



# GRAZING MANAGEMENT



**HOOF POWERED NATURE RESTORATION**



# GRAZING MANAGEMENT

## **Business Plan**

Alexander Crawley  
15 June 2018

# GRAZING MANAGEMENT

## 1. Summary Sheet

Grazing Management

Ltd Company

Based in the Cotswolds

Director [REDACTED]

Business address and postcode: [REDACTED]

Business telephone number: [REDACTED]

Business email address: [info@grazingmanagement.co.uk](mailto:info@grazingmanagement.co.uk)

Initial loan £85,000





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## 3.1. Executive summary

We are launching Grazing Management, a conservation grazing business to fill the current need for conservation grazing in the Cotswolds. We use cattle as a tool to actively manage key nature sites on a contract basis for land managers.

There are thousands of hectares in the Cotswolds that need specific grazing management from hardy native breed cattle and each hectare can receive up to £500 in government funding if correctly managed. Conservation focused land managers see cattle grazing as a farming activity which deviates from their core tasks and want to contract this out. As such they have encouraged me to launch Grazing Management to provide a contract grazing service which can save them money, avoid taking this service in house, keep it off balance sheet and simplify it as an expense line for their management plans.

This also provides slow matured, wild flower and herb fed, rare breed beef as a consequence leading to 'Wild Flower Beef' as our subsidiary.

We've had expressions of interest from the [REDACTED] and representatives of 8 other conservation charities. Initial general quotes have been well received and we are moving into negotiating specific site contracts. We've had expressions of interest from multiple grant awarding bodies to support the project and media interest from the BBC. We've gathered a small team of cattle experts in advisory and operational roles and worked with conservation grazing businesses in other areas of the country with turnovers from the tens of thousands to the millions.

Brexit changes have signposted the future with major disruption for traditional farmers but increased funding for environmentally focused management (UK Parliament. (2018).. Grazing Management will be positioned to exploit this change and plan to be able to rapidly scale up. [REDACTED]

[REDACTED] I've come home and studied farming at the RAU and am now ready to launch Grazing Management. Please see our videos at:



[The Grand Idea pitch Alex Crawley Grazing Management](#)

[www.youtube.com](http://www.youtube.com)

The Grand Idea pitch Alex Crawley, Grazing Management

and

[https://www.youtube.com/watch?v=mKezs7CQV\\_Q&t=6s](https://www.youtube.com/watch?v=mKezs7CQV_Q&t=6s)



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## 3.2. Vision

To develop a nationwide franchised conservation grazing and beef business which manages some of our nation's most important landscapes. Grazing Management will start small and locally with a minimum viable product and this business plan is a conservative projection of that initial start. We evaluate that by 2022 Grazing Management will be established with a reputation and brand, an investible track history and able to fully exploit the large scale changes. This business plan does not cover the detail of post 2022 when we would aim to manage large blocks of land covering thousands of hectares



Cleeve Common, The Cotswolds. 450 ha

## 3.3. Mission

To use animal power to restore nature and produce the best natural beef possible.

## 3.4. Financial summary

From an initial investment of £85,000 we plan to break even mid-way through year 2 and be running a net profit of £33,000 after salaries and finance by year 4 with a cumulative profit of £31,000 by year 4. This represents an annual ROI of 9% on the initial investment. This is a conservative forecast.

## 3.5. Grazing Management

The name is based on the idea of using animal power to manage landscapes rather than contractors with machinery. It is also designed to say what it is immediately in a professional manner befitting large contracts with government bodies. We chose grazing management as a business to business name that would rely on word of mouth and networking to spread.



We will have a subsidiary company for business to consumers for selling beef directly called **'Wild Flower Beef' – The Art of Outstanding Natural Beef**. This plays on Wildflower Beef -AONB from the Cotswolds AONB. We will provide beef that hits the three key elements of producing the best beef possible with the benefit of a feel good back story:

- Slow matured native breeds
- Fed on a diet of rare flowers and herbs from conservation sites
- 28 days dry aged in a Himalayan salt cellar



Prime beef, sold direct sells for upto £40 kg for sirloin

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## 3.6. Business Core Values

At the core is an ethical focus on high welfare and restorative farming. Grazing Management should leave the land better than it found it and produce beef of exceptional quality and provenance that deals with the ethical issues of red meat.

## 3.7. Strapline

**Restoring Nature** is the strapline. Cattle are an ancient part of our landscape and many species of trees and plants evolved over hundreds of thousands of years to work in harmony with them. Modern farming practices don't allow the same interaction. We want to use native cattle in a natural manner to restore our landscape



The Stroud valleys, where [REDACTED] have 5 initial sites for Grazing Management

## 4.1. Products and Services

The core business is selling land management services. We will manage blocks of land, using cattle to the prescriptions of the land owner. This is in lieu of machine based options or local farmers. This may take the form of a tenancy agreement or a specific contract but the core function is to use the cattle to create the right environment. This is funded by generous government subsidies to land owners for environmental management of the land which is contracted out to us. This is the initial product. Our pricing and variable and fixed costs are attributed to the contract grazing charges.



Another view of the Stroud Valleys which represent the beach head market for Grazing Management

The subsidiary business is direct selling slow reared, herb fed, conservation grazed, dry aged beef. We will develop this over time as it will take time to rear the beef and to develop the processes and customer lists. We envisage initial sales at the end of year 2. This is a mix of business to business and business to consumer.

## 4.2. Value Proposition

A number of organizations own and manage land that is marginal for agricultural use but needs managing using cattle. This land is not suitable for commercial production but still attracts high levels of government subsidy (£500/hectare) (gov.uk, 2018). Conservation bodies are not farmers and crown bodies are not allowed to collect



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subsidies so Grazing Management will be able to farm the land whilst providing a management service and allow the flow of government backed payments to pay for the service. If we don't provide the service they would need to establish it in house instead. We save them taking on risk, needing to invest and keep this off their balance sheet for them in turn allowing them to expense the service. By paying they are guaranteed the service they need rather than relying on favours for free.

This will also produce high welfare, slow reared, wild flower and herb fed native breed cattle which we will look to direct sell. This will be a two pronged approach, to up and coming chefs in London looking for food with a story and to the membership of [REDACTED]



A herd of Belted Galloways, the conservation grazing tool of choice, hardy, docile and public friendly

## 5. Market Research

This was based on a network approach and as such is primary evidence. We found a key node of conservation grazing in the area who was prepared to help us and then expanded from there, 'daisy chaining' from contact to contact. We spoke to a range of practitioners who were willing to share their books with us and spread best practice.



[Surreywildlifetrust.org](http://Surreywildlifetrust.org). (2018).

We worked with Surrey Wildlife Trust (SWT) who agreed to share their best practice documents and costings from their last 10 years of trading. This has proved invaluable as they run a multi million pound conservation grazing operation.

[REDACTED]

[REDACTED]

[REDACTED]



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## Wessex Conservation Grazing

'Providing conservation grazing, physical management and maintenance of wildlife sites.'



(Wessexconservationgrazing.co.uk.,2018)

We worked with Wessex Conservation Grazing (WCG), a private business, who have taken tenancy on marginal land for crown bodies and run low input systems to claim agricultural and environmental subsidies.





## National Trust

(National Trust. 2018).

The National Trust explained that their herd grazed their own land to qualify for Basic Payment Scheme (BPS) and Agri-environmental schemes as well as providing a limited contract grazing service in the local area generating

### How existing businesses do it

Conservation Grazer	Type of organization	Business Model	Turnover	Profit	Comments
Surrey Wildlife Trust 					
Wessex Conservation Grazing 					
The National Trust					







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 Nation



### Grazing Requirements

We have also networked amongst local land managers and owners to discuss sites which need grazing in our local area. We still intend to approach district and county council land managers Below is a list of responses from land managers and leads we have been given for sites that require grazing:

Land Manager	No of sites that still need grazing	Names of sites	Area that requires grazing	Payment	Comments
	3			Will pay	



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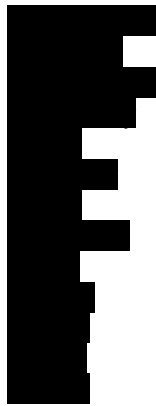
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TBC



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Will pay



2



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1



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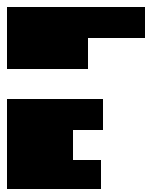
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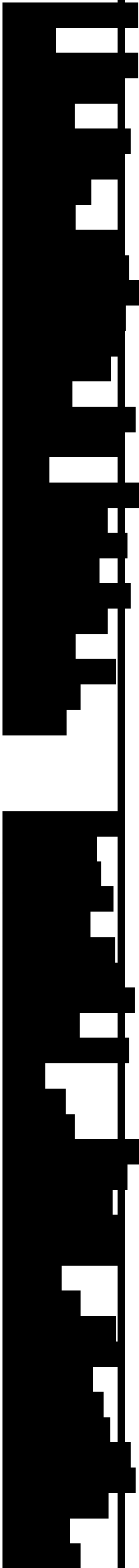
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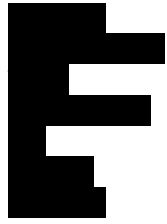


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# GRAZING MANAGEMENT



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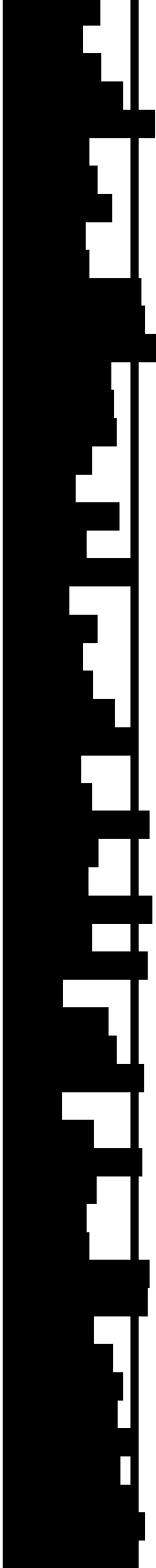


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3



Will pay



1



Will pay



TBC



Will pay





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This is an evolving work in progress. In summary there are a number of sites that need the service but land managers want to see an established herd and service before committing to figures and locations. We sent example quotes to [REDACTED] which were well received and gave us the impetus to continue. [REDACTED] outlined contract provision of animals for educational institutions such as [REDACTED] who they have a three year contract with. We are looking to replicate this with the Royal Agricultural University, once we are established

We also undertook online research of the Sites of Special Scientific Interest (SSSI) at Designatedsites.naturalengland.org.uk. (2018) which need more grazing as of the last assessment published (see example below). By going through the online database, site by site we pulled together the analysis below, however, networking and word of mouth appears the most useful approach.

Area Name	Designation	County	Ha	Grazing	Condition	Note
Sapperton Valley	[REDACTED]		3.7	Yes	unfavourable	needs grazing
Snows Farm	[REDACTED]	GLOS	23	Yes	unfavourable	needs grazing
Inglestone and Hawksbury	South Glos	S.	120	Yes	unfavourable	needs grazing
Brassey Reserve and Windrush	SSSI	GLOS	2	Yes	unfavourable	needs grazing
Bull Cross, The Frith and Juniper	SSSI	GLOS	9.3	yes	unfavourable	needs grazing
Elmlea Meadows SSSI	SSSI	GLOS	6.6	yes	unfavourable	needs grazing
Midger SSSI	SSSI	GLOS	58	yes	unfavourable	needs grazing
Minchinhampton Common SSSI	SSSI	GLOS	15.6	yes	unfavourable	needs grazing
Poor's Allotment SSSI	SSSI	GLOS	29	yes	unfavourable	needs grazing
Range Farm Fields SSSI	SSSI	GLOS	13	yes	unfavourable	needs grazing
Stinchcombe Hill SSSI	SSSI	GLOS	25	yes	unfavourable	needs grazing
Bushley Muzzard, Brimpsfield	SSSI	GLOS	1.3	YES	Favourable	Needs a break
Badgeworth SSSI	SSSI	GLOS	3	Yes	Favourable	Horses currently
Barnsley Warren SSSI	SSSI	GLOS	2.1	Yes	Favourable	has grazing
Barton Bushes SSSI	SSSI	GLOS	5.8	Yes	Favourable	Has grazing
Bourton Down SSSI	SSSI	GLOS	10.8	Yes	Favourable	has grazing
Box Farm Meadows SSSI	SSSI	GLOS	8.3	Yes	Favourable	has grazing
Cleeve Common SSSI	SSSI	GLOS	146	Yes	Favourable	has grazing
Cockleford Marsh SSSI	SSSI	GLOS	3.1	yes	unfavourable	has grazing
Coombe Hill - 1007150 SSSI	SSSI	GLOS	13	yes	Favourable	has grazing
Cotswold Commons and	SSSI	GLOS	60	yes	Favourable	has grazing
Crickley Hill and Barrow Wake	SSSI	GLOS	23	yes	unfavourable	needs grazing
Daneway Banks SSSI	SSSI	GLOS	16	yes	Favourable	has grazing
Edge Common SSSI	SSSI	GLOS	20	YES	FAVOURABLE	has grazing

We are also able to use the magic.defra.gov.uk public mapping which details the Agri-environmental payments made on a set area of land to a named land manager. We can also work out the area of the land and calculate the Basic Payment Scheme (BPS) received for that land at £223 a hectare. Thus we can see the total income for a site and if it is in breach of its contract with Natural England.

## Meat Sales

We have worked with a number of graziers to discuss various models for meat sales and seen 4 options,

Method	Advantage	Disadvantage	£/Gross per head assuming 550 kg	£/kg
Sell to Abattoir	<ul style="list-style-type: none"> <li>Least labour input</li> <li>Guaranteed market</li> <li>No risk</li> </ul>	<ul style="list-style-type: none"> <li>Need to have carcass conform to abattoir</li> </ul>	1100	2



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	<ul style="list-style-type: none"> <li>No requirement for extra facilities or capital investment</li> <li>No need for advertising</li> <li>Can handle large numbers</li> </ul>	<ul style="list-style-type: none"> <li>standards to avoid penalties</li> <li>Loss of potential revenue</li> </ul>		
Sell to butcher	<ul style="list-style-type: none"> <li>Low input</li> <li>No need for extra facilities</li> <li>Low risk</li> <li>Drop at abattoir</li> </ul>	<ul style="list-style-type: none"> <li>Requires some marketing and relationships</li> <li>cannot guarantee a constant supply</li> <li>Loss of potential income</li> </ul>	1100 - 1250 for deadweight	3.80
Sell to businesses, i.e. RAU events	<ul style="list-style-type: none"> <li>Can bulk sell</li> <li>Lower risk</li> <li>Good publicity and partnerships</li> <li>Fewer relationships to maintain</li> <li>Less social media and marketing required</li> </ul>	<ul style="list-style-type: none"> <li>Requires relationships and time</li> <li>Need a critical mass of enough</li> <li>Tough negotiations</li> <li>Late payment issues</li> <li>Potential for restaurants to go bust</li> </ul>		8
Direct to public	<ul style="list-style-type: none"> <li>Maximum potential revenue</li> <li>Increases public awareness and raises business profile</li> </ul>	<ul style="list-style-type: none"> <li>Requires fridge/freezer facilities</li> <li>Requires marketing</li> <li>Data protection for customers</li> <li>Handling payments</li> <li>Need to guarantee a supply</li> <li>Health and safety implications</li> <li>Extra labour</li> </ul>	2300 after butchery and abattoir costs	12

The figures taken above are from [redacted] who sell direct and comparing to online wholesale prices with Costco and online direct butchers (see competitor analysis). The key element is that this offers a product not found in supermarkets that is slow matured, herb fed, rare breed beef that has been supporting nature and conservation aims.

We are aware of a number of competitors who sell boxed beef direct locally such as Conygree farm, Heritage graziers, Ruscombe and farm shop butcheries. We plan to use the links to [redacted] to provide a niche and to access their membership (28,000) and to sell into their chain of three cafes. We have had initial discussions with the Head Chef at the RAU about providing beef from an RAU linked herd for their specialist functions and need to confirm prices. Further we will look to diversify into processed products using 'white labelling' with other food processors processing our beef and us branding it, aware of health and safety implications. Our main concern is declining red meat sales and how many people will buy 12kg of beef in one go. We assess that summer BBQ packs of steaks, beef ribs, burgers and beef sausages are our best approach for bulk sales to the public.

In summary, it was clear that the ideal was to take large areas of land under management, claiming subsidies directly. In the absence of this it was key to provide a differentiated service from local farmers. We needed to develop conservation management practices that you could charge for in order to generate a contract grazing income, however beef production still provided an important proportion of the income but would be slow at 36 months to slaughter. Our aim will be to build the business up until we have the contacts and credibility to take on the management of large land holdings for institutional owners and a regular supply of beef to both trade and public customers in the first instance.

## 6. Target Customers

Our customers are split into 3 segments.

We envisage the bulk of our contracts coming from land managers of institutions and charities that either have public access or conservation aims as their core aims and farming is a distraction from their core business. These individuals have an issue that needs solving and we are the solution, however they are likely caught by hierarchical constraints of inertia, risk aversion and siloed budgets. Using our previous public service background, we understand this dilemma

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and the language spoken. We understand that they want to keep things off balance sheet where possible and can submit an extra line into an expenses bid but will need supporting paperwork, risk assessments and audit trails. These are our core clients.

Our other customers are the boxed beef customers. They will be interested in buying into the story, the connections to the cattle, the landscape and us as the farmers. They will be reassured by a media and marketing presence. Buying the beef is a treat that makes them feel good and they are proud to tell their friends and family about. Using our contacts in the London restaurant trade we would also look to approach up and coming chefs, identified early and still operating at the pop up stage to work with.

A third group of customers are wealthy individuals with small land holdings. We will seek an agreement with them where we graze their land and manage it in return for a small income and the ability to claim the subsidies on their land which they would not be able to. This will require a lot of networking and multiple relationships to make this work.

## Customer Persona

Persona 1

**Land Manager for an institution**



- Aged 38
- Salary £32,000
- Has a focus on delivering conservation aims and not interested in farming
- potentially in conflict with mainstream farmers.
- Is a passionate subject matter expert on specific issues
- Cares more about achieving their conservation aim than money
- Personally not financially motivated so not inclined to support what they may consider the excessive financial motivations of others
- Has a social conscience so will support paying a living wage however
- Will be interested in getting a good financial deal for their organization
- Trapped in a hierarchical decision making process

Persona 2

**Boxed beef customer**



- Aged 60
- Pension of £40,000 p.a.
- Wealthy individual based in the Cotswolds
- Cares about provenance
- Likely a semi retired baby boomer
- Cares about nature and regularly walks in the countryside
- Shops at Waitrose and reads Waitrose food magazine
- Responds to food trends
- Aware of ethical issues with red meat
- Basic use of internet and email but not much app based smart phone use yet
- Likely a member of the National Trust and the Wildlife Trust
- Listens to Radio 4 and probably follows the Archers
- Watches Countryfile
- Occasionally shops at farmers markets

Persona 3

**Wealthy individual with land**



- Aged 50
- Income of £450,000 p.a.
- Owns a relatively small area of farmland near their home in the Cotswolds
- Likely owns a property worth over £1m
- Likes rural life but does not want to actually farm
- Has land that needs managing but does not want the hassle of managing it themselves
- Land is potentially too small to rent out or employ a land agent to manage
- Wants a local farmer to look after it for them and keep it tidy
- Having the land managed by someone they trust is more important than the small agricultural rent they would receive
- Is interested in nature and conservation





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- May still be operating in an older paradigm of not paying for grazing
- Attracted to the idea of farming as a lifestyle but not the reality
- Landholding is too small to claim an agricultural subsidy and the paperwork would be too much hassle

## 7. Beach Head Customer and initial marketing

Our beach head customer is the land manager, [REDACTED] need grazing and have looked seriously at setting up their own in house conservation grazing herd due to the pressing need. They are reticent to do so as they are not farmers and this is not their core function. Their mandate would only allow them to do this if they can show that no other viable option exists. As such we [REDACTED] the service. [REDACTED] manage some sites where they are not achieving their stated aims through a lack of suitable grazing and will also be under pressure [REDACTED] to fulfil their agreements in return for Agri-environmental subsidies. The issue [REDACTED] is that although they know they need to pay for the service they have some sites where they receive grazing for free as it suits local hobby farmers. [REDACTED] are cautious of paying one grazier in case this makes other graziers start demanding payments and becomes very expensive.

We have discussed this [REDACTED] and agreed that we will offer a land management service, as a different proposition [REDACTED] picking up extra grazing. We are prepared to graze a number of sites including small difficult sites as part of a larger package of sites that will justify payment. We have initial meetings with [REDACTED] visit sites and discuss criteria in order that we can put an accurate quote [REDACTED] We attended [REDACTED] workshop with [REDACTED], so [REDACTED] are aware of the issues, financial implications and costs. As we are using the costing templates provided by [REDACTED] in the first instance, [REDACTED] should accept this as a fair price given that this is what their sister organisation charge and [REDACTED] have acknowledged that if they want this service they need to pay a fair price or the business will fail and they will lose the service. This does mean that it will be difficult to increase prices with [REDACTED] and we will need to work on the costs plus profit model in this instance.

## Marketing

### Grazing Management

We have been approached by Anne Marie Bullock from the BBC's rural affairs department who wants to cover our story as well as the Western Daily Press. We also have links via one of our board to River Cottage and through local farming contacts to Jamie and Jimmy's Friday night feast. The Craft Drink Company have asked if we can appear on their packaging which would help advertise. We have also received some publicity from the RAU's Grand Idea competition and have had one of the 'Dragons' request to follow up with us. We are also working with a number of grant funding bodies who are keen to publicise our service, especially 'Back from the Brink'. This all helps raise our profile.

As a B2B we see that most of our land manager clients will come from networking and word of mouth recommendations. Our focus will be on meeting the small pool of land managers and gaining introductions from them to their networks. This draws on our strengths from our previous career. In order to boost our credentials, we will attend conferences and events that focus on conservation based farming. We will reinforce this with a social media presence. We will focus on Facebook [www.facebook.com/grazing-management](http://www.facebook.com/grazing-management), Twitter and Youtube as our audience is mainly an older audience who are less connected to some of the more modern platforms. We will use hootsuite to keep a constant twitter feed and link this to our other social media accounts. We will develop our website [www.grazingmanagement.co.uk](http://www.grazingmanagement.co.uk) showing our conservation and animal welfare credentials. We will use drone footage for videos showing some of the incredible landscapes and time-lapse photography to show the benefits of our work and generate interest. We are already present on conservation grazing forums and as we develop will increase our presence. We have had interest from the BBC who approached us directly, who said that when we have launched and established ourselves they would be keen to cover the story. Currently we see the key as having a product we can show people and talk about so launching a Minimal Viable Product will allow us to move our marketing forward



### Wild Flower Beef

As a B2C we want to develop a brand. We will look to the latest developments in high end beef such as Galician beef (<http://thebutchers.club/news/galician-beef-the-best-beef-in-the-world/>) and bone marrow burgers



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(<https://www.turnerandgeorge.co.uk/black-label-burgers.html>) . This will require constant research and updating of products. We will attend events such as Meatopia <https://meatopia.co.uk/> and ensure we are linked into trend setters and following the new niches. Using contacts in London we will approach the up and coming young chefs who run pop ups and just beginning to appear in 'TimeOut', working on the principle that if 1 in 10 makes a success then we will have a link into the high profile London scene as a flagship.

On a separate level we will have a link to the 28,000 [REDACTED] members and their three cafes and also into the RAU chef. This provides a starting point for a client basis who have a direct link to the provenance and story of the beef. This will be a mixture of developing personal relationships, advertising through [REDACTED] and developing a social media profile to accompany this. We see our market as a mixture of traditional Cotswolds using Website and Facebook and also potentially a more media savvy affluent demographic where Instagram may be a better fit. We would link the BBC coverage into Wild Flower Beef. The same drone and time lapse footage can help tell the story of our beef. We want to keep this separate from Grazing Management as its USP is a focus on the nature and conservation aims.



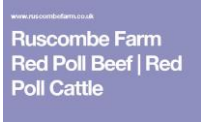


We have also been in discussions with <https://www.farmdrop.com/> to discuss prices for selling and how we could collaborate with local business <https://cotswoldkidmeat.com/>



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## 8. Competitor & Situation Analysis

Contract Grazing Competitors				
Name, location and business size	Service	Price	Strengths	Weaknesses
Heritage Graziers, Fosse way 	Conservation grazing	[REDACTED]	[REDACTED]	[REDACTED]
The National Trust, Ebworth 	Conservation Grazing	[REDACTED]	[REDACTED]	[REDACTED]
The Ruscombe Herd, Ruscombe 	Rare breed beef	[REDACTED]	[REDACTED]	[REDACTED]
GWT  Gloucestershire	Conservation grazing	[REDACTED]	[REDACTED]	[REDACTED]





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Meat sales competitors (covering small scale local direct sales as the most direct comparison to supermarkets for a wider view)				
Organisation	Sales	Price	Strengths	Weaknesses
The Ruscombe Herd, Ruscombe	Direct	£12/kg	[REDACTED]	[REDACTED]
The National Trust, Ebworth	Direct	£6.25/kg	[REDACTED]	[REDACTED]
Conygree Farm	Direct	£11/kg	[REDACTED]	[REDACTED]
CostCo	Direct online	£12/kg burgers £17-40/kg steaks	<ul style="list-style-type: none"> <li>• Able to bulk sell native breed herb fed beef</li> <li>• Charging more per kg than small scale farmers selling direct</li> <li>• Able to sell the cheapest cuts at a minimum of £12/kg as beefburgers whereas others only achieve £11-12/kg as an average including the more expensive cuts</li> </ul>	<ul style="list-style-type: none"> <li>• Little connection or story to justify the prices</li> </ul>
GreatBritishMeat.co.uk	Direct online	£8.40/kg	<ul style="list-style-type: none"> <li>• Specific cuts available</li> <li>• Cheap</li> </ul>	<ul style="list-style-type: none"> <li>• Little branding</li> <li>• No differentiation from standard beef</li> </ul>
Supermarkets	In store	<b>For burgers</b> £5.51/kg Tesco standard £6.61/kg Tesco Finest £9.95/kg Waitrose Aberdeen Angus £13.61/kg Waitrose Gourmet £19.96 Heston Blumethal's range		



# GRAZING MANAGEMENT

## 9. SWOT Analysis:

<p><b>Strengths</b></p> <ul style="list-style-type: none"><li>• Flexible in location</li><li>• Experience of working in institutions</li><li>• As a new entrant, able to take a different approach to farming</li><li>• Can create networks and gather support</li><li>• Establishing during a time of great upheaval so able to take advantage of disruption to the existing status quo</li><li>• Qualified Agriculture student</li><li>• Conservation focused</li></ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"><li>• No farm base – RAU agreement to support in initial stages</li><li>• Limited experience – Include RAU Head stockman in the initial founding team and bring in other cattle experienced individuals into the team</li><li>• Tied to the cattle 365 days a year – build it as a team from the beginning</li><li>• Need to build credibility – work with beach head customer and gain media presence via BBC, RAU and [REDACTED] publicity</li></ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"><li>• To manage large areas of commons land and other large council owned areas, or at least provide the contract grazing service for these larger areas</li><li>• Options for contract management of existing herds such as [REDACTED] if they choose to streamline</li><li>• Post Brexit opportunities to work with large landowners whose farming businesses become unviable without BPS and need environmentally focused farming contractors</li><li>• Likely future government subsidy focus on improving soil health based on using cattle. Potential that land owners will need graziers and at scale in order to qualify for subsidies</li></ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"><li>• Scrapping the BPS reduces the amount of money available to pay for contract services or how lucrative in hand management is – however this is balanced against a likely increase in subsidies for environmentally focused farming</li><li>• Cheap US and Brazilian beef floods the UK post Brexit – We are offering a different product and a glut of cheap meat may push more consumers towards more ethically sourced meat</li><li>• Growth of vegan, vegetarian and flexitarian diets and decline in red meat consumption – The beef is a treat product and addresses many of the ethical concerns of vegans and vegetarians</li><li>• Commons arrangements are difficult and [REDACTED] refuse to pay – Will need a more beef focused enterprise and more focus on private enterprise and crown bodies</li></ul>



# GRAZING MANAGEMENT

## 10. Key Risks

In the annex are a number of risk assessment templates for sites in general, then site specific and also activity specific. We also have public notices which will be placed on sites to be grazed with public access. We will have public liability insurance upto £10 million as well as cover for our equipment and livestock. The key figures can be seen in the annex showing the terms of the cover and a full breakdown of the entire contract is available upon further request

In terms of our key risks we see

Risk	Severity (1-5)	Likelihood (1-5)	Overall risk factor (1 -25)	Mitigation
[REDACTED]	1	1	1	[REDACTED]
[REDACTED]	1	1	1	[REDACTED]
[REDACTED]	1	1	1	[REDACTED]
[REDACTED]	1	1	1	[REDACTED]
[REDACTED]	1	1	1	[REDACTED]





# GRAZING MANAGEMENT





# GRAZING MANAGEMENT

## 11. Financials

### Unit Costs charged per site charged to client Figures based on [REDACTED]

Item	£	Rationale
Drop off or pick up 3-4 animals	[REDACTED]	[REDACTED]
Drop off and pick up 6-8 animals	[REDACTED]	[REDACTED]
Drop off and pick up 9-12 animals	[REDACTED]	[REDACTED]
Drop off and pick up 10-13 animals	[REDACTED]	[REDACTED]
Weekly Stock check	[REDACTED]	[REDACTED]
Cattle rental @ £65/head/month	[REDACTED]	[REDACTED]
Electric fencing	[REDACTED]	[REDACTED]

### Costing examples

#### Example 1

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Total cost is £2,780. 25% added to allow for profit

#### Example 2

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Total cost is £3,880. 25% added to allow for profit

**Total charged to client £3,475 plus VAT**

**Total charged to client £4,850 plus VAT**

**N.B.** Although we have been advised to avoid contracts under £3,000 we will take a package where the average site contract is over £3,000. We have quoted figures in this region to [REDACTED] and [REDACTED] who have been enthusiastic and are aware that the [REDACTED] for conservation grazing so are relatively confident with these figures



# GRAZING MANAGEMENT

Our variable costs per contract in addition to weekly stock checks and drop off/pick up  
Calculated that 1 head of cattle per month counts as one cattle unit

Item	Cost £	Comments
Welfare visits at 0.2 days labour per cattle unit	24	
Contract negotiation @ 3 days per contract	360	
Supplementary feed per head of cattle	32	
Vet/Med cost per head of cattle	10	
Rent @ 1 ha per head of cattle	76	

Site example	Charged cost £	Break even calculations	
		Actual variable cost £	Difference to cover fixed costs and profit (note labour costs specific to each contract included in this variable cost) £
			1139
			1994

- Break even calculated at 8.5 contracts when averaged over 4 years. However by year 4 breakeven is 5.7 sites
- Contract revenue is allocated to cover both fixed and variable costs. Meat is considered a by product as the grazing management is the priority and meat therefore provides higher profit margins

Year	Average income per site £	Average variable cost per site £	Net income per site after variable costs £	Total fixed costs £	Break even (no. of sites)
1	3000	1012	1988	26730	13
2	6356	981	5375	40730	7.5
3	7217	972	6245	47730	7.6
4	9234	972	8262	47730	5.7

In year 1 we plan to focus on fulfilling our contracts and building our reputation as a reliable grazer. As such we do not plan to finish any cattle in year 1. In year 2 we will look to keep some experience cattle to act as 'Aunties' and guide the rest of the herd and finish some others selling to abattoirs//butchers and some limited direct sales, buying in replacement yearlings. By year 3 we will look at direct sales in order to improve our profit margins.



# GRAZING MANAGEMENT

## Wild Flower Beef pricing options and unit costs

### Meat Sales for years 2 and 3

Based on a 550kg animal producing 291kg deadweight sold to specialist butchers @ £3.80/kg (SWT figures) or sold to abattoir at £2/kg liveweight

	£/head	Comments
Gross output	1,105	To slaughter at 36 months
Replacement cost	700	18 month old heifer/steer @ £700 sourced from PFLA and ideally a conservation grazing herd
Gross Margin	405	Similar to £2/kg for standard beef liveweight. Potential to increase the premium

### Meat Sales for years 3 and 4

Based on a 550kg animal producing 225kg of saleable meat @ £12/kg sold direct

	£/head	Comments
Gross output	2,700	To slaughter at 36 months
Replacement cost	700	18 month old heifer/steer @ £700 sourced from PFLA and ideally a conservation grazing herd
Abattoir cost	95	Kings abattoir
Butchery cost	294	£0.85 a kg of meat in costs. Dry aged for 28 days in a Himalayan salt room, butchered and packaged
Labour	240	As a proportion for taking animals to abattoir, collecting beef boxes, advertising and dealing with customers (19 boxes)
Gross Margin	2,071	Or if selling trade at £8/kg a gross margin of £710 (not including labour) In year 2 we will trial selling 10 animals direct

A single animal produces 19 boxes. 20 animals is 380 boxes. This is 1.35% membership. At 5kg boxes this is 900 boxes (3.2% of membership)

### Assumptions

- £15,000 contract income based on 5 sites with 6 cattle on each site 30 in total. Averaged at £3,000 per site
- Initial cost of cattle is £24,000 based on £700 for a basic yearling and £900 for a trained conservation grazing heifer or barren cow
- £8,500 pick up depreciated over 5 years
- £500 depreciation on a £2,500 trailer, £1680 on depreciation on an £8,500 cattle crush, £800 on other equipment, depreciated over 5 years
- £1,000 for Vehicle running costs Tax, MOT, service, insurance
- Labour based on 8 hour day at £15/hr
- Feed based on PFLA figures. Allows for 13 small hay bales (@£2.50/bale) per cow per year for emergency feed. Remainder of feed is deferred grazing on rented land
- Business running labour based on 20 days a year to allow for web design, policy updates, networking events, continuous professional development, grant applications etc. Attributed to fixed costs regardless of number of contracts
- Cattle crush of £14,000 with a 40% LEADER grant
- Fuel based on 20mpg for Mitsubishi L200 making 145 20 mile journeys per year @£6.50 per journey. Current fuel is £1.23/litre diesel making a 20 mile round trip £5.60. We have budgeted £6.50 a trip.
- Vet Med at £10/cow to cover welfare issues only based on PFLA figures
- Contracts growing from 5 in year 1, 8 in year 2, 10 in year 3 with average contract value of £3,000





# GRAZING MANAGEMENT

## Summary of Financial Model

The Grazing Management model is cost driven based on the figures provided by [REDACTED] which are also known by [REDACTED] and therefore provided us both an opportunity and a constraint. The Wild Flower Beef prices are based on similar priced products as an initial entry pricing point. These figures will be adjusted on a site by site basis and whether other revenue options exist.

We expect future expansion to be based upon taking large areas of crown body land in hand or for private land owners who need an environmentally focused contract management option to unlock subsidies. We evaluate this as the main growth post 2022, however in our financial forecast we have focused on a conservative estimate to ensure that the business can grow between 2018-2022.



# GRAZING MANAGEMENT

## Profit and Loss

The P and L shown here does not show expenditure on cattle as they are an appreciating asset not a depreciating asset, however have a finance cost which is shown

YEAR 1 PROFIT AND LOSS		YEAR 2 PROFIT AND LOSS		YEAR 3 PROFIT AND LOSS		YEAR 4 PROFIT AND LOSS	
	£		£		£		£
<b>INCOME</b>		<b>INCOME</b>		<b>INCOME</b>		<b>INCOME</b>	
Contracts	15,000	Contracts	24000	Contracts	30000	Contracts	30000
Meat	0	Meat	26855	Meat	42170	Meat	62340
<b>TOTAL INCOME</b>	<b>15000</b>	<b>TOTAL INCOME</b>	<b>50855</b>	<b>TOTAL INCOME</b>	<b>72170</b>	<b>TOTAL INCOME</b>	<b>92340</b>
<b>VARIABLE COSTS</b>		<b>VARIABLE COSTS</b>		<b>VARIABLE COSTS</b>		<b>VARIABLE COSTS</b>	
Vet Med	300	Vet Med	480	Vet Med	600	Vet Med	600
Feed	960	Feed	1530	Feed	1920	Feed	1920
Sundry	300	Sundry	480	Sundry	600	Sundry	600
Rent	2100	Rent	3360	Rent	4200	Rent	4200
Fuel	1400	Fuel	2000	Fuel	2400	Fuel	2400
<b>TOTAL VARIABLE COSTS</b>	<b>5060</b>	<b>TOTAL VARIABLE COSTS</b>	<b>7850</b>	<b>TOTAL VARIABLE COSTS</b>	<b>9720</b>	<b>TOTAL VARIABLE COSTS</b>	<b>9720</b>
<b>FIXED COSTS</b>		<b>FIXED COSTS</b>		<b>FIXED COSTS</b>		<b>FIXED COSTS</b>	
Labour inc NI	11000	Labour inc NI	25,000	Labour inc NI	32,000	Labour inc NI	32,000
Insurance	750	Insurance	750	Insurance	750	Insurance	750
Professional fees	500	Professional fees	500	Professional fees	500	Professional fees	500
Electricity and Water	200	Electricity and Water	200	Electricity and Water	200	Electricity and Water	200
Sundry	480	Sundry	480	Sundry	480	Sundry	480
Vehicle costs	1000	Vehicle costs	1000	Vehicle costs	1000	Vehicle costs	1000
Depreciation	4700	Depreciation	4700	Depreciation	4700	Depreciation	4700
Repairs/maintenance	1200	Repairs/maintenance	1200	Repairs/maintenance	1200	Repairs/maintenance	1200
Finance	5200	Finance	5200	Finance	5200	Finance	5200
Rent	500	Rent	500	Rent	500	Rent	500
Marketing and telephone	1200	Marketing and telephone	1200	Marketing and telephone	1200	Marketing and telephone	1200
<b>TOTAL FIXED COSTS</b>	<b>26730</b>	<b>TOTAL FIXED COSTS</b>	<b>40730</b>	<b>TOTAL FIXED COSTS</b>	<b>47730</b>	<b>TOTAL FIXED COSTS</b>	<b>47730</b>
<b>TOTAL COSTS</b>	<b>31790</b>	<b>TOTAL COSTS</b>	<b>48580</b>	<b>TOTAL COSTS</b>	<b>57450</b>	<b>TOTAL COSTS</b>	<b>57450</b>
<b>PROFIT</b>	<b>-16790</b>	<b>PROFIT</b>	<b>2275</b>	<b>PROFIT</b>	<b>14720</b>	<b>PROFIT</b>	<b>34890</b>

# GRAZING MANAGEMENT

The graph below shows the increase in profit, after finance and salaries have been taken into account



# GRAZING MANAGEMENT

The graphs below shows the increase in costs and the difference that beef sales make in year 2. Our focus is on land management as that is where we see the long term large scale profits however in the short term, beef sales will provide a large proportion of our profitability.

## Turnover

100000

50000

0

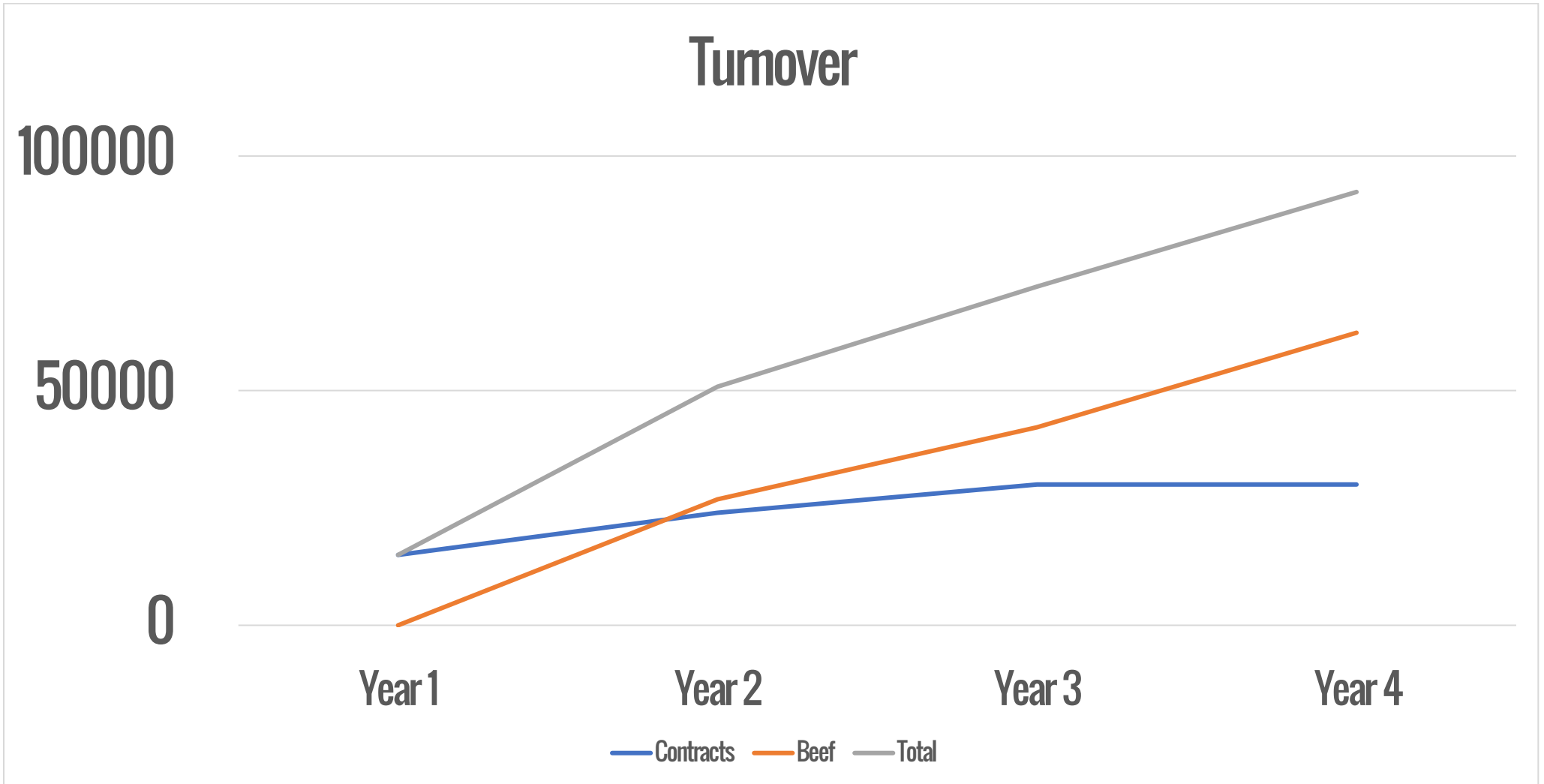
Year 1

Year 2

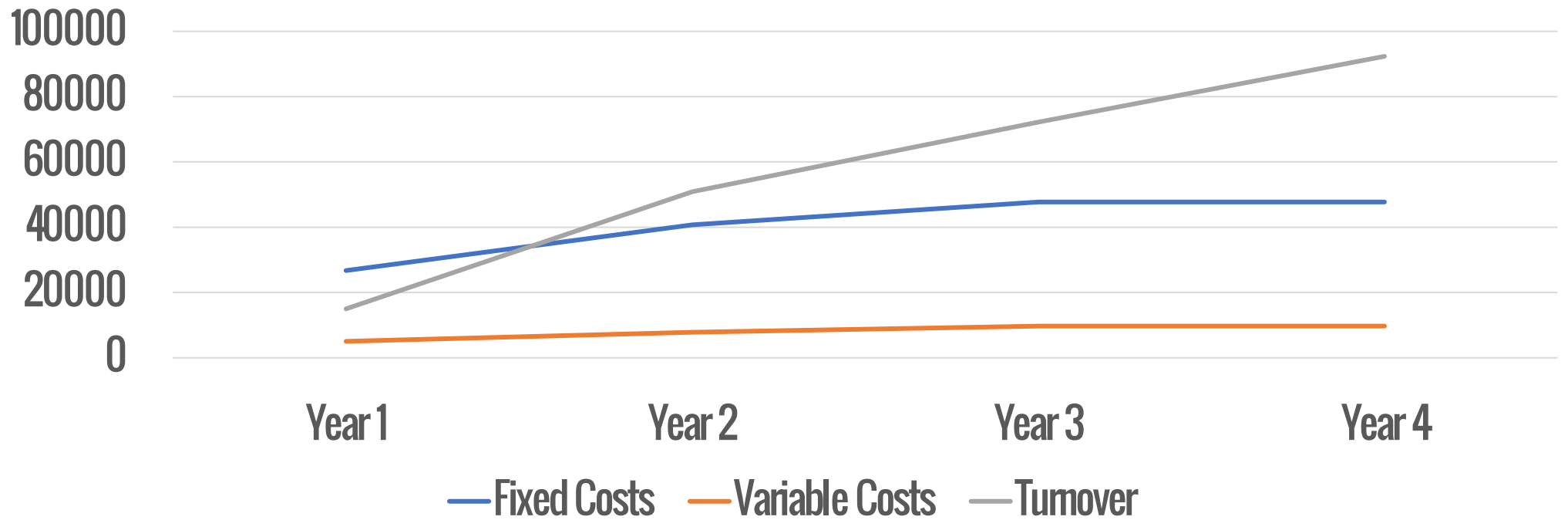
Year 3

Year 4

— Contracts — Beef — Total



### Turnover against fixed and variable costs Year 1 - 4





# GRAZING MANAGEMENT

## 12. Team structure and corporate governance

At this stage [redacted] and Alex will hold founders shares and offer founder share options to [redacted] or options for restricted stock dependent upon the level of financial investment. We envisage a small board with the 3 people named below and non exec advice from [redacted] at this stage of business development.

### The team



Founder and MD

Alex Crawley  
Post Graduate Diploma in Agriculture (Distinction) from the Royal Agricultural University and Haygaath medal winner. Specialized in Rural entrepreneurship, Rural business diversification, farmland ecology and environmental management.



Head of Livestock operations

[redacted]  
[redacted]  
[redacted]  
[redacted]  
[redacted]



Head of Business Administration and marketing

[redacted]  
[redacted]  
[redacted]  
[redacted]  
[redacted]  
[redacted]  
[redacted]  
[redacted]



Livestock and Business Advisory

[redacted]  
[redacted]  
[redacted]  
[redacted]



# GRAZING MANAGEMENT

## **Job specifications**

Managing Director – co-ordinates the overall development of the business in line with the boards direction. Negotiates new contracts and develops new networks. Responsible for financial planning, forecasting and investment.

Head of Livestock operations – responsible for livestock health and welfare, purchase and sales of livestock and all related equipment

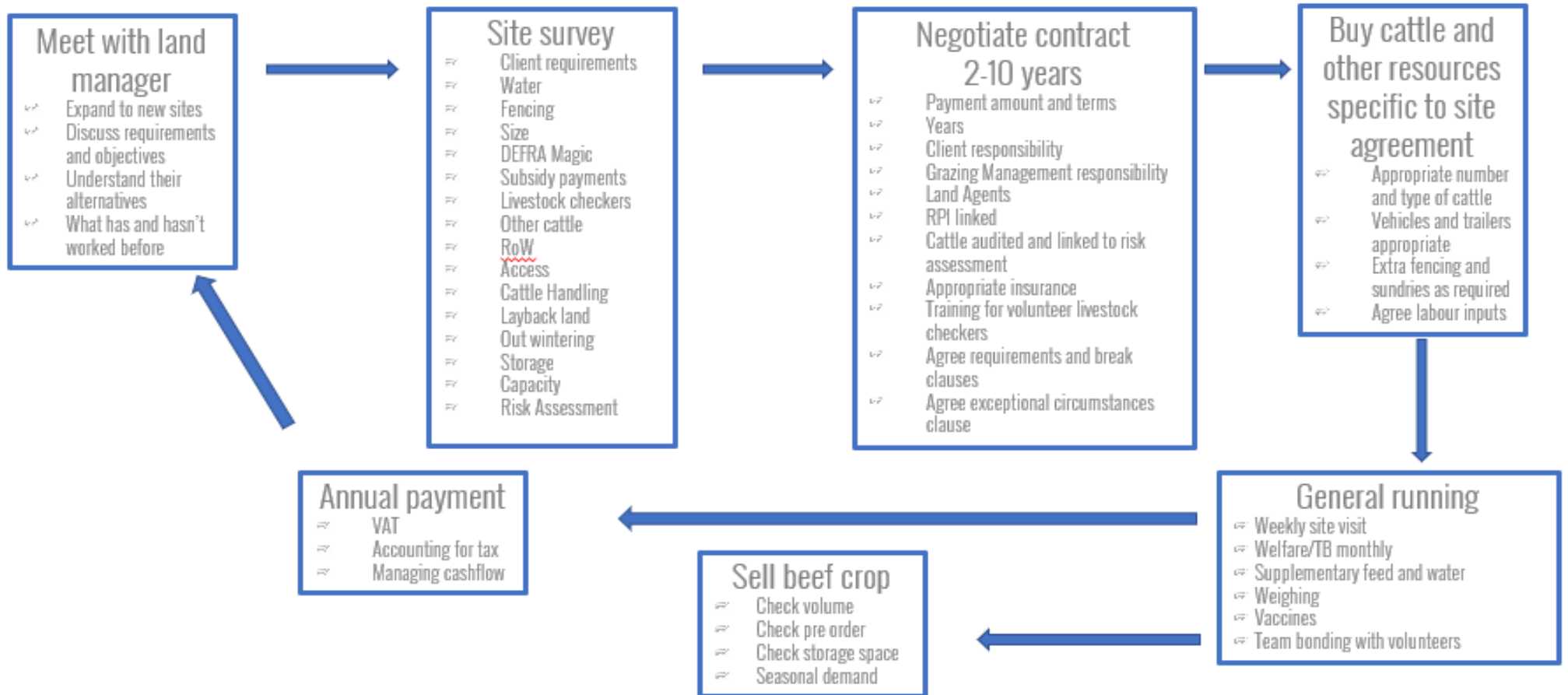
Head of Business Administration and Marketing – responsible for the day to day running of the business including website design, social media, advertising, GDPR, accounts, records, invoicing and compliance

Non Exec roles – To provide advice on developing corporate governance, raising finance, compliance and to challenge assumptions



# GRAZING MANAGEMENT

## 13. Operating Model



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# GRAZING MANAGEMENT

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# GRAZING MANAGEMENT

## 13. ANNEX

### **13.1 Professional Accreditations that Grazing Management aspires to achieve**

ISO 9001

ISO 14001

OHSAS 18001

City & Guilds NPTC Award in the Safe use of Veterinary Medicines Level 2.

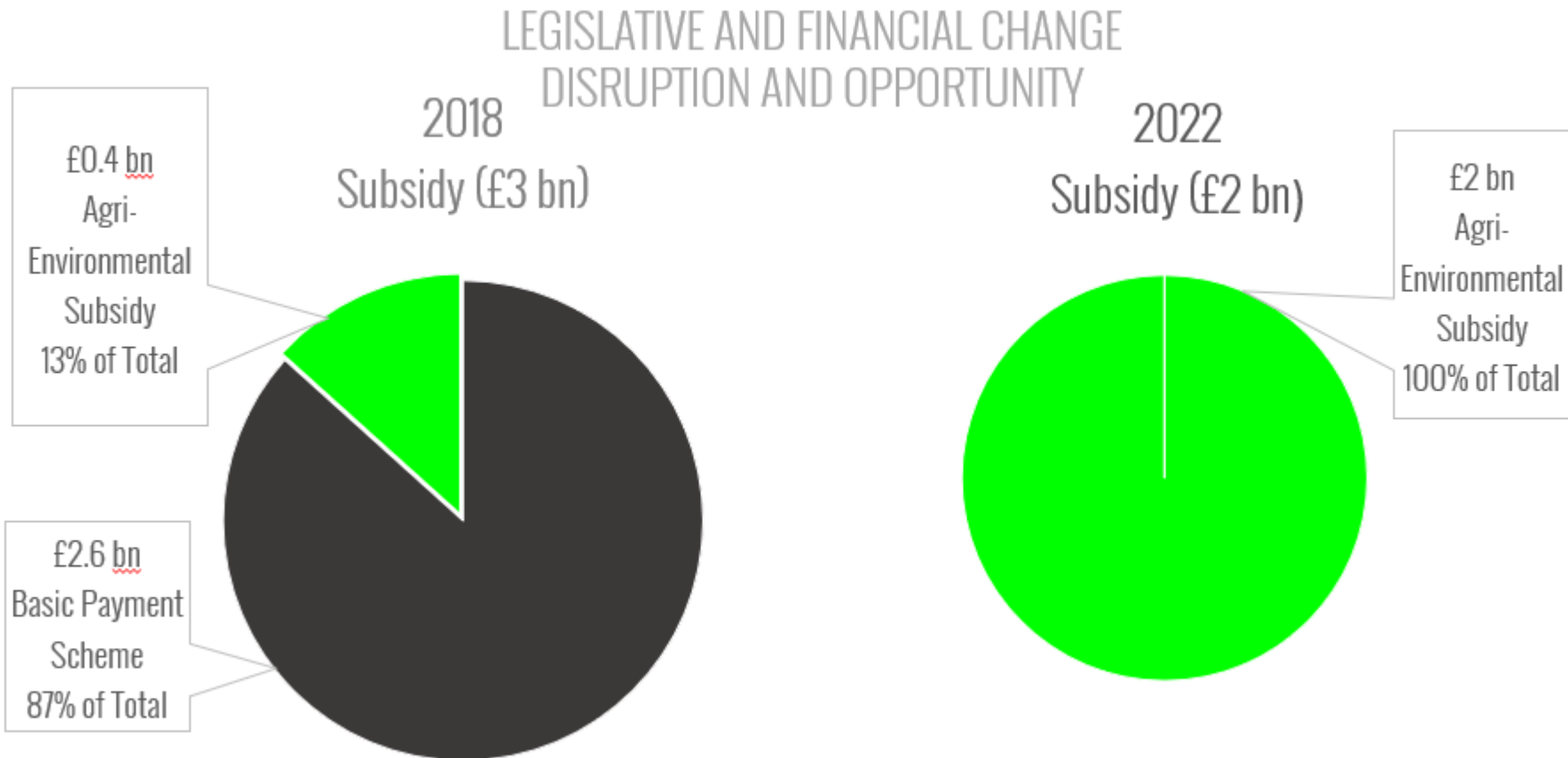
City & Guilds NPTC Award in the Long-Distance Transport of Animals by Road – Driver.

City & Guilds NPTC Award in Basic Stockmanship and Welfare level 2. Training and Assessment.

LANTRA level 2 qualification in '*conservation grazing in practice*'

# GRAZING MANAGEMENT

13.2. Graph showing the key changes to occur by 2022

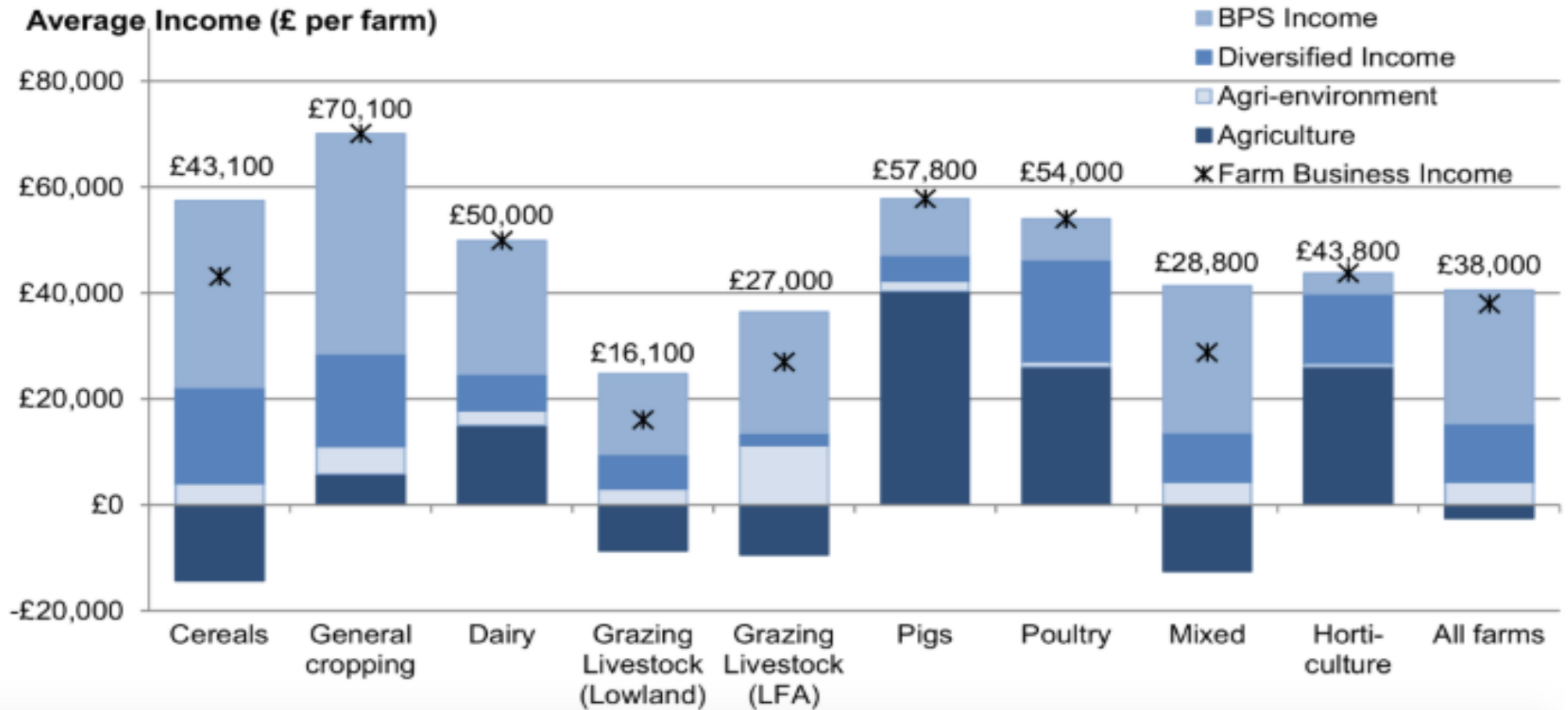


(House of Commons Environmental Audit Committee, 2017).

# GRAZING MANAGEMENT

13.3. Graph showing the existing challenges facing UK agriculture, especially conventional beef farmers who fall under the category 'Grazing Livestock (Lowland)' who lose money on their agriculture but survive on subsidy.

**Figure 3: Farm Business Income by Cost Centre<sup>1</sup> 2016/17**





# GRAZING MANAGEMENT

## 13.4. Breakdown of salaries to be paid





# GRAZING MANAGEMENT

13.5 Insurance quote from Lycetts including £10 million of public liability (full details available on further request)

## SCHEDULE OF COVER UNDER AXA POLICY NO. NECOM

12 MONTHS AT

<u>PROPERTY COVERED</u>	<u>SCOPE OF COVER</u>	<u>SUM INSURED</u>	<u>PREMIUM</u>
-------------------------	-----------------------	--------------------	----------------

### SECTION 5 (PART A) - LIVESTOCK PERILS

Livestock	Fire, lightning, explosion, aircraft, earthquake, electrocution, storm & flood, straying, transit, theft and mysterious disappearance	£30,000	£104.10
-----------	---------------------------------------------------------------------------------------------------------------------------------------	---------	---------

All animals over £5,000 are to be specified  
Average will apply where the total value of livestock is 10% or more than the declared full value.

<u>PROPERTY COVERED</u>	<u>SCOPE OF COVER</u>	<u>SUM INSURED</u>	<u>PREMIUM</u>
-------------------------	-----------------------	--------------------	----------------

### SECTION 7 - PUBLIC & PRODUCTS LIABILITY

Public/Products Liability	Limit of Indemnity	£10,000,000	
	Acres in Hand	£150	£268.00
Manslaughter costs	Limit of Indemnity:	£1,000,000	
Safety legislation costs	Limit of Indemnity:	£2,000,000	
Terrorism Act	Limit of Indemnity:	£2,000,000	
Data Protection	Limit of Indemnity:	£250,000	
Environmental clean up cover	Limit of Indemnity:	£500,000	

### SECTION 8 - ENVIRONMENTAL LIABILITIES

Environmental Liability	Limit of Indemnity:	£1,000,000	
		in any one period insurance	£1.00





# GRAZING MANAGEMENT

13.6 Example of grazing notices to be displayed on sites grazed. Adapted from [REDACTED]

**PRACTICE NOTE 27** September 2019  
**PUBLIC ACCESS & LIVESTOCK INCLUDING (WORKING WITH LIVESTOCK)**

Grazing Management grazes a wide range of different sites across the Cotswolds and into the Forest of Dean. Many of these sites have significant numbers of visits from members of the public. Visitors are of all physical abilities and knowledge levels. Grazing Management has a legal responsibility to ensure the safety of visitors as far as is reasonably practical.

Grazing Management is using its own cattle to accomplish the grazing it is contracted to undertake and therefore usually has control of its grazing system. Grazing Management aims to use the most appropriate livestock within its farming business to graze sites with public access. A grazing team has been employed with specialist skills, methodology and equipment to manage the herds.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]



# GRAZING MANAGEMENT

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

---

[REDACTED]



# GRAZING MANAGEMENT

13.7. Example of invoices, adapted from 

IMAGE REMOVED



# GRAZING MANAGEMENT

## 13.8 Example Risk Assessment for specific sites

IMAGE REMOVED












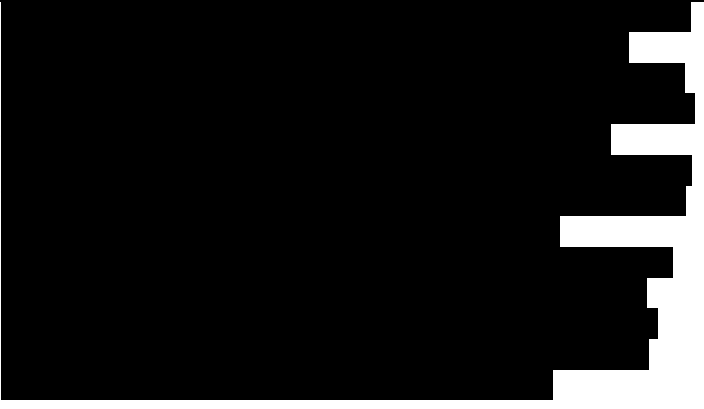
# GRAZING MANAGEMENT



## 13.9 Example Risk Assessment – Activity specific -

### GRAZING MANAGEMENT Risk Assessment Form - ACTIVITIES

<b>Activity Assessed:</b> Electric Fencing & Public Access		<b>Date:</b> 01/06/2019					
<b>Activity Location:</b> Countywide		<b>Next Assessment due:</b> 01/06/2020					
<b>Assessed By:</b> Alex Crawley							
Type of Hazard	Likelihood of Occurrence	Hazard Severity	Risk Factor	Precautions Action to be taken to reduce the risk.	New Likelihood of Occurrence	New Hazard Severity	New Risk Factor
[REDACTED]	1	2	1	[REDACTED]	1	2	2
[REDACTED]	1	1	1	[REDACTED]			

# GRAZING MANAGEMENT

					1	4	4
					1	4	4





# GRAZING MANAGEMENT

## 13.10 Grazing Management Sites Individual Assessments & Categorisation

Site Name	Size of site (ha)	Size of (proposed) grazing area (ha)	Number of Car Parks	Rights of Way within Grazing Area (Y/N)	Large groups of walkers every day with dogs (Y/N)	Regular but low intensity visitors (Y/N)	Infrequently Used Sites (Y/N)	Limited Public Access (Y/N)	No Public Access (Y/N)	Groups of Children in Honeypot areas (Y/N)	Neighbouring significant housing (Y/N)	Category	Notes
[REDACTED]	400	400	1	Y	Y	Y	N	N	N	Y	Y	1	
[REDACTED]	25	25	1	Y	N	Y	N	N	N	N	N	2	
[REDACTED]	9	9	1	Y	N	Y	N	N	N	N	N	2	
[REDACTED]	14	14	1	Y	N	Y	N	N	N	N	N	2	
[REDACTED]	10	10	1	N	N	Y	N	N	N	N	N	3	Cattle & Visitors are separated by electric fences
[REDACTED]	21	15	0	N	N	Y	N	N	N	N	Y	3	Cattle in no public access field
[REDACTED]	17	10	0	N	N	Y	N	N	N	N	N	3	Cattle & Visitors are separated by electric fences
[REDACTED]	5	3	0	N	N	N	N	Y	N	N	N	4	
[REDACTED]	8	7	0	N	N	N	N	N	Y	N	Y	4	Cattle & Visitors are separated by permanent stock fences
[REDACTED]	5	4	0	Y	N	N	Y	N	N	N	N	4	ROW electric fenced
[REDACTED]	10	14	0	N	N	N	N	N	Y	N	N	5	
[REDACTED]	16	16	0	N	N	N	N	N	Y	N	N	5	



# GRAZING MANAGEMENT

## 13.11 Grazing contract charges template

£	Site	1	2	3	4	Total Charges
	<b>Hectares</b>	8.5	138	12.7	6.5	
	<b>Number of cattle</b>	20	30	10	12	
	<b>Months</b>	2	3	2	2	
	<b>Dates</b>	Aug-Nov	Aug-Nov	Aug-Nov	Aug/Sept	
<b>Collection, transport and delivery of animals each journey @£240/day</b>						
1 Trailer (3-4 cattle or 10-12 sheep)						█
2 trailers	█	█				
3 trailers	█	█	█	█		█
4 trailers	█	█				█
<b>Livestock checking 1 visit a week @ £25/hour</b>						
1 site ( 1 hour journey and 0.5 checking)						█
2 sites (1.5 hour journey & 1hr checking)	█		█	█	█	█
3 sites (2 hr journey and 1.5 checking)	█					
4 sites (2.5 hr journey and 2 hrs checking)	█					

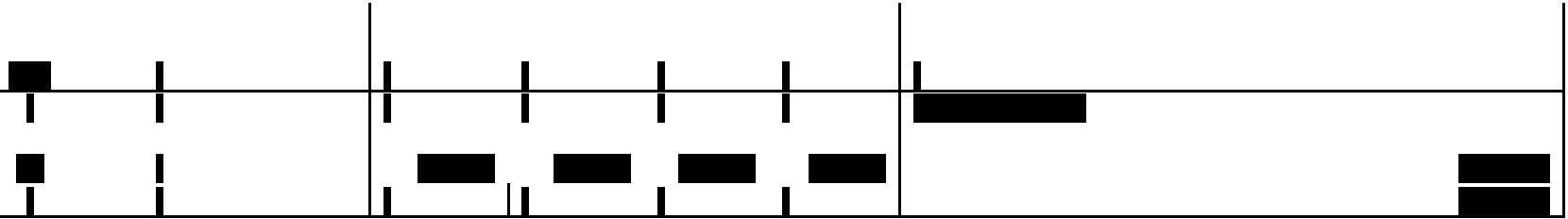


# GRAZING MANAGEMENT

5 sites (3 hr travel  
and 2.5hrs  
checking)

**Livestock Hire**

Cattle £65 per  
animal per month





# GRAZING MANAGEMENT

## 13.12 Grant funding bodies applied to

Awarding body	Amount £	Grant Funding	Comments
		Shortlisted for October awards Can cover start up wage costs whilst establishing	
	  	40% contribution to capex of cattle handling systems. Expression of interest approved £1250 awarded	
	 	Prize money awarded 50% of capital item costs Potential to apply	

## 13.13 Business Card Design



 **GRAZING MANAGEMENT**

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# GRAZING MANAGEMENT