>Requirements</b>	<b>Hay (kg)</b>	<b>Days</b>	<b>Total (kg)</b>	<b>Total (t)</b>			
Per head	1	181	181	0.181			
Whole flock	224	181	40544	<b>40.544</b>			
<b>Big Bales (kg)</b>	<b>Weight (kg)</b>	<b>Cost/t (£)</b>	<b>Cost/ bale (£)</b>	<b>Total Bales</b>	<b>Total Cost</b>		
	300	£ -	£ -	<b>135.1</b>	£ -		
<b>MINERALS</b>							
Pre-Tupping & Post Lambing	80kg: 100 heads	160kg: 200	(twice)	2025 (+2%)			
High Energy Mineral Lick	80kg	160kg	320kg				
Total	£ 60.00	£ 120.00	£ 240.00	£ 244.80			
<b>MISCELLANEOUS</b>	<b>Total (£)</b>	<b>£/ewe</b>					
Fallen Stock	£ 122.40	£ 0.60					
Tags & Markers	£ 408.00	£ 2.01					
Transport & Delivery	£ 2,040.00	£ 10.05					
	£ 2,570.40	£ 14.60					

## Appendix L: Assumptions made in the calculation of Enterprise 1 (Sheep) Gross Margins for Year 3 (2026)

<b>Assumptions YR 3</b>	<b>Inflation rate of 2% on all costs and prices from 2025(YR 2)</b>						
<b>LAMBS: 264 total hoggets</b>							
Organic Finished:	<b>heads</b>	<b>p/kg</b>	<b>LW (Kg)</b>	<b>K/O %</b>	<b>DW (Kg)</b>	<b>£/head</b>	<b>TOTAL:</b>
<i>April</i>	119	£6.24	38	46%	20.52	£128.04	£15,237.33
	<b>Price</b>	<b>Heads</b>	<b>Total</b>				
<b>Store</b>	£ 68.95	0	£ -				
<b>Box Scheme</b>	<b>Half Lamb</b>	<b>Whole Lamb</b>	<b>Heads</b>	<b>Total</b>	<b>* Grows as demand and business increases</b>		
Direct to consumer ( <i>April-July</i> )	£ 90.00	£ 175.00	120	£ 21,000.00			
<b>Replacements Kept</b>	<b>25</b>						
<b>Total Lamb Income</b>	<b>£36,237.33</b>						
<b>EWES (Closed flock)</b>	224		<b>Cull Ewes</b>	<b>Heads</b>	<b>Price</b>	<b>Total Income</b>	
Bred Replacement rate	11%	24	<i>September</i>	24	£ 71.40	£ 1,713.60	
Cull price	£ 93.60						
Lambs per ewe	1.6						
Mortality	8%						
Reared Lambs/ ewe	1.5						
<b>Cull Ewes</b>	<b>£ 1,965.60</b>						
	<b>Ewes</b>	<b>Rams</b>	<b>Total</b>				
<b>DEPRECIATION</b> (bought ewes)							
Purchase Price (£)	102	160					
Cull Price (£)	72.8	98.8					
Lifespan in flock (years)	8	4					
Mortality	8%	5%					
Ewe: Ram ratio		29					
Depreciation £/ewe	£ 3.94	£ 0.55	£ 4.50				
<b>WOOL</b>		<b>Wool (kg)</b>	<b>Heads</b>	<b>£/ head</b>	<b>Total (£)</b>		
Price increase of 2p	Ewes & Hoggets	1.5	249	£1.35	£336.15		
90p/kg	Rams	3	6	£2.70	£16.20		
					<b>£352.35</b>		
<b>SHEARING</b>		<b>Heads</b>	<b>£/ head</b>	<b>Total (£)</b>			
	Ewes & Hoggets	249	£1.72	£427.28			
	Rams	6	£3.43	£20.59			
	Flat Fee	255		£52.00			
				<b>£499.88</b>			
<b>VET &amp; MED</b>	<b>£/Head</b>	<b>Units</b>	<b>Total 2024</b>	<b>Total 2025</b>	<b>Total 2026</b>		
	£ 8.32	255	£ 2,121.60	£ 2,164.03			
<b>FORAGE</b>							
<b>Requirements</b>	<b>Hay (kg)</b>	<b>Days</b>	<b>Total (kg)</b>	<b>Total (t)</b>			
Per head	1	181	181	0.181			
Whole flock	224	181	40544	<b>40.544</b>			
<b>Big Bales (kg)</b>	<b>Weight (kg)</b>	<b>Cost/t (£)</b>	<b>Cost/ bale (£)</b>	<b>Total Bales</b>	<b>Total Cost</b>		
	300	£ -	£ -	135.1			
<b>MINERALS</b>							
Pre-Tupping & Post Lambing	80kg: 100 heads	160kg: 200	(twice)	2025 (+2%)	2026		
High Energy Mineral Lick	80kg	160kg	320kg		5 licks		
Total	£ 60.00	£ 120.00	£ 240.00	£ 244.80	£ 306.00		
<b>MISCELLANEOUS</b>	<b>Total (£)</b>	<b>£/ewe</b>					
Fallen Stock	£ 124.80	£ 0.56					
Tags & Markers	£ 416.00	£ 1.86					
Transport & Delivery	£ 2,080.00	£ 9.29					
	£ 2,620.80	£ 12.91					

## Appendix M: Assumptions made in the calculation of Enterprise 2 (Cattle) Gross Margins for Year 1 (2024)

<b>Assumptions YR 1</b>	10 Cows						
<b>CALVES:</b>	<b>None born year 1</b>						
<b>Store:</b>	Age (months)	Weight (Kg)	£/kg	Heads	<b>Total</b>		
Organic premium	10	400	2.9				
Grass-fed							
<b>Finished:</b>	Age (months)	£/kg	Liveweight(Kg)	K/O %	Deadweight (kg)	£/head	Heads
Organic premium	22-24	5.5	800	53%	424	£2,332.00	0
Grass-fed							
<b>COWS:</b>	20						
Calves per cow	0.95	19					
Group 1	Spring Calving						
Group 2	Autumn Calving						
Age at first calving	24 months (bred)						
Replacements	10%						
		*soil association					
<b>CULLS:</b>	Weight (kg)	£/kg	£/cow	Heads	<b>Total</b>		
	600	3.5	2100	0	£ -		
<b>DE/APPRECIATION:</b>	<b>Breeding Cows</b>	<b>Heifers</b>	<b>Cows in Calf</b>				
	Purchase Price (£)	1350	1500				
	Cull Price (£)	2100	2100				
	Lifespan in flock (years)	7	7				
	Mortality	4%	4%				
	Appreciation £/cow	£ 111.43	£ 89.14				
	<b>TOTAL</b>	£ 1,114.29	£ 1,782.86	£ 2,897.14			
<b>AI:</b>	Cost/ head (£)	-£ 15.00					
	Heads	20					
	Total semen cost	-£ 300.00					
	Contractor day rate	-£ 200.00					
	<b>TOTAL COST</b>	-£ 500.00					
<b>FORAGE YR 1 ONLY</b>	<b>(Bale grazing with forage: 1 bale per 10 cows every 3 days = 10kg hay/day (Agriwebb) )</b>						
<b>Requirements</b>	Hay (kg)	Days	Total (kg)	Total (t)			
Per head	10	181	1810	1.81			
Whole herd	30	181	54300	54.3			
<b>Big Bales (kg)</b>	Weight (kg)	Cost/t (£)	Cost/ bale (£)	Total Bales	Total Cost		
	300	£ 85.00	£ 25.50	181.0	£ 4,615.50		
<b>VET &amp; MED</b>	£/Head	Units	Total (£)				
	£ 50.00	30	£ 1,500.00				
<b>MINERALS</b>	Cost/ Unit (£)	Heads	Total (£)				
All-trace organic bolus	£ 3.76	30	£ 112.80				

## Appendix N: Assumptions made in the calculation of Enterprise 2 (Cattle) Gross Margins for Year 2 (2025)

<b>Assumptions YR 2</b>	30 Cows	<b>Assume inflation rate of 2%</b>				
<b>CALVES:</b>	<b>None born year 1</b>					
<b>Store: Organic</b>	Age (months)	Weight (kg)	£/kg	Price (£)	Heads	<b>Total</b>
February	10	400	£ 2.96	£ 1,183.20	10	£ 11,832.00
<b>Finished:</b>	Age (months)	£/kg	Liveweight(Kg)	K/O %	Deadweight (kg)	£/head
Organic premium	22-24	5.61	800	53%	424	£2,378.64
Grass-fed						
<b>COWS:</b>	20					
Calves per cow	0.97	19.4				
Group 1	Spring Calving					
Group 2	Autumn Calving					
Age at first calving	24 months (bred)					
Replacements	5% (none first 2 years)					
		*soil association				
<b>CULLS:</b>	Weight (kg)	£/kg	£/cow	Heads	<b>Total</b>	
	600	3.57	2142	0	£ -	
<b>DE/APPRECIATION:</b>	<b>Breeding Cows</b>	<b>Heifers</b>	<b>Cows in Calf</b>			
	Purchase Price (£)	1350	1500			
	Cull Price (£)	2100	2100			
	Lifespan in flock (years)	7	7			
	Mortality	4%	4%			
	Appreciation £/cow	£ 111.43	£ 89.14			
	<b>TOTAL</b>	£ 1,114.29	£ 1,782.86	£ 2,897.14		
<b>AI:</b>	Cost/ head (£)	-£ 15.30				
	Heads	28				
	Total semen cost	-£ 428.40				
	Contractor day rate	-£ 204.00				
	<b>TOTAL COST</b>	-£ 632.40				
<b>FORAGE (home saved)</b>	<b>(Bale grazing with forage: 1 bale per 10 cows every 3 days = 10kg hay/day (Agriwebb) )</b>					
<b>Requirements</b>	Hay (kg)	Days	Total (kg)	Total (t)		
Per head	10	181	1810	1.81		
Whole herd	30	181	54300	<b>54.3</b>		
<b>Big Bales (kg)</b>	Weight (kg)	Cost/t (£)	Cost/ bale (£)	Total Bales	Total Cost	
	300	£ 85.00	£ -	<b>181.0</b>	£ -	
<b>VET &amp; MED</b>	£/Head	Units	Total (£)			
	£ 51.00	30	£ 1,530.00			
<b>MINERALS</b>	Cost/ Unit (£)	Heads	Total (£)			
All-trace organic bolus	£ 3.84	30	£ 115.06			
<b>MISCELLANEOUS</b>	<b>Total (£)</b>	<b>£/cow</b>				
Fallen Stock	£ 153.00	£ 5.10				
Tags	£ 153.00	£ 2.55				
Transport	£ 2,295.00	£ 76.50				
Scanning	£ 459.00	£ 15.30				
	£ 3,060.00	£ 102.00				

## Appendix O: Assumptions made in the calculation of Enterprise 2 (Cattle) Gross Margins for Year 3 (2026)

<b>Assumptions YR 3</b>	30 Cows	<b>Assume inflation rate of 2%</b>						
<b>CALVES:</b>	<b>None born year 1</b>							
<b>Store: Organic</b>	Age (months)	Weight (kg)	£/kg	Price (£)	Heads	<b>Total</b>		
January (1b)	10	400	£ 3.02	£ 1,206.40	9	£	10,857.60	
July (2b)	10	400	£ 3.02	£ 1,206.40	5	£	6,032.00	
<b>TOTAL Store</b>						£	16,889.60	
<b>Finished:</b>	Age (months)	£/kg	Liveweight(Kg)	K/O %	Deadweight (kg)	£/head	Heads	Total
February	22-24	5.7222	800	53%	424	£2,426.21	7	£16,983.49
July	22-24	5.7222	800	53%	424	£2,426.21	9	£21,835.92
<b>TOTAL Finished</b>								£38,819.40
<b>COWS:</b>	20							
Calves per cow	0.97	19.4						
Group 1	Spring Calving							
Group 2	Autumn Calving							
Age at first calving	24 months (bred)							
Replacements	5% (1 cow to be replaced with first group breeding heifer)							
		*soil association						
<b>CULLS:</b>	Weight (kg)	£/kg	£/cow	Heads	<b>Total</b>			
Jan	600	3.64	2184	2	£	4,368.00		
May	600	3.64	2184	1	£	2,184.00		
					£	6,552.00		
<b>DE/APPRECIATION:</b>	<b>Breeding Cows</b>	27						
	Purchase Price (£)	1350						
	Cull Price (£)	2184						
	Lifespan in flock (years)	7						
	Mortality	4%						
	Appreciation £/cow	£ 123.91						
<b>AI:</b>	Cost/ head (£)	-£ 15.30						
	Heads	19						
	Total semen cost	-£ 290.70						
	Contractor day rate	-£ 204.00						
	<b>TOTAL COST</b>	-£ 494.70						
<b>FORAGE (home saved)</b>	<b>(Bale grazing with forage: 1 bale per 10 cows every 3 days = 10kg hay/day (Agriwebb) )</b>							
<b>Requirements</b>	Hay (kg)	Days	Total (kg)	Total (t)				
Per head	10	181	1810	1.81				
Whole herd	40	181	72400	72.4				
<b>Big Bales (kg)</b>	Weight (kg)	Cost/t (£)	Cost/ bale (£)	Total Bales	Total Cost			
	300			241.3				
<b>VET &amp; MED</b>	£/Head	Cows	Total (£)					
	£ 52.00	30	£ 1,560.00					
<b>MINERALS</b>	Cost/ Unit (£)	Heads	Total (£)					
All-trace organic bolus	£ 3.91	30	£ 117.31					
<b>MISCELLANEOUS</b>	<b>Total (£)</b>	<b>£/cow</b>						
Fallen Stock	£ 234.00	£ 7.80						
Tags	£ 156.00	£ 2.60						
Transport	£ 1,560.00	£ 52.00						
Scanning	£ 493.20	£ 16.44						
	£ 2,443.20	£ 81.44						

**Appendix P: Assumptions made in the calculation of Enterprise 3 (Woodland) Gross Margins for Year 1 (2024)**

EWCO Gross Margin Assumptions YR 1				
Planning Grant (one-off)	ha	£/ha	total area (ha)	total (£)
Payment Rate	1	£ 150.00	19.21	£ 2,881.50
Set Payment				£ 1,000.00
<b>TOTAL</b>				<b>£ 3,881.50</b>
Creation Grant (one-off)	ha	£/ha	total area (ha)	total (£)
Payment Rate	1	£ 10,000.00	19.21	£ 192,100.00
Recreational Access	ha	£/ha	total area (ha)	total (£)
EWCO additional payment	1	£ 300.00	19.21	£ 5,763.00
Nature Recovery (one-off)	ha	£/ha	total area (ha)	total (£)
	1	£ 2,000.00	19.21	£ 38,420.00
Planning Costs			total area (ha)	total (£)
Commissioned Plan			19.21	£ 1,200.00
Tree Planting	trees/ ha	£/ tree	total area (ha)	total (£)
Contract Planting	1200	£ 1.80	19.21	£ 41,493.60
Annual Maintenance Costs	Cost/ ha	ha	total area (ha)	
Maintenance Existing Woodland	£ 310.00	19.08	£ 5,914.80	

**Appendix Q: Assumptions made in the calculation of Enterprise 3 (Woodland) Gross Margins for Year 2 & 3 (2024 -5)**

EWCO Gross Margin Assumptions YRS 2 & 3				
Planning Grant (one-off)	ha	£/ha	total area (ha)	total (£)
Payment Rate	1	£ 150.00	19.21	£ 2,881.50
Set Payment				£ 1,000.00
<b>TOTAL</b>				<b>£ 3,881.50</b>
Creation Grant (one-off)	ha	£/ha	total area (ha)	total (£)
Payment Rate	1	£ 10,000.00	19.21	£ 192,100.00
Recreational Access	ha	£/ha	total area (ha)	total (£)
EWCO additional payment	1	£ 300.00	19.21	£ 5,763.00
Nature Recovery (one-off)	ha	£/ha	total area (ha)	total (£)
	1	£ 2,000.00	19.21	£ 38,420.00
Planning Costs			total area (ha)	total (£)
Commissioned Plan			19.21	£ 1,200.00
Tree Planting	trees/ ha	£/ tree	total area (ha)	total (£)
Contract Planting	1200	£ 1.80	19.21	£ 41,493.60
Annual Maintenance Costs	Cost/ ha	ha	total area (ha)	
Existing and New	£ 310.00	38.29	£ 11,869.90	

## Appendix R: Capacity, costings and occupancy rates of allotment garden

Allotments	Ha	£			Monthly Rent	Annual Income
Total Garden Size	5.69			Occupancy Year 1		
Plot Size	0.025			70%	£ 1,155.00	£ 13,860.00
Plots/ ha (with 1.5 m margins in between)	30			Occupancy Year 2		
Total Plots (allowing for storage area)	165			85%	£ 1,402.50	£ 16,830.00
Rent per plot per month		£ 10.00		Occupancy Year 3		
Rent potential per month		£ 1,650.00		95%	£ 1,567.50	£ 18,810.00
Rent potential per year		£ 19,800.00				

## Appendix S: Income from Community Outreach Project Years 1-3 (2024-2026)

Community Outreach Project YR 1				
Month	Visits	£/Visits	£/ month	
September	1	£ 175.00	£	175.00
October	4	£ 175.00	£	700.00
March	4	£ 175.00	£	700.00
April	8	£ 175.00	£	1,400.00
May	6	£ 175.00	£	1,050.00
			£	4,025.00

Community Outreach Project YR 2				
Month	Visits	£/Visits	£/ month	
September	4	£ 178.50	£	714.00
October	6	£ 178.50	£	1,071.00
March	6	£ 178.50	£	1,071.00
April	8	£ 178.50	£	1,428.00
May	6	£ 178.50	£	1,071.00
			£	5,355.00

Community Outreach Project YR 3				
Month	Visits	£/Visits	£/ month	
September	4	£ 182.07	£	728.28
October	8	£ 182.07	£	1,456.56
March	6	£ 182.07	£	1,092.42
April	8	£ 182.07	£	1,456.56
May	6	£ 182.07	£	1,092.42
			£	5,826.24

## Appendix T: Sublet of facilities – pricings and predicted income per annum (2024-2026)

Rent of Grainstore		Unit Price:	£/ annum
Per week		£ 250.00	
Weeks	25	£	6,250.00
Weighbridge Rent			
£ per vehicle weight		£7.00	
Estimated vehicles/ year	200		£1,400.00

## Appendix U: Upfront Costs and investment for establishment of campsite (2024)

Campsite	
Upfront Costs:	
Planning/ Licensing	£ 1,000.00
Toilet & Shower Block	£ 12,000.00
Water Pipes & Drainage	£ 2,000.00
Website/ Advertising	£ 1,500.00
	<b>£ 16,500.00</b>

## Appendix V: Capacity, predicted occupancy, prices and income for campsite in years 1-3 (2024-2026)

<b>YEAR 1 2024</b>					
Pitches	35				
£/ pitch (per night) Out of season	£ 16.00				
£/ pitch (per night) In Season (June- August)	£ 20.00				
<b>Campsite YR 1 2024</b>					
Month	Occupancy/ n/ Pitches	£/ night	Nights	£/ month	
August	95%	33 £ 665.00	31	£	20,615.00
September	40%	14 £ 224.00	30	£	6,720.00
April	10%	4 £ 56.00	30	£	1,680.00
May	35%	12 £ 196.00	31	£	6,076.00
June	80%	28 £ 560.00	30	£	16,800.00
July	95%	33 £ 665.00	31	£	20,615.00
				£	72,506.00
<b>YEAR 2 2025</b>					
Pitches	35				
£/ pitch (per night) Out of season	£ 17.00				
£/ pitch (per night) In Season (June- August)	£ 21.00				
<b>Campsite YR 1 2024</b>					
Month	Occupancy/ n/ Pitches	£/ night	Nights	£/ month	
August	98%	34 £ 720.30	31	£	22,329.30
September	40%	14 £ 238.00	30	£	7,140.00
April	10%	4 £ 59.50	30	£	1,785.00
May	35%	12 £ 208.25	31	£	6,455.75
June	80%	28 £ 588.00	30	£	17,640.00
July	98%	34 £ 720.30	31	£	22,329.30
				£	77,679.35
<b>YEAR 3 2026</b>					
Pitches	40				
£/ pitch (per night) Out of season	£ 17.00				
£/ pitch (per night) In Season (June- August)	£ 22.00				
<b>Campsite YR 1 2024</b>					
Month	Occupancy/ n/ Pitches	£/ night	Nights	£/ month	
August	98%	34 £ 754.60	31	£	23,392.60
September	40%	14 £ 238.00	30	£	7,140.00
April	10%	4 £ 59.50	30	£	1,785.00
May	35%	12 £ 208.25	31	£	6,455.75
June	85%	30 £ 654.50	30	£	19,635.00
July	98%	34 £ 754.60	31	£	23,392.60
				£	81,800.95

**Appendix W: Labour requirements calculations using Standard Man Days**

<b>Labour Requirements Y1</b>	Calculated using Standard Man Days (SMD from John Nix 2024)			
<b>Farming Enterprises</b>		<b>SMD/ head</b>	<b>Heads or Ha</b>	<b>Total</b>
<b>Sheep:</b>	Ewes	0.5	200	100
	Store Lambs	0.3	200	60
	Rams	0.5	6	3
<b>Cattle:</b>	Beef Suckler Cows	1.35	30	40.5
<b>Land:</b>	Grazing land	0.4	180.9	72.36
				275.86
<b>General maintenance:</b>				15%
				317.24
<b>Workers Required</b>				1.2
	1 full time, high skilled (plus supplementary to cover days off)			
<b>Diversifications</b>			<b>Hours/ week</b>	<b>Annual Hours</b>
Market Garden			20	900
Campsite			15	675
			35	1575
<b>Workers Required</b>				1.0
	1 full time, low skilled			

<b>Labour Requirements Y2</b>	Calculated using Standard Man Days (SMD from John Nix 2024)			
<b>Farming Enterprises</b>		<b>SMD/ head</b>	<b>Heads or Ha</b>	<b>Total</b>
<b>Sheep:</b>	Ewes	0.5	176	88
	Stores	0.3	280	84
	Rams	0.5	6	3
<b>Cattle:</b>	Beef Suckler Cows	1.35	30	40.5
	Finishing Cattle	1.1	19	20.9
<b>Land:</b>	Grazing land	0.4	180.9	72.36
				308.76
<b>General maintenance:</b>				15%
				355.07
<b>Workers Required</b>				1.3
	1 full time, high skilled (plus supplementary to cover days off)			
<b>Diversifications</b>			<b>Hours/ week</b>	<b>Annual Hours</b>
Market Garden			20	900
Campsite			15	675
			35	1575
<b>Workers Required</b>				1.0
	1 full time, low skilled			

*Continued on the following page*

Labour Requirements Y3		Calculated using Standard Man Days (SMD from John Nix 2024)		
Farming Enterprises		SMD/ head	Heads or Ha	Total
Sheep:	Ewes	0.5	224	112
	Stores	0.3	264	79.2
	Rams	0.5	6	3
Cattle:	Beef Suckler Cows	1.35	29	39.15
	Finishing Cattle	1.1	30	33
Land:	Grazing land	0.4	180.9	72.36
				338.71
General maintenance:				15%
				389.52
Workers Required				1.4
	1 full time, high skilled (plus supplementary to cover days off)			
Diversifications			Hours/ week	Annual Hours
Market Garden			20	900
Campsite			15	675
			35	1575
Workers Required				1.0
	1 full time, low skilled			

#### Appendix X: Organic Hay Production

Organic Hay Production					
	Bales required	Bales Produced (year before)	Leftover	£/ bale	Hay Sales (£)
YR 1	423	0	-423	25.5	-
422.33					
YR 2	317	1073	756	26.01	£ 19,670.84
316.1					
YR 3	377	1342	965	26.52	£ 25,581.19
376.5					
Stock for year 4 (BS)			1476	27.03	£ 39,889.79