



Diversification Opportunity for H Lowe & Sons, Tib Hall Farm

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Executive Summary

With 45% of UK dog owners reporting that they have concerns about walking their dog(s), the uptake of secure dog exercise fields has grown considerably in the last five years. Factors including good access to land, a low requirement for managerial input, and the potential for high returns on investment have proven the service to be an attractive diversification option for farmers in recent years.

This report presents the opportunity for H Lowe & Sons to diversify into offering on-farm secure dog exercise fields on the land at Tib Hall Farm. Having diversified into light industry unit storage some 22 years ago, the partners of H Lowe & Sons have gained considerable experience in building customer relationships and understanding their needs. This excellent complement of human capital combined with the business' strong financial position means it's well placed to diversify further and increase its non-agricultural income streams.

Tib Hall Farm's central location in North Warwickshire offers easy access for the public via the nearby arterial road network, while its rural setting provides a safe and secluded environment for dogs and their owners to enjoy the countryside.

Situated among four major urban areas including Tamworth, Atherstone, Nuneaton and East Birmingham, the business has access to a large catchment population of approximately 900,000 people and 375,000 households within a 10-mile radius. Research suggests that 34% of UK households own a dog offering a potential market of 127,500 dog owning households within a 10-mile radius. Given that almost half of all dog owners have concerns about walking their canine(s) and that a lack of user friendly, professionally-run exercise fields exist within the locale, there is a large potential market opportunity for H Lowe & Sons into the sector. Speaking to a number of dog field operators across England highlighted dog owners' propensity to travel long distances to use a quality service with some reporting of customers travelling up to an hour or more to their site(s). With car ownership levels peaking at around 90% in North Warwickshire and surrounding areas, there is a large potential customer base nearby with access to a vehicle.

The proposed diversification at Tib Hall Farm consists of two dog exercise fields - a 'North Paddock' and a 'South Paddock'. The North Paddock comprises a five acre secure field and is complete with a self-service dog wash unit, positioned separately to the dog field.. The site is situated on the edge of Hurley village and is accessible via Knowle Hill main road. Meanwhile, the South Paddock comprises a two acre secure field and is secludedly located away from any busy roads, set back down a 400m tarmac driveway at Rushy Flanders, opposite the farm drive. Both sites are demarcated with 6ft rural security fencing to cater for a wide range of dog sizes and offer fresh water suitable for dogs to drink or to be washed in after a session. A solar-powered automatic security gate at each site adds further convenience for customers and allows them to drive straight into the in-field parking area without having to get out of their vehicle to manually open gates - risking the dog escaping at the same time. Toilet facilities, benches and shelters for use by customers are also part of the proposal.

Hourly booking slots will be available to customers allowing 50 minutes use of the field and its facilities, and an additional 10 minutes to leave the site, minimising the risk of meeting other dogs. Bookings for fields are set to take place solely online, either via the purpose-built website or via the Booksy phone app (a service provider's app), removing the need for customers to contact anyone at H Lowe & Sons. The self-serve dog wash unit, however, will operate on a first come first served basis for simplicity, allowing anyone to use the service as they pass the site. The wash unit will be accessible 24/7 while both dog fields will be open during daylight hours only due to anticipated planning restrictions with flood lighting around the sites. Budgets have been calculated to reflect the seasonal effect on income.

The project would require a total capital investment of £82,000. It's proposed that the business borrows all of the capital and pays it back over a clearly outlined 5 year period. The venture is expected to reach maturity in year 3, achieving occupancy rates of 82% and generating a net profit of £32,656 for the farm business. Occupancy rates of at least 40% must be achieved to cover all annual costs and make it a profitable enterprise for the farm. Year 1 is projected to have a negative effect on the business' balance sheet, producing a loss of £15,265, however, by the beginning of year 2 the project is forecast to be self-sufficient.

While it's recommended that the business pursues the diversification opportunity, it's largely dependent on gaining planning approval, as well as achieving good occupancy rates to make it a successful enterprise. Full planning permission is required for the two sites for change of use from agriculture to that of sui generis dog walking, training and care use and it's advised (and budgeted for) that the business engages with professional planning consultants to help build the applications.

1.0 Introduction

Farm business diversification is becoming increasingly popular with 68% of farms across England having already diversified into non-agricultural activities and 46% of farms looking to diversify further¹. H Lowe & Sons represents both of these categories having previously established an extensive commercial unit letting enterprise and now seeking to enhance their diversified income sources. A highly accessible location in North Warwickshire joint with excellent human capital resources and a strong financial position means the business is well equipped to take on another venture. The Lowe family have instructed that the demand for a secure dog exercise field in the area is explored and that the project must be viable once fully operational with any loans paid back ideally in less than 8 years.

This report presents the opportunity for the construction of two secure dog exercise fields and the installation of a self-serve dog wash unit on the land at Tib Hall Farm.

1.1 Owner's Objectives

In addition to being a viable income source, the owners have identified the following as key objectives for the diversification. It must:

1. Meet the expectations of its customers
2. Be managed and operated professionally
3. Meet all legal and administrative requirements.

2.0 Market Research

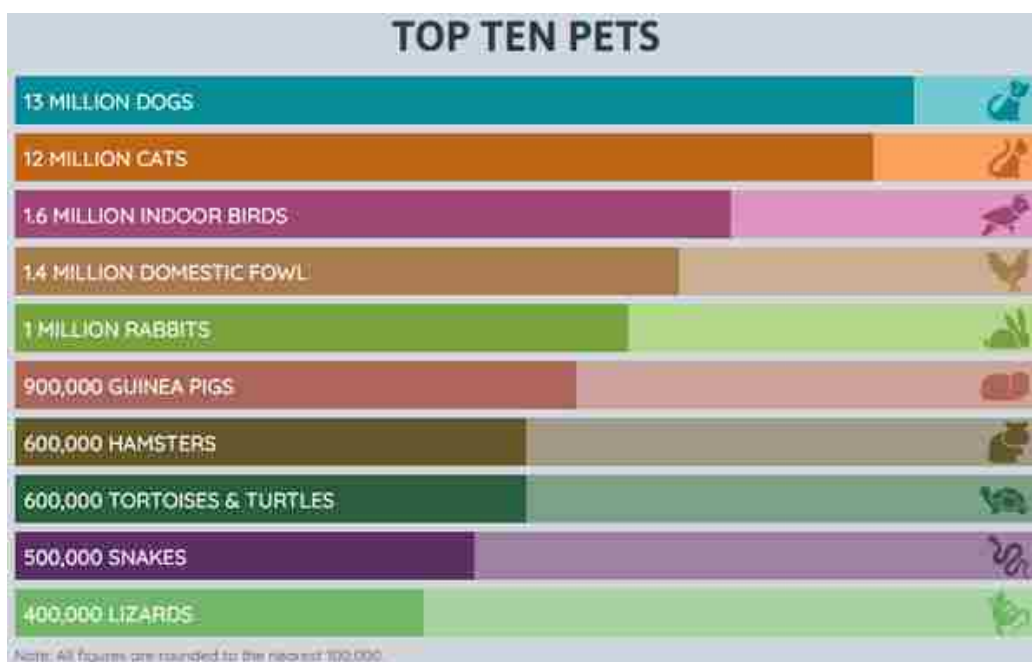
2.1 UK Dog Ownership

With around 13 million in the UK², dogs are the nation's preferred pet and are owned by approximately 34% of UK households³. Figure 1 illustrates the UK's non-aquatic pet ownership structure.

¹ DEFRA, 2022

² UK Pet Food, 2022

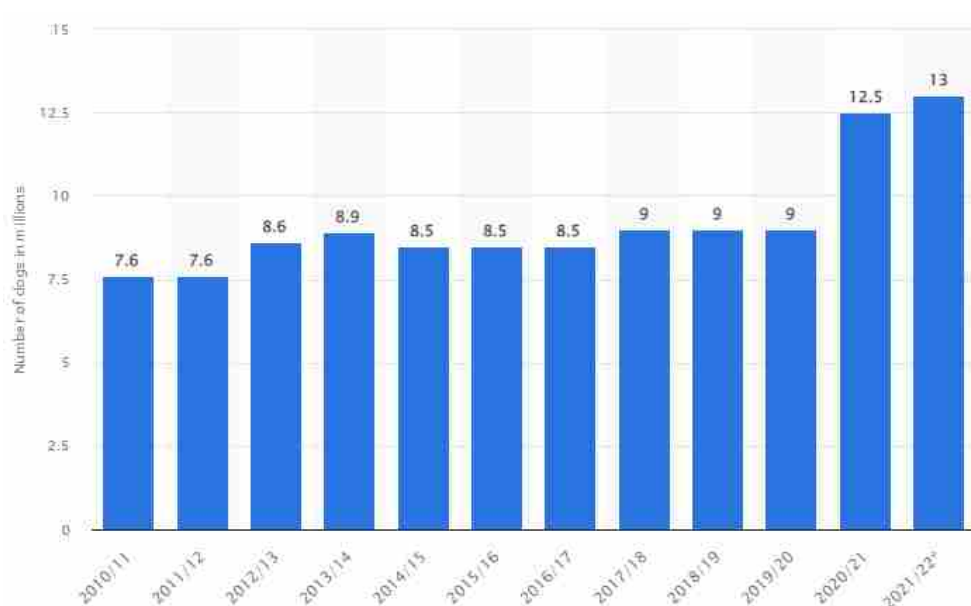
³ Statista, 2022a



(Source: UK Pet Food, 2022)

Figure 1: Non-aquatic UK pet population estimates

Dog ownership in the UK has shown an upwards trend over the last 10 years and increased dramatically between March 2020 and March 2021 as a result of the Covid-19 pandemic⁴. Figure 2 outlines the change in dog population between 2010/11 to 2021/22.



(Source: Statista, 2022a)

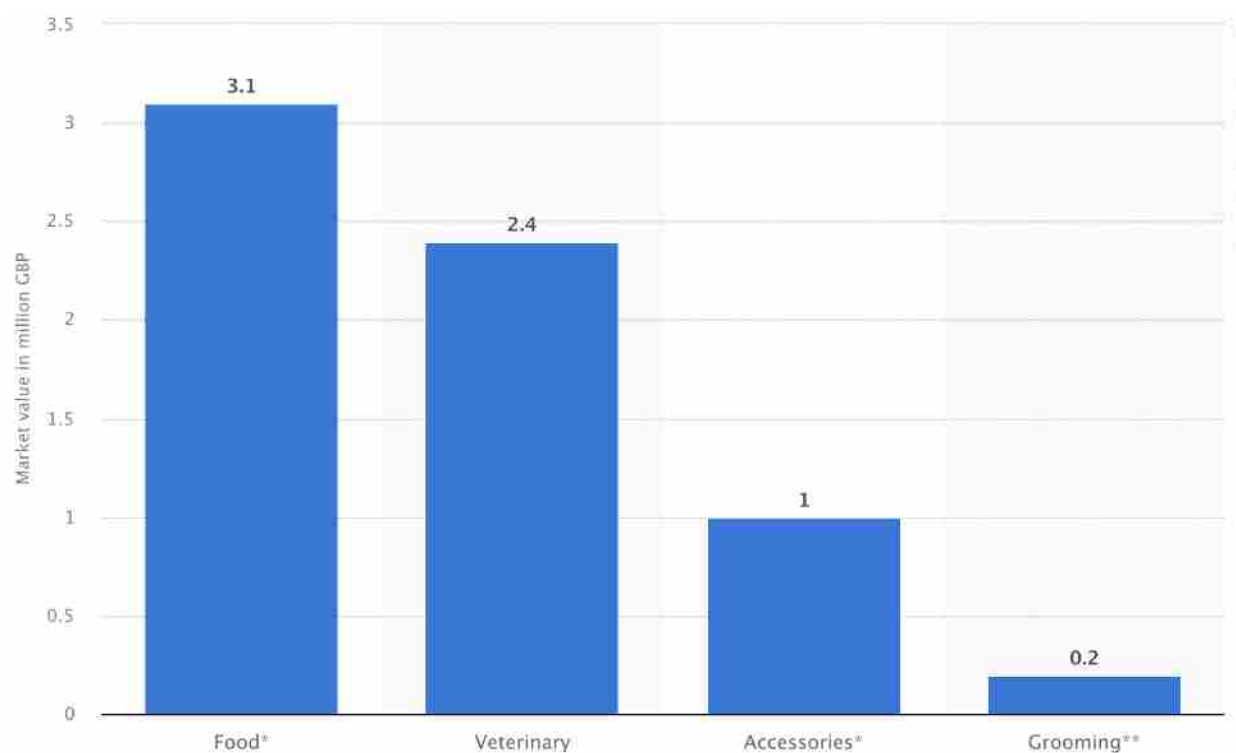
Figure 2: UK dog population 2010/11 to 2021/22

⁴ PDSA, 2022a

The rise in dog numbers of 5.4 million shown across this graph has been largely driven by the 39% increase between 2019/20 and 2020/21 as people acquired more pets throughout the pandemic. The sense of companionship gained from owning a dog combined with the purpose that they provide to daily exercise regimes supports the projected growth in UK dog ownership going forward⁵. More recently, the nation's increasing shift towards working from home and a sharper focus on improving physical and mental wellbeing further supports the long-term growth of the UK's pet market⁶.

2.2 UK Pet Expenditure

The UK pet care market contributes around £6.7 billion per annum to the domestic economy through retail sales (food, accessories and grooming) and veterinary services⁷. Figure 3 shows recent figures for the sector.



(Source: Statista, 2022b)

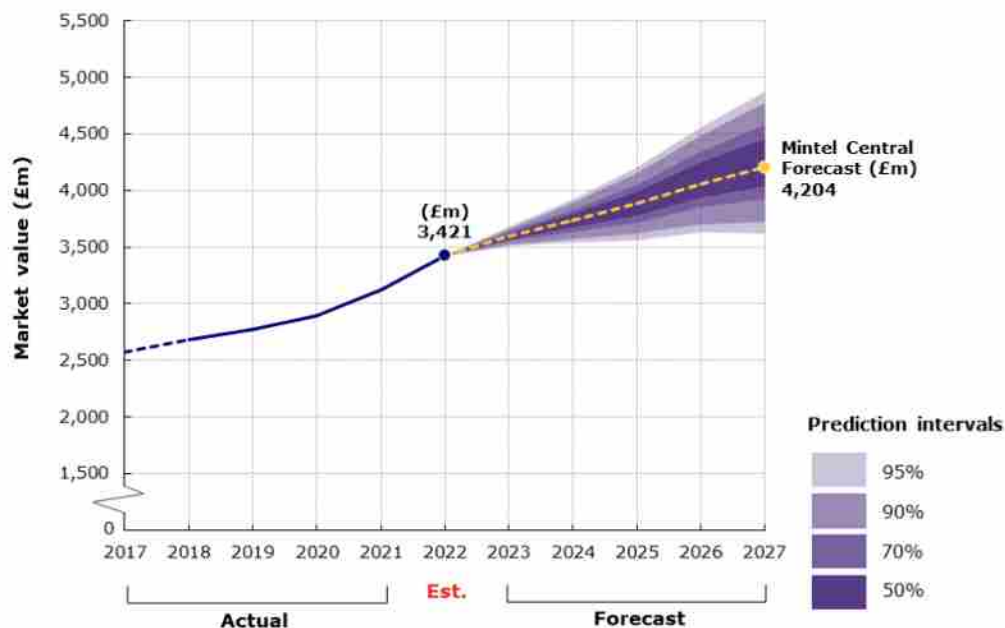
Figure 3: Value of the UK pet care market in 2022

Dog food sales make up approximately 50% of all pet food sales in the UK, valuing at around £1.5bn, and therefore play a dominant role in the present and future market trends around dog ownership. Figure 4 shows the market outlook for dog and cat food sales over the next five years which is expected to rise by 22.9% between 2022 and 2027.

⁵ Westgarth *et al.* 2019

⁶ Mintel, 2022

⁷ Pets at Home, 2022



The coloured bands around the five-year forecast represent statistical prediction intervals. At the 95% prediction interval, for example, we are saying that 95 out of 100 times, the forecast will fall within these outer limits.

Source: Based on IRI/Mintel

(Source: Mintel, 2022)

Figure 4: Five-year outlook for the dog and cat food market

While a continued increase in CPI is likely to play a role in this market outlook, the projected increase in pet food sales also supports the market outlook of a growing demand for pet care products and services⁸. Furthermore, premiumisation trends are expected to drive strong revenue growth in the pet care market as consumers continue to demand high quality products and services for their pets⁹.

2.3 UK Secure Dog Exercise Fields

The demand for secure dog walking fields has grown dramatically in the last five years, particularly since the start of Covid-19 with the acquisition of many 'pandemic puppies'¹⁰. A recent study indicated that 45% of dog owners have concerns about walking their dog(s) which is thought to be a key driver behind the large uptake of secure fields¹¹. The rising number of rescue dogs being adopted by households is also stimulating an increased demand for secure dog exercise fields as owners prefer to walk their reactive pets in a secure and secluded environment¹².

⁸ IBISWorld, 2022

⁹ Euromonitor, 2022

¹⁰ Pet Business Insurance, 2022

¹¹ PDSA, 2022a

¹² RSPCA, 2022

There are now over 1000 dog exercise fields across the UK ranging from less than 0.5 acre paddocks to several field options totalling upwards of 25 acres¹³. The service offering and professionalism of the competition varies considerably with some offering a basic paddock enclosed with 4ft stock fencing and no online booking system compared to others offering floodlit fields secured with 7ft deer fencing, completely centred around customer satisfaction and user friendliness. British Dog Fields (BDF) offer the only accreditation scheme for dog walking field owners and this allows such businesses to demonstrate that they operate at the highest standard. The full criteria is shown in Appendix 1 and is strongly considered throughout this report.

2.4 Competitors in the Marketplace

An analysis of the existing competition within a 20-mile radius of Tib Hall Farm highlighted a market opportunity for a more professional and user-friendly site in the area with no BDF-accredited sites nearby. A detailed analysis of the competition is shown in Appendix 2.

2.5 Penetrating the Marketplace

Factors identified that drive the success of a dog field are outlined below. Further description behind this is provided in Appendix 3¹⁴.

1. Location
2. Competition
3. Environment
4. Security
5. Parking
6. Size

3.0 Size and Scale of the Diversification

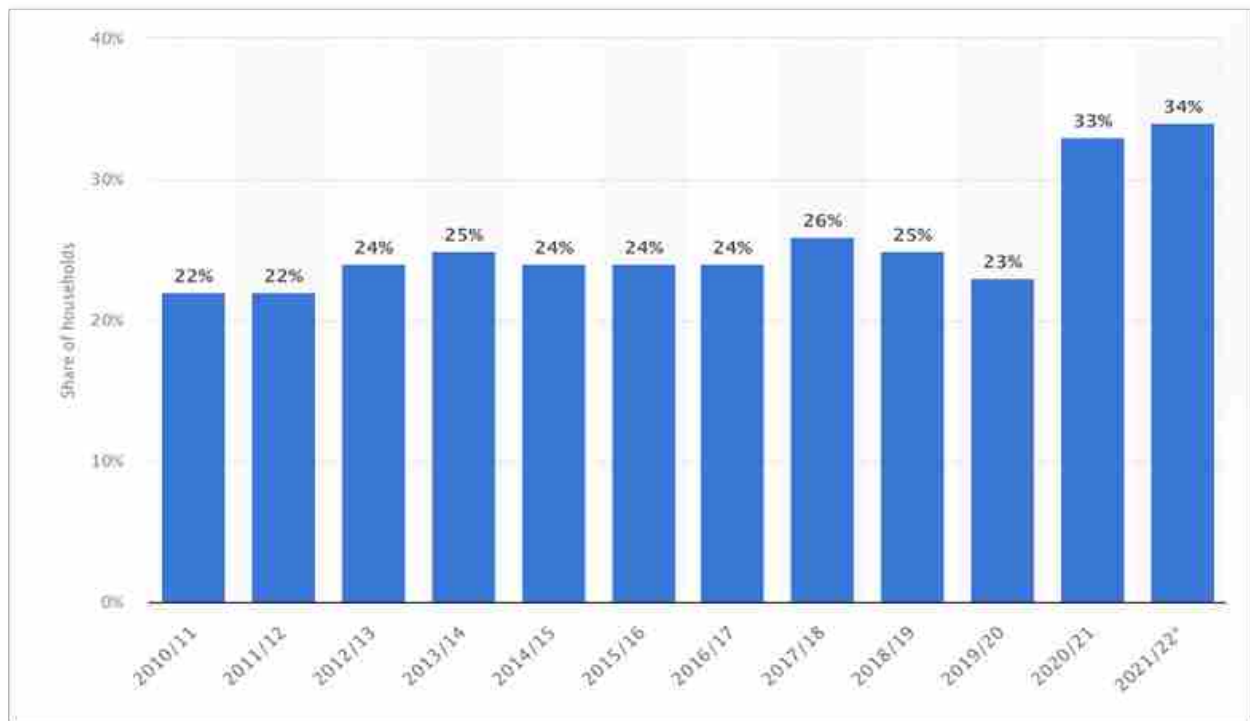
3.1 Potential Customers

Section 2.0 indicates that there are 13 million dogs across the UK. The most recent available data outlining dog ownership per household by region was released in 2019, prior to the spike in dog numbers during Covid-19. This data indicates that 28% of households in the West Midlands owned a dog at a time when the UK average was 25% of households¹⁵. Extrapolating this dataset upwards to a post-Covid level where 34% of UK households now own a dog would suggest that the ownership rate in the West Midlands is around 37% (3% above the average). Without sufficient evidence, however, and accounting for some steadying in ownership as a result of the current cost of living crisis, it's assumed that dog ownership across the UK is representative of that across the West Midlands (i.e. 34% of households).

¹³ James, 2023

¹⁴ British Dog Fields, 2022a

¹⁵ Statista, 2022b



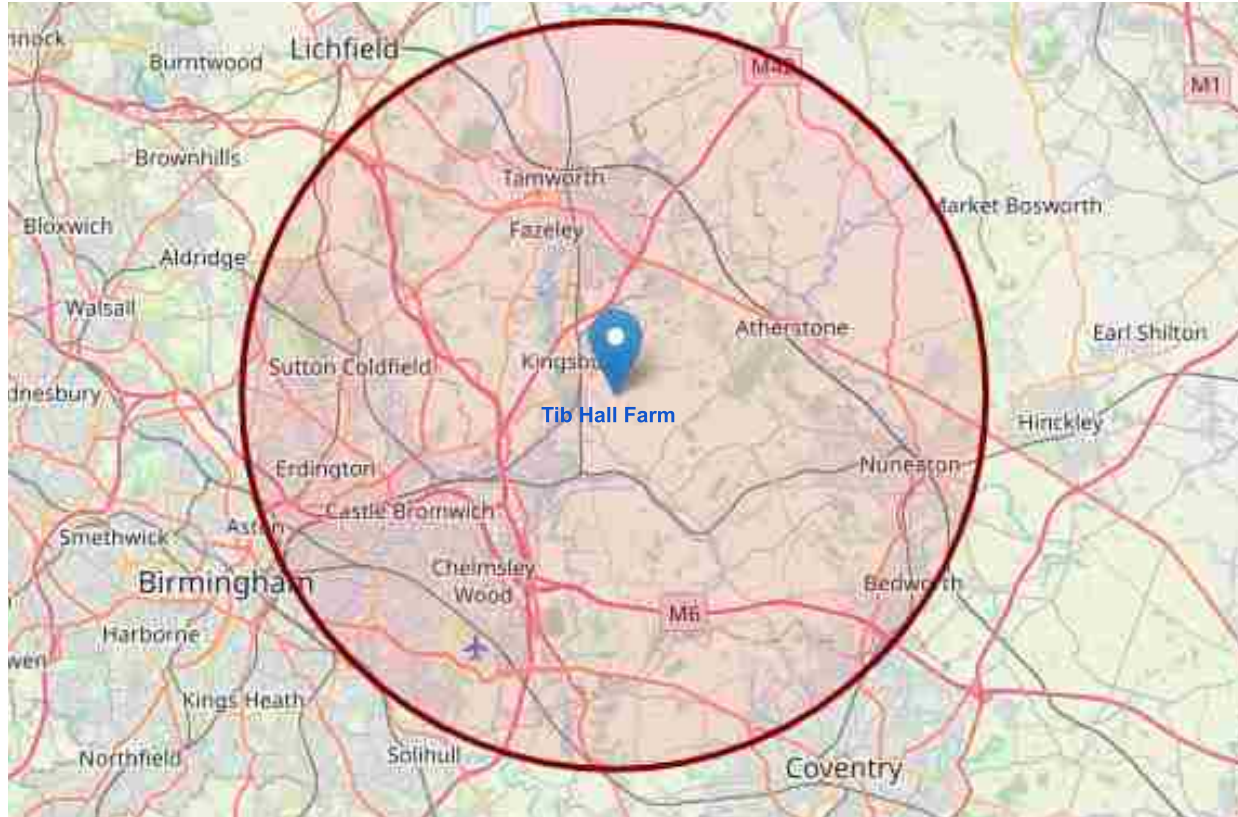
(Source: Statista, 2022c)

Figure 5: Share of households owning dogs in the UK from 2010/11 to 2020/21

With densely populated towns and cities (including Tamworth, Atherstone, Nuneaton and East Birmingham) nearby, there are approximately 900,000 people within a 10-mile radius of Tib Hall Farm¹⁶. Based on England's average of 2.4 residents per household¹⁷ and the assumption of a 34% dog ownership rate, it can be calculated that there are 127,500 dog-owning households in the catchment area outlined in Figure 6. In addition, with large scale housing development plans in Tamworth and Nuneaton, particularly, there is also expected to be a growing market of potential dog owners in the catchment area going forward. Table 1 illustrates the potential number of customers that may use the service which has been considered when forecasting sales alongside the occupancy rates of other dog field operators across the Midlands.

¹⁶ ONS, 2021a

¹⁷ ONS, 2021b



(Source: Datadaptive, 2023)

Figure 6: 10-mile radius around Tib Hall Farm

Table 1: Calculation of the potential number of dogs using the secure fields

Number of people in a 10-mile radius	900,000
Average number of people per household	2.4
Number of households	375,000
% of households owning dogs	34%
Number of households owning dogs	127,500
Average number of dogs per house	1.3
Number of dogs in catchment area	165,750
% of dogs being brought to use the service	3%
Potential market size	4,973
Potential market penetration	10%
Estimated number of dogs using the service	497

(Source: Author's Own; BDF, ONS, 2021a)

Car ownership is also indicative of dog ownership and one's propensity to travel to use such a service¹⁸. 'Walking the dog' is associated with higher levels of car use due to people travelling long distances to take their dog to recreational areas, to training or to the veterinary¹⁸. With an average car ownership level of 87% in North Warwickshire and surrounding areas¹⁹, this further supports the assumption that there is a large potential customer base that are willing to travel to use the service. Dog field owners across England have suggested that some customers travel up to 1 hour or more to use their services due to the quality and user friendliness of the setup. A catchment area of 10 miles, however, is assumed throughout this report for more conservative estimates and to account for the possible impact of rising fuel prices on car use.

3.2 Proposed Diversification

The proposed diversification comprises two dog exercise fields - a North Paddock and a South Paddock. The service aims to cater for a wide target market encapsulating all dog owners that would like to exercise and/or train their dog(s) in a safe and secure environment. Emphasis will be focussed on offering a professional and affordable service to customers, prioritising user friendliness at all times. Section 4.0 provides more detail as to how this will be achieved.

3.3 Location at Tib Hall Farm

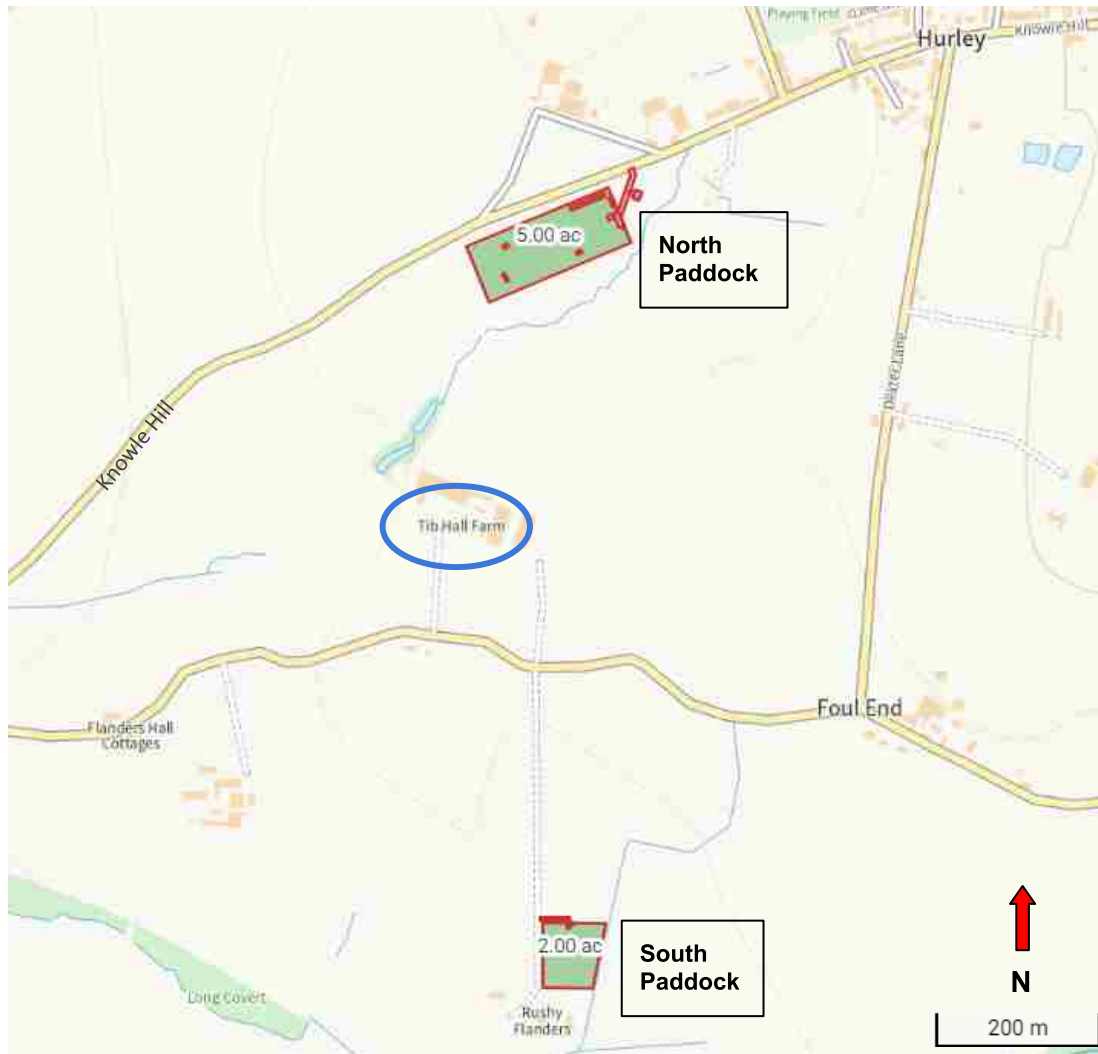
Figure 7 illustrates the proposed locations of the two dog exercise fields. More detailed maps of each site can be found in Appendices 4, 5 and 6.

The North Paddock is a 5 acre field situated on the edge of Hurley village, easily accessible via Knowle Hill, and will offer a self-service dog wash unit on site. The South Paddock is a two acre field, secludedly located approximately one mile from the main road and set back 400m from Foul End Lane down a tarmac driveway. This field is more suited to owners of reactive and timid dogs who require little or no distractions from the surroundings.

Both sites offer easy access for customers as well as being in close proximity to the farm to allow routine maintenance and monitoring to be carried out conveniently. The provision of two sites varying in size and location offers greater flexibility to the customer and helps to reduce the risk of the fields being turfed up during wetter months by spreading the use across two sites.

¹⁸ Philips, Mattioli and Anable, 2021

¹⁹ ONS, 2021c



(Source: Author's Own; The Land App, 2023)

Figure 7: Map of the proposed sites in relation to Tib Hall Farm (1:10,000 scale)

Figures 8 to 11 illustrate some examples similar to those proposed at Tib Hall Farm.



(Source: Holly Lodge Dog Fields, 2023)

Figure 8: Example site similar to that proposed at the North Paddock



(Source: West Haddon Secure Dog Walking Field, 2023)

Figure 9: Example site similar to that proposed at the South Paddock



(Source: My Dog Field – Cuddington, 2023)

Figure 10: In-field parking area akin to that proposed at both sites



(Source: Polygon Pets, 2023)

Figure 11: Self-serve dog wash unit and shelter similar to that proposed at the North Paddock

The total construction cost for both sites is estimated to be around £67,000. Table 2 illustrates a summary of the construction cost alone. A full breakdown of the total start-up costs is provided in Appendix 7.

Table 2: Summary of the construction costs for the venture

Description	Cost (£)
Planning Fee - Change of Use	924
Excavation and Landscaping	7,815
Fencing and Water Supply	17,065
Automatic Access Gates and CCTV	14,737
Self-Serve Dog Wash Unit and Shelter	22,214
In-Field Equipment and Shelters	4,700
Total	£67,455

(Source: Author's Own)

4.0 Marketing Strategy

Implementing a marketing strategy that communicates the key messages of service quality and user friendliness will be critical to building the occupancy rates at each site and gaining customer loyalty in the initial years of startup.

4.1 Customer Profile

Market research around the current and future users of dog exercise fields has highlighted the customer profile and target market for the diversification.



Individual households within a 10-mile radius of Tib Hall Farm and beyond

Target age range 18 - 65+

Those who value a professional and hassle-free service



Dog owners as well as professional dog walkers, trainers and behaviourists

In particular, owners of reactive and timid dogs, and puppies

Anyone with concerns about walking their dog in public

(Source: Author's Own; West Haddon Dog Field, 2023)

Figure 12: Summary of the customer profile

4.2 Service

The following service offering will aim to increase the attractiveness of the business and gain a competitive advantage over others in the marketplace:

- USP: two field options including a '*secure and secluded*' field or larger field equipped with training and agility equipment
- In-field parking areas available via automatic and coded access gates
- Access to fresh drinking water for dogs and washing off facilities

- Dog waste bags and bins available
- Toilet facilities, shelter and benches for dog owners
- User-friendly online booking system via a website or the Booksy app
- Self-serve dog wash and grooming unit on site - no other dog walking fields were found to have one of these within a 50+ mile radius, largely due to the set up costs.

4.3 Pricing Structure

The pricing structure for the dog walking fields comprises hourly booking sessions allowing a guide time of 50 minutes use of the field and 10 minutes to leave, minimising the risk of dog owners meeting one another between visits. A pricing structure for the secure fields and dog wash unit is shown in Table 3.

Table 3: Pricing structure for the proposed diversification

Description	Up to 3 dogs	4 dogs	5 dogs	6 dogs
North Paddock	£8	£9	£10	£11
South Paddock	£10	£11	£12	£13
Self-Serve Wash Unit	£8 for 10 minutes use (+£1 per additional 2 minute top-up)			

(Source: Author's own, 2023)

A base price of £8 per hour for the North Paddock and £10 per hour for the South Paddock is charged for up to 3 dogs, plus £1 per additional dog with a maximum of 6 dogs allowed per booking slot. Prices are based on the number of dogs in the paddock at any one time rather than the number of people thereby encouraging friends and/or family to go to the fields together. By setting the base prices for up to 3 dogs, this aims to promote this. The self-serve dog wash will cost £8 for 10 minutes use and £1 per 2-minute top-up thereafter.

Given the South Paddock's secluded and more favourable location for many dog owners, this field is charged out at a premium of £2/hour more than the North Paddock.

4.4 Promotion

Effective marketing and promotion will be critical to the success of this business and will be driven through a number of techniques.

4.4.1 Brand

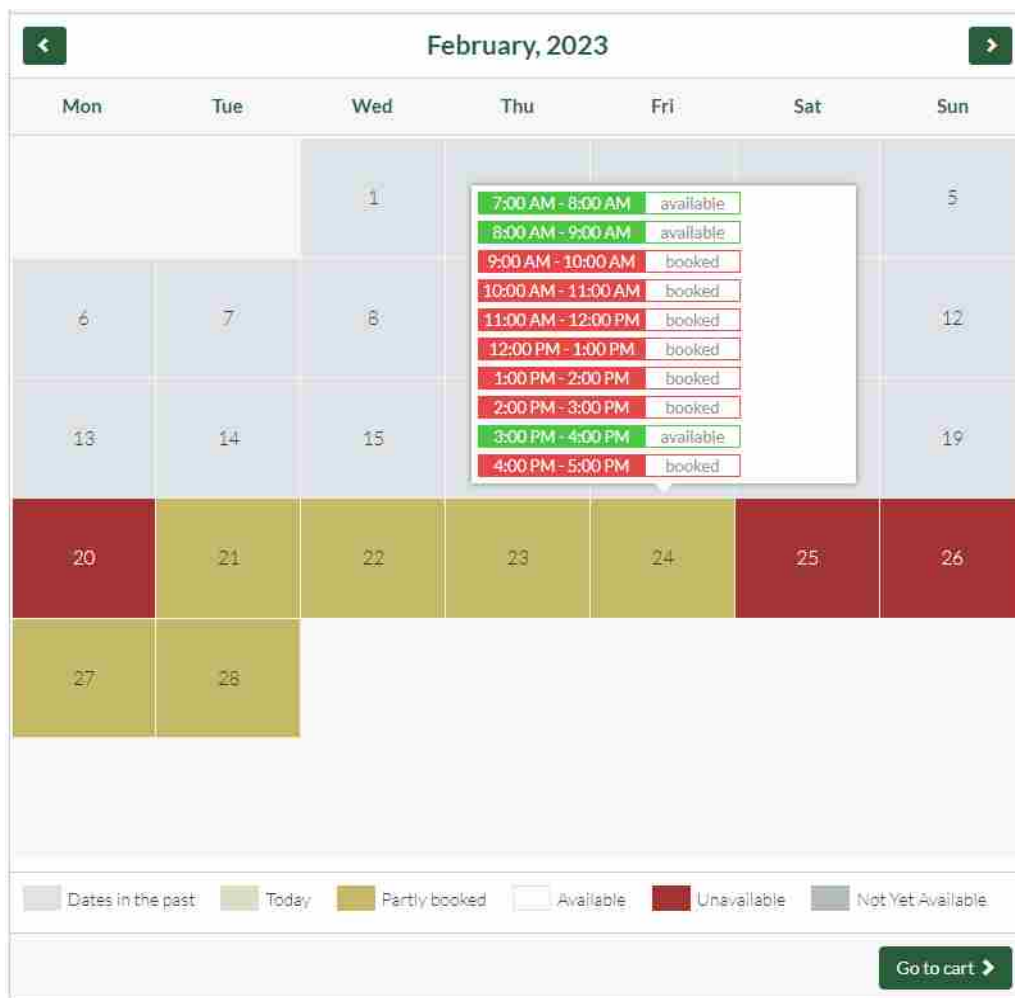
Establishing a brand with a company name and logo will be a crucial first step to promoting the enterprise and gaining recognition from potential customers in the early stages of opening for trading. Raising awareness of the brand through promotion will help achieve the occupancy rates set out in Section 7.1.

4.4.2 Word of Mouth

Building a healthy reputation and trust with the customers is essential and is likely to dictate the success of the business in its initial start-up years. Once these public relations are established, occupancy rates and customer loyalty will begin to follow and this message will be communicated to other dog owners in the area.

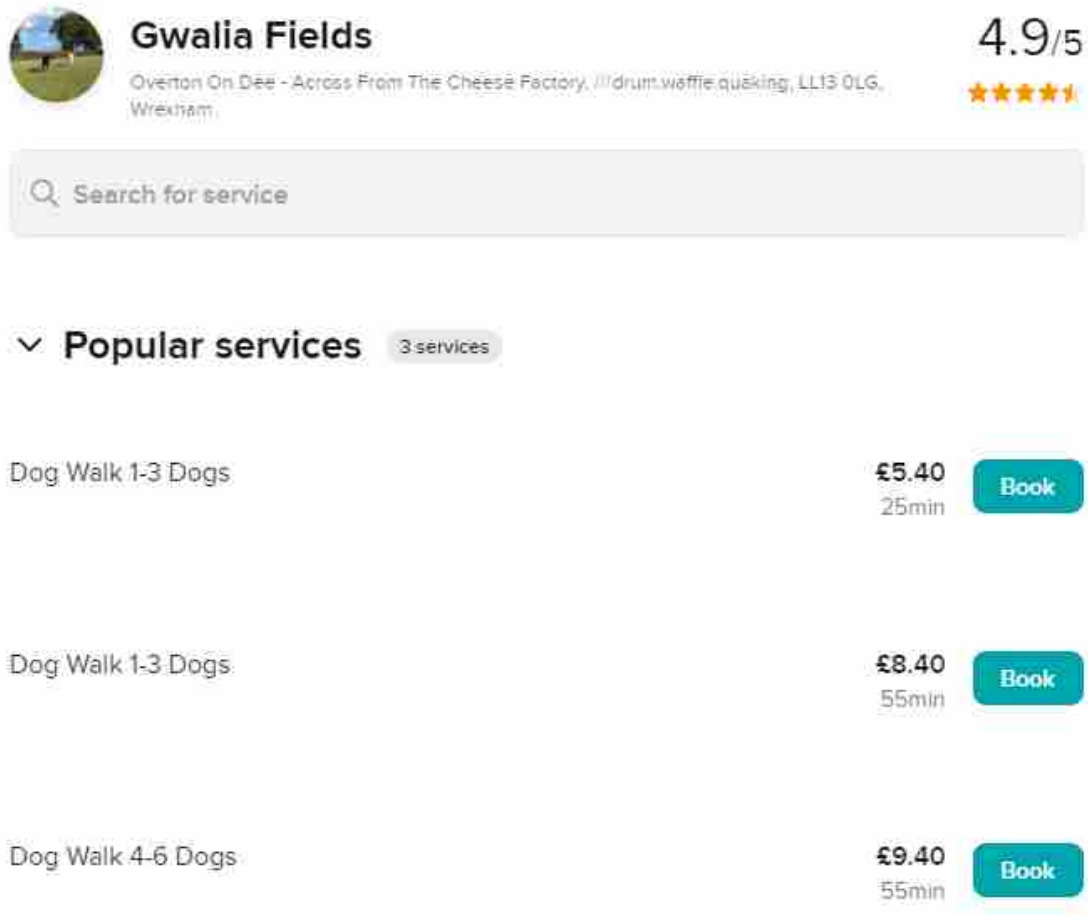
4.4.3 Website and Booksy App

Bookings will be solely online either via the webpage or the Booksy phone app which provides a platform for customers to make bookings with service providers. Both platforms will integrate to prevent overbooking and customers will choose their slot(s) through the live, synchronised calendar such as that shown in Figure 13. Figure 14 shows an example of the Booksy App booking system.



(Source: Holly Lodge Dog Fields, 2023)

Figure 13: Example of an online booking system via webpage



(Source: Booksy, 2023)

Figure 14: Example of an online booking system via the Booksy app

4.4.4 Social Media Marketing

Promotion through platforms such as Facebook will enable effective communication with customers and allow for targeted marketing to take place by posting in local community pages and local dog-related groups. Posting professional and quality content regularly is likely to increase engagement rates with customers and further promote the business²⁰. The social media content will also be linked to the website.

4.4.5 Reviews

Reviews are likely to become an important part of the marketing strategy with 93% of consumers suggesting that it improves their purchasing decisions when shopping around²¹.

²⁰ Hillsgreen, 2023

²¹ Chen *et al.*, 2022

Positive reviews left by customers on Google, Booksy and Facebook will all contribute to improving the business' reputation and public relations.

5.0 Other Considerations for the Proposed Diversification

5.1 Planning

Since the proposed sites will be used for more than 28 days of the year full planning permission must be granted²². This requires gaining approval for change of use of the site from agricultural land to that of sui generis dog walking, care and training²³.

North Warwickshire Borough Council (NWBC) have highlighted the key issues to consider in the planning application which relate to highways and access, noise pollution, and residential amenity. See Appendix 8 for full details.

5.2 Business Rates and Tax

Having discussed the merits of each option with the accountant for H Lowe & Sons it's advised that the diversification stays as part of the existing farm business²⁴. Since the business is VAT registered a basic VAT rate of 20% is chargeable on sales.

Since the rateable value for each site is less than £12,000, the business can claim small business rates relief for the diversification²⁵.

5.3 Insurance

Since customers will be coming on to privately owned land as part of this diversification the business must have public liability insurance to ensure it's covered in the event of any injuries during a visit. The NFU have provided a quote of £300/annum additional public liability insurance (up to £10 million worth of cover).

5.4 Waste Disposal

It's advised that an agreement with a licenced waste disposal contractor is put in place to collect dog waste routinely. Pet Waste Solutions offer a 140l bin free of charge and collect the waste typically every 4 weeks at a cost of £95+VAT²⁶. 35l bins will be placed around each field and emptied into one 140l bin as shown in Appendix 9 for routine collection.

²² British Dog Fields, 2022b

²³ North Warwickshire Borough Council, 2023

²⁴ Philip Barnes & Co Ltd, 2023

²⁵ Valuations Office Agency, 2023

²⁶ Pet Waste Solutions

5.5 Viruses and Kennel Cough Control

If there happens to be a case of any canine disease such as kennel cough it's advised that the site is shut for 24 hours, all facilities are decontaminated before resuming normal procedure.

5.6 Opening Hours

The sites will only be open during daylight hours due to anticipated planning restrictions with floodlights and public liability insurances only offering cover during the daytime. Sales forecasts have been projected with this in mind and opening hours range from 8 available booking hours in the winter through to 16 available booking hours in the summer.

6.0 Considerations for the Core Business

6.1 Physical Impacts

The diversification will have some physical impacts on the core farm business with approximately 7 acres of grade 2 arable land and 2 acres of permanent pasture expected to be taken out of production. Increased traffic at the South Paddock will also be more noticeable than at the North Paddock, however, this will be minimised by the hourly booking slots.

6.2 Impact on Human Resources

Helen and David Lowe have stated that they would be responsible for the day to day running of the dog field. They both have excellent numerical and customer service skills that they have developed through operating the commercial unit letting enterprise. With a somewhat low requirement for managerial input the diversification does not require the employment of any additional people at the proposed size and scale. An automatic booking and entry system to the site will further reduce the requirement for human intervention. A confirmation email will provide an access code to the solar-powered gates on site which can be remotely changed as often as the owners wish. The main responsibilities include carrying out daily inspections of the site - particularly checking for dog waste and damage to fencing as well as managing the waste disposal and cleaning around the self-serve dog wash.

6.3 Financial Impact

The first year of trading has a negative impact on the balance sheet as shown in Appendix 10. Once fully operational, the venture is expected to produce a net profit pre depreciation of £32,656.

The diversification would also convert the sites into non-agricultural land uses and therefore prevent any Basic Payment subsidy being claimed throughout the rest of the Agricultural Transition Period. The completion of an RLE1 form to convert both sites to RL03 (sports and recreation) would be required.

7.0 Financial Viability

7.1 Sales Forecast

Table 4 shows the budgeted occupancy rates for the diversification have been conservatively considered alongside those kindly provided by Ms E Warrener of Holly Lodge Dog Fields.

Table 4: Occupancy rates for the diversification

Occupancy Rates	Year 1	Year 2	Year 3	Year 4	Year 5
January	0%	42%	85%	85%	85%
February	0%	47%	85%	85%	85%
March	0%	53%	85%	85%	85%
April	0%	60%	85%	85%	85%
May	0%	68%	80%	80%	80%
June	0%	75%	75%	75%	75%
July	5%	75%	75%	75%	75%
August	12%	75%	75%	75%	75%
September	20%	80%	80%	80%	80%
October	25%	85%	85%	85%	85%
November	32%	85%	85%	85%	85%
December	40%	85%	85%	85%	85%
Average	11%	69%	82%	82%	82%

(Source: Author's Own; Holly Lodge Dog Fields, 2023)

Occupancy rates are expected to build quickly reaching a peak rate of 85% by the autumn of year 2. Winter periods are also expected to achieve higher occupancy rates than summer periods due to the extreme hot weather events often deterring dog walkers from going out more so than in the winter. This was found to be the trend across all dog field businesses contacted.

7.2 Capital Required

A summary of the capital required is shown in Table 5. A breakdown of the full details is provided in Appendix 7.

Table 5: Summary of the capital required

Description	North Paddock (£)	South Paddock (£)	Total (£)
Pre-Planning Advice & Site Appraisal	2,500	1,500	4,000
Planning Fee ²⁷	462	462	924
Grass Establishment / Overseeding	483	263	746
Rural Security Fencing Installation	9,120	5,435	14,555
Excavation & Stoning Parking Areas	4,310	2,759	7,069
Mains Water Connection	2,219	290	2,509
Solar-Powered Automatic Sliding Security Gate & CCTV + Installation	7,369	7,369	14,737
Toilet Hire (drop off + deposit)	125	125	250
Shelter & Benches	1,900	1,900	3,800
In-Field Dog Equipment	500	250	750
Self-Serve Dog Wash (+ Shelter & Fencing)	22,214		22,214
British Dog Fields Site Accreditation	600	600	1,200
Website (split 50:50)	1,000	1,000	2,000
Contingency @ 10% of Total Cost	5,280	2,195	7,533
Total	58,082	24,148	82,230
Total to nearest £1,000	58,000	24,000	82,000
(Source: Author's Own; Planning Portal; Tornado Fencing; Cotswold Seeds; BDF; NE Dog Wash, 2023)			

²⁷ Planning Portal (2022)

It's advised that the business takes out a loan of £82,000 to cover the initial capital investment for the project. Given the current economic and political climate, the Lowe family have stated that a short payback period is preferred with a fixed interest rate.

Table 6 illustrates an annual repayment schedule for a 5 year loan fixed at 7% interest.

Loan Capital	£82,000
Term	5
No. Payments	60
Annual Rate	7%
Monthly Rate	0.00583
Loan Instalment	£1,624

Table 6: Annual repayment schedule for proposed loan

	Year 0 (£)	Year 1 (£)	Year 2 (£)	Year 3 (£)	Year 4 (£)	Year 5 (£)	Total (£)
Loan Balance	£82,000	£67,806	£52,586	£36,265	£18,765	£0	
Capital Repayment		£14,194	£15,220	£16,320	£17,500	£18,765	£82,000
Interest		£5,290	£4,264	£3,164	£1,984	£719	£15,422

(Source: Author's Own, 2023)

7.3 Financial Performance Index

Table 7: Summary of the profit and loss account

	Year 1 (£)	Year 2 (£)	Year 3 (£)	Year 4 (£)	Year 5 (£)
Total Income exc. VAT	7,419	50,749	58,050	58,050	58,050
Variable Costs	0	0	0	0	0
Gross Margin	7,419	50,749	58,050	58,050	58,050
Fixed Costs	23,044	25,254	25,394	25,394	25,394
Net Profit / (Loss) after Depreciation	(20,455)	21,003	28,478	28,771	29,043

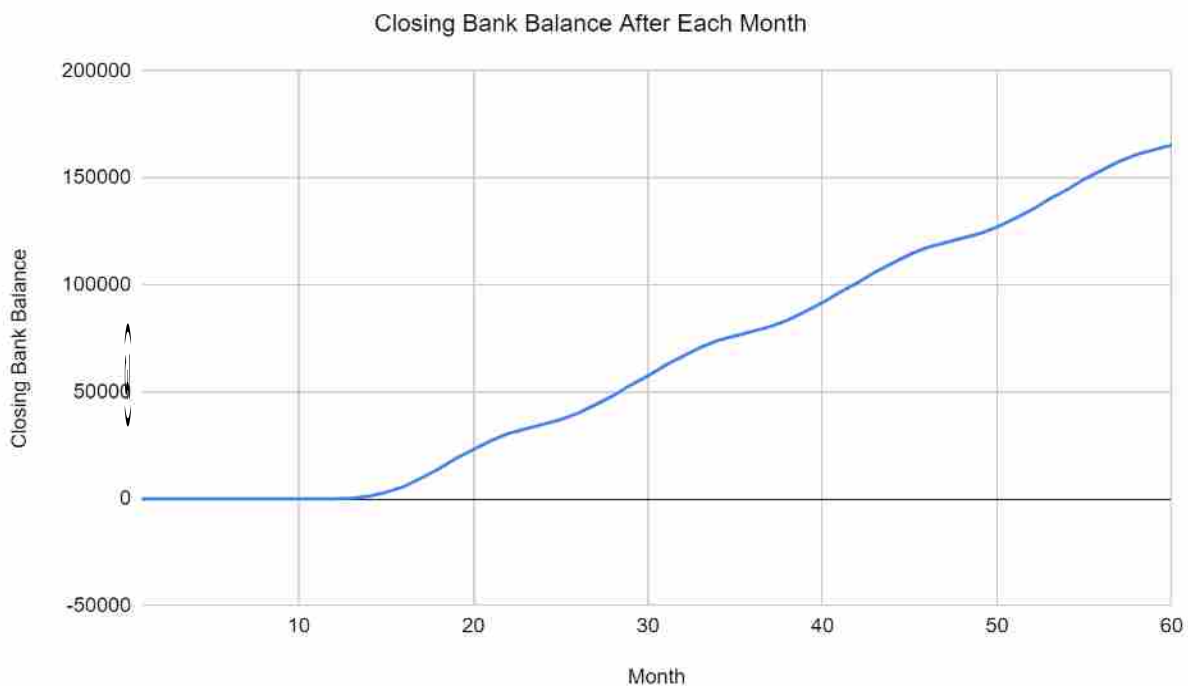
(Source: Author's Own, 2023)

An increase of c. £41,458 in net profitability is anticipated between year 1 and 2 due to the 6 months without trading in year 1 whilst construction takes place and the considerable increase in occupancy rates over the first 12 months of trading. Effective marketing via social media and

word of mouth is expected to drive this increase in occupancy as the business penetrates the marketplace with its professional, user-friendly service offering.

7.4 Cashflow

Figure 15 shows the closing bank positions at the end of each month for years 1 to 5. Due to the strong cash position of H Lowe & Sons, it's proposed that the business covers the cash deficit throughout year 1 until the business becomes self-sufficient in month 1 of year 2. Full cashflow projections are shown in Appendix 12.



(Source: Author's Own, 2023)

Figure 15: Closing bank balances from months 1 to 60 (years 1 to 5)

Table 8: Summary of the annual net cashflows

Year	Initial Investment (£)	Annual Net Cashflow (£)
0	-82,000	
1		3
2		34,854
3		43,475
4	Payback achieved	43,475

5		43,475
Total		165,280

(Source: Author's Own, 2023)

Table 8 shows that the proposed diversification will have achieved the payback for the £82,000 in year 4. Taking out a 5-year loan will further help reduce the amount of interest paid.

7.5 Sensitivity Analysis

		Income from Dog Fields (£)	
		North Paddock	South Paddock
Occupancy Rates (%)	10	3,546	4,434
	20	6,952	8,690
	30	10,533	13,164
	40	13,974	17,467
	50	17,589	21,988
	60	21,066	26,331
	70	24,541	30,677
	80	28,084	35,108
	90	31,527	39,410
	100	35,039	43,797

(Source: Author's Own, 2023)

Insufficient to cover annual costs (£25,394/annum)

Enough to cover annual costs, but not to generate a return on investment

Sufficient to cover all annual costs and generate a return on investment

Figure 16: Sensitivity analysis with occupancy rates

8.0 Conclusions & Recommendations

Based on the current and future market trends around pet care and dog ownership it can be concluded that there is an opportunity for secure dog exercise fields as a diversification. It's recommended that H Lowe & Sons pursue this market opportunity given the complementary human and financial resources available. While a considerable investment of £82,000 is required, a clear 5-year payback period has been outlined. Implementing the proposed marketing strategy will be critical to facilitate this and to build up occupancy and customer loyalty in the initial startup years.

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Appendices

Appendix 1: British Dog Field Accreditation Criteria



The image shows a form for British Dog Fields Accreditation. It features a yellow header with the word 'ACCREDITATION' written vertically. To the right is the 'BRITISH DOG FIELDS' logo, which includes a silhouette of a dog jumping. Below the header is a box titled 'Elements Evaluated During Accreditation Assessment:' containing a bulleted list of assessment criteria. Below this box is a grid of 24 checkboxes, each followed by a criterion name. The criteria are arranged in three columns and eight rows. At the bottom of the form is a copyright notice: '© British Dog Fields. All Rights Reserved.'

ACCREDITATION

BRITISH DOG FIELDS

Elements Evaluated During Accreditation Assessment:

- Not limited to as circumstances change and evolve i.e. COVID
- Only Assessed where relevant e.g. lighting
- All elements discussed following assessment
- Evaluation considers appropriateness; safety; security; understanding of potential customer base; and practical matters

<input type="checkbox"/> Fencing	<input type="checkbox"/> Vegetation	<input type="checkbox"/> Field Management
<input type="checkbox"/> Access	<input type="checkbox"/> Furniture	<input type="checkbox"/> External Environment
<input type="checkbox"/> Booking	<input type="checkbox"/> Dog Equipment	<input type="checkbox"/> Seasonal Management
<input type="checkbox"/> Communication	<input type="checkbox"/> Water	<input type="checkbox"/> Lighting
<input type="checkbox"/> Marketing	<input type="checkbox"/> Sanitation	<input type="checkbox"/> Hazard Management
<input type="checkbox"/> Gates	<input type="checkbox"/> Parking	<input type="checkbox"/> Schedule Management
<input type="checkbox"/> Locks	<input type="checkbox"/> Accessibility	<input type="checkbox"/> Local Cooperation
<input type="checkbox"/> Waste Management	<input type="checkbox"/> Licences	<input type="checkbox"/> Facilities
<input type="checkbox"/> Screening	<input type="checkbox"/> Permissions	<input type="checkbox"/> Location
<input type="checkbox"/> Signage	<input type="checkbox"/> Insurances	<input type="checkbox"/> Security

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(Source: British Dog Fields, 2023)

Appendix 2: Competition within a 20-mile radius of Tib Hall Farm

Similar Businesses (within 10 miles)	Pricing Structure	Service(s) Offered / Details
Glebe Farm 'No Need for a Lead' (5 miles)	1 to 6 dogs: - 30 minutes - £6.00 - 60 minutes - £10.00	1 acre field enclosed with 6ft (1.8m) fencing Max. 6 dogs Off road parking Open 7 days/week 'dawn 'til dusk' All dogs must be vaccinated - request certificates on first visit
Grendon Dog Field (7 miles)	1 to 3 dogs: - 30 minutes - £4.50 - 60 minutes - £8.00 4 to 7 dogs: - 30 minutes - £6 - 60 minutes - £12 8+ dogs: - 30 minutes - £7.50 Package deals - 10 x 30 minutes 1 to 3 dogs - £45 - 10 x 60 minutes 1 to 3 dogs - £80	2 acre field enclosed with 6ft (1.8m) fencing In-field parking Shelter All dogs must be vaccinated
Grace's Field at Hawksmoor (9 miles)	30 minutes - £7.00 (No restriction on dog numbers)	1 acre field enclosed with 7ft (1.8m) fencing First aid box available Situated away from livestock and traffic Shelter and benches All dogs must be vaccinated
Hampton Hill Hounds (10 miles)	1 to 4 dogs - 30 minutes - £6.00 - 60 minutes - £10.00 +£2 per additional dog	2 acre field enclosed with 4ft (1.2m) fencing Seating and shelter Water available for washing dogs
Meriden Dog Training & Exercise Paddock (10 miles)		1 acre field enclosed with 4ft (1.2m) fencing Agility equipment

Pounders Park - Buzzard Valley (11 miles)	1 to 6 dogs: - 60 minutes - £11.50 +£2.50 per additional dog	6 acre field enclosed with 6ft fencing CCTV Flood lighting Training stations Water stations Dog waste bins Additional Services: - Doggy day care - Dog training - Dog grooming
Dadlington Dog Paddock (14 miles)	1 to 3 dogs - 30 minutes - £6.00 - 60 minutes - £10.00 +£2 per additional dog	1 acre field enclosed with 4ft (1.2m) fencing Seating, no shelter In-field parking area Drinking water available for dogs Opening times: - Summer - 7am - 8pm - Winter - 7am - 4:30pm
Wolvey Dog Walking Field (16 miles)	55 minutes - £8.50 25 minutes - £5.00 (No restriction on dog numbers) Package deals: 10 x 55 minutes - £80.00 6 x 55 minutes - £49.00 10 x 25 minutes - £46.00 6 x 25 minutes - £28.00	2 acre field enclosed with 6ft fencing Enclosed parking area Seating Drinking water available for dogs Agility equipment Open 5am to 10pm all year round (no floodlighting)
Paws Adventure Park (17 miles)	1 to 10 dogs - 60 minutes - £7.50 +£2.50 per additional dog	1 acre field enclosed with 4ft fencing (1.8m) Seating and shelter Refreshments available Groups welcome Opening hours: 9am - 7pm - 7 days per week
The Paw Paddock (20 miles)	1 to 6 dogs - 30 minutes - £7.50 - 50 minutes - £10.00	2 acre field enclosed with 6ft (1.8m) fencing Dog waste bins Opening hours - Summer - 7am - 8pm - Winter - 8:30am - 4:30pm

(Source: Author's Own, 2023)

Appendix 3: Penetrating the marketplace

Factors identified as having an effect on potential income from a dog are outlined below.

Location

- Geographical location in relation to dog-owning households
- Accessibility of the field

Competition

- Number of other local fields
- Service offering

Environment

- The surroundings
- Natural enrichment – e.g. plantings, obstacles, log piles, agility equipment

Security

- The height of fencing without making people feel incarcerated
- Tall enough to cater for a wide range of dogs
- Quality of fencing and materials

Parking

- In-field parking – reports of 15 to 30% higher occupancy rates for these fields
- Secure parking (enclosed by fencing)

Size

- Smaller fields in urban areas are more likely to receive access to floodlighting benefitting from standard opening hours all year round
- Large fields (upwards of 6 acres) require more maintenance and inspecting

Appendix 4: Location and area of the proposed sites at Tib Hall Farm



(Source: Author's Own, The Land App, 2023)

Appendix 5: Satellite map of the North Paddock



(Source: Author's Own, The Land App, 2023)

Appendix 6: Satellite map of the South Paddock



(Source: Author's Own, The Land App, 2023)

Appendix 7: Full breakdown of construction and startup costs

Description		North Paddock		South Paddock	
Planning Advice & Site Appraisal					
Planning Consultancy Fees			2500.00		1500.00
Planning Application Fees			462		462
Total			2962.00		1962.00
Grass Harrowing & Overseeding	Unit Price (£)	Quantity	Total (£)	Quantity	Total (£)
Grass Seed - Cotswold Seed	56.50/acre	5 acres	282.50	2 acres	113.00
Machinery & Equipment			200.00		150.00
Total			482.50		263.00
Fencing Materials	Unit Price (£)	Quantity	Total (£)	Quantity	Total (£)
Tornado R19/180/5 Rural Security Netting (50m roll)	398.00	13	5174.00	7	2786.00
2.4m 125mm Peeled Round Intermediate Posts	11.62	158	1835.96	88	1022.56
2.7m 125mm Peeled Round Corner Struts	13.05	8	104.40	8	104.40
3.0m 175mm Peeled Round Strainer Posts	43.00	4	172.00	4	172.00
40mm Barbed Staples Bucket (10kg)	33.97	1	33.97	0	0.00
Total			7320.33		4084.96
Fencing Labour	Price/Day (£)	No. Days	Total (£)	No. Days	Total (£)
2 Men + Tracked Post Knocker	450.00	4	1800.00	3	1350.00
Excavation	Price/Day (£)	No. Days	Total (£)	No. Days	Total (£)
Man and Machine (JCB 3CX)	300.00	3	900.00	2	600.00
Stoning Access Roads & Parking Areas (459m² at NP, 279m² at SP)	Unit Price (£)	Quantity	Total (£)	Quantity	Total (£)
Woven Geotextile Membrane (4.5m x 100m)	220.00	1	220.00	1	220.00
150mm Recycled 6F2 Base Stone	10.00/t	117t	1170.00	71t	711.00
100mm Type 1 Stone	20.00/t	101t	2020.00	61t	1228.00

Total			3410.00		2159.00
Installing Water Supply	Unit Price (£)	Quantity	Total (£)	Quantity	Total (£)
Single Short Connection (ST Water)	1929.43	1	1929.43	0	0.00
25mm Blue MDPE Coil (100m coil)	140.00	1	140.00	1	140.00
Taps and Retractable Hose	150.00	1	150.00	1	150.00
Total			2219.43		290.00
Solar-Powered Automatic Security Gate & CCTV	Unit Price (£)	Quantity	Total (£)	Quantity	Total (£)
11ft Box Section Gate Frame with Mesh Infill	500.00	1	500.00	1	500.00
Sliding Gate Track and Concrete	350.00	1	350.00	1	350.00
Solar Powered BH30/806 24V Sliding Gate Kit 800kg	1526.05	1	1526.05	1	1526.05
Solar Panel Mounting Pole	96.00	1	96.00	1	96.00
Videx Digital 4812R 4G GSM Intercom	1422.58	1	1422.58	1	1422.58
Hikvision Solar-Powered Bullet Camera	986.99	2	1973.98	2	1973.98
Total			5868.61		5868.61
Gate Labour	Price/Day (£)	No. Days	Total (£)	No. Days	Total (£)
Gate Build	300.00	1	300.00	1	300.00
2 Men On-Site Install	600.00	2	1200.00	2	1200.00
Total			1500.00		1500.00
Benches and Shelter	Unit Price (£)	Quantity	Total (£)	Quantity	Total (£)
Benches	200.00	2	400.00	2	400.00
Wooden Shelter & Concrete Pad	1500.00	1	1500.00	1	1500.00
Total			1900.00		1900.00
In-Field Equipment					
Dog Agility and Additional Equipment			500.00		250.00

Website and Booking System Design and Build			1000.00		1000.00
British Dog Field Accreditation			600.00		600.00
Toilet Deposit and Drop Off			125.00		125.00
Self-Serve Dog Wash	Unit Price (£)	Quantity	Total (£)		
Wash Unit	18714.00	1	18714.00		
Concrete Pad and Shelter	1500.00	1	1500.00		
Fenced Enclosure	2000.00	1	2000.00		
Total			22214.00		
Contingency at 10% of Total Cost			5280.19		2195.26
Total (£)			58,082.06		24,147.83
Combined Total (£)					82,229.89
To the nearest £1000					82,000.00

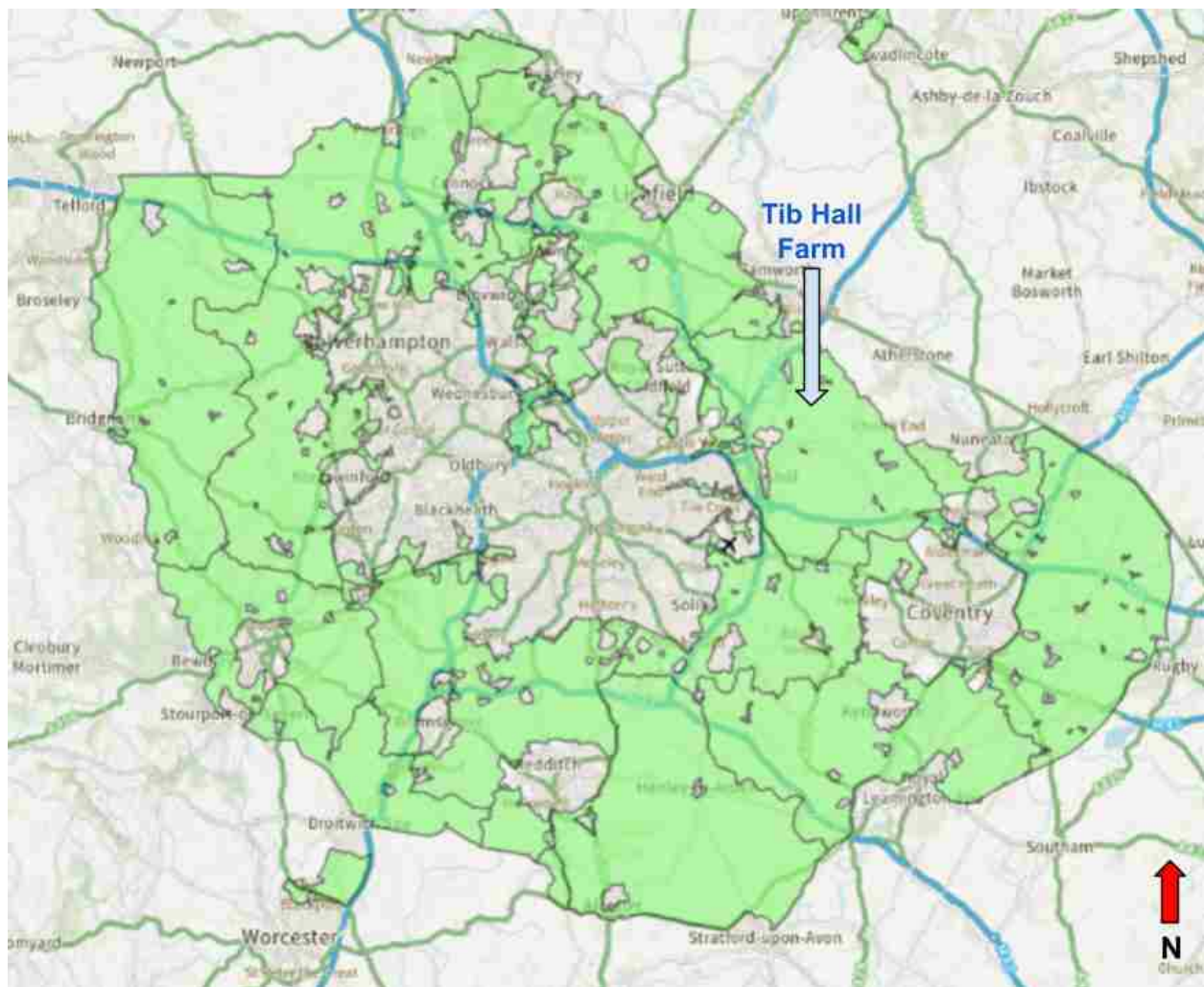
(Source: Author's Own; NWBC; Planning Portal; Cotterill Civils; Pinfield Land Management; BDF; NE Dog Wash, 2023)

Appendix 8: Planning considerations for the diversification

Key documents for consideration with this application are:

1. The North Warwickshire Borough Council Local Plan
2. The National Planning Policy Framework.

All land at Tib Hall Farm sits amongst the Green Belt (as shown in Figure 17) and therefore preparing a rigorous planning application will be critical to be granted permission at the proposed sites. A key consideration for this application is to demonstrate how the impact on the openness of space will be minimised²⁸. Since a large proportion of the proposed works are classed as 'temporary' or 'movable', this will be more favourable for planners over permanent construction works on the sites.



(Source: Troy Planning, 2020)

Figure 17: Location of Tib Hall Farm in relation to the Green Belt

²⁸ National Planning Policy Framework, 2021

The Lowe family have suggested that previous communications with the North Warwickshire Borough Council Planning Office have indicated that the land at Tib Hall Farm is suited to 'leisure and tourism' uses. Page 18 of the NWBC Local Plan also indicates that the council wishes to promote rural diversification with particular support given to applications that extend the service offering in the area and improve overall rural prosperity²⁹.

Having spoken to the principal planning officer at NWBC, Mr Collinson, he has highlighted that the main issues for consideration with secure dog field planning applications relate to highways and access, residential amenity and noise pollution. The proposed site of the North Paddock is situated at least 200m away from any residential property, mitigating the impact of noise pollution. Access to the site will be via the existing field entrance which is adjacent to traffic calming measures for Hurley village, naturally causing vehicles to slow down as they approach the field.

The South Paddock is to be located at one of the properties of H Lowe & Sons' where David and Jane Lowe reside. This is a secluded site, set back from Foul End Lane with no nearby residents and can be accessed easily via the existing property drive.

Andrew Collinson

7 Feb 2023, 09:19 (13 days ago) ☆ ↩ ⋮

to me ▼

Tim,

Please find attached a report on a similar application. The main issues for consideration relate to highways, sustainability and access, residential amenity, noise and sometimes heritage.

Hopefully this helps.

Kind regards,

Andrew

Andrew Collinson

Principal Development Control Officer BA (Hons) BTP MRTPI

North Warwickshire Borough Council

Direct line: 01827 719228

Direct Email: andrewcollinson@northwarks.gov.uk

Office Email: planappconsult@northwarks.gov.uk

Internet Links

Website: www.northwarks.gov.uk

Planning Homepage: www.northwarks.gov.uk/planning

Planning Public Access: <http://planning.northwarks.gov.uk/portal/>

Please consider the environment before printing this email

Advice is given at officer level only and does not prejudice any formal decision the Council makes in the future.

(Source: NWBC, 2023)

Figure 18: Communications with the principal planning officer at NWBC

²⁹ NWBC Local Plan, 2021

Appendix 9: Dog Waste Disposal

It's proposed that the business engage with the services of licensed waste disposal contractors, Pet Waste Solutions (PWS) for the routine collection of dog waste. PWS will provide a 140l bin free of charge and charge £95 +VAT per collection. It's advised that collections are carried out every 4 weeks. The waste will be taken to PWS's nearest disposal site, located at Stoke on Trent. Dog poo bags will be available at the site for customers free of charge. An example of a waste carrier notice and waste transfer note are shown in Figure 19 and Figure 21, together with an example of a 140l bin in Figure 20.

Certificate of Registration under the Waste (England and Wales) Regulations 2011

Regulation authority

Name	
Address	National Customer Contact Centre 99 Parkway Avenue Sheffield S9 4WF
Telephone number	03708 506506

The Environment Agency certify that the following information is entered in the register which they maintain under regulation 28 of the Waste (England and Wales) Regulations 2011.

Carriers details

Name of registered carrier	PET WASTE SOLUTIONS LTD trading as pet waste solutions Ltd
Registered as	An upper tier waste carrier and dealer
Registration number	CBDU448794
Address of place of business	Unit 56 Vinehall Business Vinehall Road Mountfield Robertsbridge TN32 5JW
Telephone number	+447907136300
Date of registration	11 August 2022
Expiry date of registration (unless revoked)	11 August 2025

Making changes to your registration

Your registration will last 3 years and will need to be renewed after this period. If any of your details change, you must notify us within 28 days of the change.

(Source: Pet Waste Solutions, 2023)

Figure 19: Example Waste Carriers Licence



(Source: Pet Waste Solutions, 2023)

Figure 20: Example 140l Dog Waste Bin

Duty of care: waste transfer note Keep this page and copy it for future use. Please write as clearly as possible.

Section A – Description of waste

A1 Description of the waste being transferred

DATE : _____

List of Waste Regulations code(s)
020106

A2 How is the waste contained?

Loose ☐ Sacks ☐ Skip ☐ Drum ☐
Other ☒ Bin/Box

A3 How much waste? For example, number of sacks, weight

Section B – Current holder of the waste – Transferor

By signing in Section D below I confirm that I have fulfilled my duty to apply the waste hierarchy as required by Regulation 12 of the Waste (England and Wales) Regulations 2011 Yes ☒

B1 Full name

Company name and address

Postcode _____ SIC code (2007) _____

B2 Name of your unitary authority or council

England

B3 Are you:

The producer of the waste? ☒

The importer of the waste? ☐

The local authority? ☐

The holder of an environmental permit? ☐

Permit number _____

Issued by _____

Registered waste exemption? ☐

Details, including registration number

A registered waste carrier, broker or dealer? ☐

Registration number _____

Details (are you a carrier, broker or dealer?)

Section C – Person collecting the waste – Transferee

C1 Full name

Pet Waste Solutions

Company name and address

55 Vinehall Business Centre

Vinehall Road

Robertsbridge

East Sussex

Postcode TN32 5JW

C2 Are you:

The local authority? ☐

C3 Are you:

The holder of an environmental permit? ☐

Permit number _____

Issued by _____

Registered waste exemption? ☐

Details, including registration number

A registered waste carrier, broker or dealer? ☒

Registration number CBDU448794

Details (are you a carrier, broker or dealer?)

Carrier

Section D – The transfer

D1 Address of transfer or collection point

Park Manor Farm

Mill End

Stoke-On-Trent

Postcode ST7 8JH

Date of transfer (DD/MM/YYYY) _____

D2 Broker or dealer who arranged this transfer (if applicable)

Postcode _____

Registration number _____

Time(s) _____

Transferor's signature _____

Name _____

Representing _____

Transferee's signature _____

Name Clare Stock

Representing Pet Waste Solutions

(Source: Pet Waste Solutions, 2023)

Figure 21: Example Waste Transfer Note

Appendix 10: Impact of the diversification on the balance sheet

	2020 Actual (£)	2021 Actual (£)	2022 Actual (£)	Year 1 Diversification Budget (£)
Fixed Assets				
Intangible Assets	3,552	3,552	3,552	3,552
Tangible Assets	1,624,858	1,562,982	1,534,042	1,534,042
Diversification				67,000
Total Fixed Assets	1,628,410	1,566,534	1,537,594	1,537,594
Current Assets				
Stocks	123,318	154,987	283,002	185,000
Debtors & Prepayments	39,833	5,553	129,349	60,000
Cash in Hand	43,477	89,367	63,631	50,000
Total Current Assets	206,628	249,907	475,982	295,000
Total Assets	1,835,038	1,816,441	2,013,576	1,832,594
Current Liabilities				
Creditors & Accruals	113,139	54,570	119,882	90,000
Other Creditors	17,098	25,098	17,098	20,000
Hire Purchase	11,890	23,762	11,890	16,000
Total Current Liabilities	142,127	103,430	148,870	126,000
Net Assets	1,692,911	1,713,011	1,864,706	1,706,594
Financed By				
Long Term Liabilities				
Bank Loan	83,577	69,428	54,381	38,000
Diversification Loan				82,000
Total Long Term Liabilities	83,577	69,428	54,381	120,000
Capital Accounts	1,609,334	1,643,583	1,810,325	1,586,594
	1,692,911	1,713,011	1,864,706	1,706,594

(Source: Author's Own, 2023)

Appendix 11: Profit and loss budget years 1 to 5

	Year 1 (£)	Year 2 (£)	Year 3 (£)	Year 4 (£)	Year 5 (£)
Trading Income					
North Paddock	3,303	24,469	28,363	28,363	28,363
South Paddock	4,128	30,590	35,457	35,457	35,457
Self-Serve Dog Wash	1,472	5,840	5,840	5,840	5,840
Total Income inc. VAT	8,903	60,899	69,660	69,660	69,660
Total Income exc. VAT	7,419	50,749	58,050	58,050	58,050
Variable Costs	0	0	0	0	0
Gross Margin	7,419	50,749	58,050	58,050	58,050
Fixed Costs					
Marketing	150	300	240	240	240
Subscriptions	240	480	480	480	480
BDF Accreditation	600	300	300	300	300
Website	150	300	300	300	300
Waste Disposal	475	1,140	1,140	1,140	1,140
Toilet Hire	1,450	2,400	2,400	2,400	2,400
Dog Field Consumables	175	300	300	300	300
Dog Wash Unit Running Costs					
Water	20	250	450	450	450
Insurance	300	300	300	300	300
Interest on Loan	5,290	4,264	3,164	1,984	719
Capital Repayment	14,194	15,220	16,320	17,500	18,765
Total Fixed Costs	23,044	25,254	25,394	25,394	25,394
Net Profit / (Loss) pre Depreciation	(15,625)	25,495	32,656	32,656	32,656
Depreciation	4,830	4,492	4,177	3,885	3,613
Net Profit / (Loss) after Depreciation	(20,455)	21,003	28,478	28,771	29,043

(Source: Author's Own, 2023)

Appendix 12: Cashflow projections for the diversification

The cashflow projections for each month vary in accordance to the daylight hours available. Sunrise and sunset time data has been used as a guide to prepare the cashflow forecasts³⁰

Year 1

Month	Opening Hours	Number of 1 Hour Booking Slots Per Day	Number of 1 Hour Booking Slots Per Week	Occupancy Rates	Actual Bookings Per Week	Sales Per Week @ £8/hour (£)	Sales Per Month (£) (North Paddock)	Sales Per Week @ £10/hour (£)	Sales Per Month (£) (South Paddock)
Jan	8am - 4pm	8	56	0%	0	0	0	0	0
Feb	7am - 5pm	10	70	0%	0	0	0	0	0
Mar	6am - 6pm	12	84	0%	0	0	0	0	0
Apr	6am - 7pm	13	91	0%	0	0	0	0	0
May	5am - 8pm	15	105	0%	0	0	0	0	0
Jun	5am - 9pm	16	112	0%	0	0	0	0	0
Jul	5am - 9pm	16	112	5%	6	48	209	60	261
Aug	6am - 8pm	14	98	12%	12	96	417	120	521
Sep	6am - 7pm	13	91	20%	18	144	626	180	782
Oct	7am - 6pm	11	77	25%	19	152	660	190	826
Nov	8am - 4pm	8	56	32%	18	144	626	180	782
Dec	8am - 4pm	8	56	40%	22	176	765	220	956

³⁰ World Data, 2023

CASHFLOW FORECAST:		Year 1											
	MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5	MONTH 6	MONTH 7	MONTH 8	MONTH 9	MONTH 10	MONTH 11	MONTH 12	TOTAL
	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	
RECEIPTS													
North Paddock	0	0	0	0	0	0	209	417	626	660	626	765	3303
South Paddock	0	0	0	0	0	0	261	521	782	826	782	956	4128
Self-Serve Dog Wash Unit	0	0	0	0	0	0	248	248	240	248	240	248	1472
Cash Introduced	1623	1624	1624	1624	1624	2549	1506	883	419	355	419	100	14350
TOTAL RECEIPTS	1623	1624	1624	1624	1624	2549	2224	2069	2067	2089	2067	2069	23253
EXPENSES													
Marketing/Promotion							25	25	25	25	25	25	150
Booksy Subscription							40	40	40	40	40	40	240
BDF Accreditation						600							600
Website Maintenance							25	25	25	25	25	25	150
Waste Disposal								95	95	95	95	95	475
Toilet Hire							450	200	200	200	200	200	1450
Water										20			20
Dog Field Consumables						25	25	25	25	25	25	25	175
Dog Wash Unit Consumables							35	35	33	35	33	35	206
Insurance						300							300
Interest on Loan	478	472	465	458	451	445	438	431	424	417	410	403	5290
Capital Repayment on Loan	1145	1152	1159	1166	1172	1179	1186	1193	1200	1207	1214	1221	14194
TOTAL EXPENSES	1623	1624	1624	1624	1624	2549	2224	2069	2067	2089	2067	2069	23250
SURPLUS/DEFICIT	0	0	0	0	0	0	0	0	0	0	0	0	3
OPENING BALANCE	0	0	0	0	1	1	1	1	2	2	2	3	0

CLOSING BALANCE	0	0	0	1	1	1	1	2	2	2	3	3	3
-----------------	---	---	---	---	---	---	---	---	---	---	---	---	---

Year 2

Month	Opening Hours	Number of 1 Hour Booking Slots Per Day	Number of 1 Hour Booking Slots Per Week	Occupancy Rates	Actual Bookings Per Week	Sales Per Week @ £8/hour (£)	Sales Per Month (£) (North Paddock)	Sales Per Week @ £10/hour (£)	Sales Per Month (£) (South Paddock)
Jan	8am - 4pm	8	56	42%	24	192	834	240	1043
Feb	7am - 5pm	10	70	47%	33	264	1147	330	1434
Mar	6am - 6pm	12	84	53%	45	360	1564	450	1955
Apr	6am - 7pm	13	91	60%	55	440	1912	550	2390
May	5am - 8pm	15	105	68%	71	568	2468	710	3085
Jun	5am - 9pm	16	112	75%	84	672	2920	840	3650
Jul	5am - 9pm	16	112	75%	84	672	2920	840	3650
Aug	6am - 8pm	14	98	75%	74	592	2572	740	3215
Sep	6am - 7pm	13	91	80%	73	584	2537	730	3172
Oct	7am - 6pm	11	77	85%	65	520	2259	650	2824
Nov	8am - 4pm	8	56	85%	48	384	1668	480	2086
Dec	8am - 4pm	8	56	85%	48	384	1668	480	2086

CASHFLOW FORECAST:		Year 2											
	MONTH 13	MONTH 14	MONTH 15	MONTH 16	MONTH 17	MONTH 18	MONTH 19	MONTH 20	MONTH 21	MONTH 22	MONTH 23	MONTH 24	TOTAL
	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	
RECEIPTS													
North Paddock	834	1147	1564	1912	2468	2920	2920	2572	2537	2259	1668	1668	24469
South Paddock	1043	1434	1955	2390	3085	3650	3650	3215	3172	2824	2086	2086	30590
Self-Serve Dog Wash Unit	496	448	496	480	496	480	496	496	480	496	480	496	5840
TOTAL RECEIPTS	2373	3029	4015	4782	6049	7050	7066	6283	6189	5579	4234	4250	60899
EXPENSES													
Marketing & Promotion	25	25	25	25	25	25	25	25	25	25	25	25	300
Booksy Subscription	40	40	40	40	40	40	40	40	40	40	40	40	480
BDF Accreditation						300							300
Website Maintenance	25	25	25	25	25	25	25	25	25	25	25	25	300
Waste Disposal	95	95	95	95	95	95	95	95	95	95	95	95	1140
Toilet Hire	200	200	200	200	200	200	200	200	200	200	200	200	2400
Water				150						100			250
Dog Field Consumables	25	25	25	25	25	25	25	25	25	25	25	25	300
Dog Wash Unit Consumables	67	62	67	65	67	65	67	67	65	67	65	67	791
Insurance						300							300
Interest on Loan	396	388	381	374	367	359	352	344	337	330	322	314	4264
Capital Repayment on Loan	1228	1235	1243	1250	1257	1264	1272	1279	1287	1294	1302	1309	15220
TOTAL EXPENSES	2101	2096	2101	2249	2101	2699	2101	2101	2099	2201	2099	2101	26045
SURPLUS/DEFICIT	272	933	1914	2533	3948	4351	4965	4182	4090	3378	2135	2149	34854
OPENING BALANCE	3	275	1209	3123	5656	9604	13956	18921	23103	27194	30572	32707	3
CLOSING BALANCE	275	1209	3123	5656	9604	13956	18921	23103	27194	30572	32707	34857	34857

Year 3

Month	Opening Hours	Number of 1 Hour Booking Slots Per Day	Number of 1 Hour Booking Slots Per Week	Occupancy Rates	Actual Bookings Per Week	Sales Per Week @ £8/hour (£)	Sales Per Month (£) (North Paddock)	Sales Per Week @ £10/hour (£)	Sales Per Month (£) (South Paddock)
Jan	8am - 4pm	8	56	85%	48	384	1668	480	2086
Feb	7am - 5pm	10	70	85%	60	480	2086	600	2607
Mar	6am - 6pm	12	84	85%	71	568	2468	710	3085
Apr	6am - 7pm	13	91	85%	77	616	2677	770	3346
May	5am - 8pm	15	105	80%	84	672	2920	840	3650
Jun	5am - 9pm	16	112	75%	84	672	2920	840	3650
Jul	5am - 9pm	16	112	75%	84	672	2920	840	3650
Aug	6am - 8pm	14	98	75%	74	592	2572	740	3215
Sep	6am - 7pm	13	91	80%	73	584	2537	730	3172
Oct	7am - 6pm	11	77	85%	65	520	2259	650	2824
Nov	8am - 4pm	8	56	85%	48	384	1668	480	2086
Dec	8am - 4pm	8	56	85%	48	384	1668	480	2086

CASHFLOW FORECAST:		Year 3											
	MONTH 25	MONTH 26	MONTH 27	MONTH 28	MONTH 29	MONTH 30	MONTH 31	MONTH 32	MONTH 33	MONTH 34	MONTH 35	MONTH 36	TOTAL
	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	
RECEIPTS													
North Paddock	1668	2086	2468	2677	2920	2920	2920	2572	2537	2259	1668	1668	28363
South Paddock	2086	2607	3085	3346	3650	3650	3650	3215	3172	2824	2086	2086	35457
Self-Serve Dog Wash Unit	496	448	496	480	496	480	496	496	480	496	480	496	5840
TOTAL RECEIPTS	4250	5141	6049	6503	7066	7050	7066	6283	6189	5579	4234	4250	69660
EXPENSES													
Marketing & Promotion	20	20	20	20	20	20	20	20	20	20	20	20	240
Booksy App Subscription	40	40	40	40	40	40	40	40	40	40	40	40	480
BDF Accreditation						300							300
Website Maintenance	25	25	25	25	25	25	25	25	25	25	25	25	300
Waste Disposal	95	95	95	95	95	95	95	95	95	95	95	95	1140
Toilet Hire	200	200	200	200	200	200	200	200	200	200	200	200	2400
Water				250						200			450
Dog Field Consumables	25	25	25	25	25	25	25	25	25	25	25	25	300
Dog Wash Unit Consumables	67	62	67	65	67	65	67	67	65	67	65	67	791
Insurance						300							300
Interest on Loan	307	299	291	284	276	268	260	252	244	236	228	220	3164
Capital Repayment on Loan	1317	1325	1332	1340	1348	1356	1364	1372	1380	1388	1396	1404	16320
TOTAL EXPENSES	2096	2091	2096	2344	2096	2694	2096	2096	2094	2296	2094	2096	26185
SURPLUS/DEFICIT	2154	3050	3953	4159	4970	4356	4970	4187	4095	3283	2140	2154	43475
OPENING BALANCE	34857	37011	40061	44014	48174	53144	57500	62471	66658	70753	74037	76177	34857
CLOSING BALANCE	37011	40061	44014	48174	53144	57500	62471	66658	70753	74037	76177	78331	78331

Year 4

Month	Opening Hours	Number of 1 Hour Booking Slots Per Day	Number of 1 Hour Booking Slots Per Week	Occupancy Rates	Actual Bookings Per Week	Sales Per Week @ £8/hour (£)	Sales Per Month (£) (North Paddock)	Sales Per Week @ £10/hour (£)	Sales Per Month (£) (South Paddock)
Jan	8am - 4pm	8	56	85%	48	384	1668	480	2086
Feb	7am - 5pm	10	70	85%	60	480	2086	600	2607
Mar	6am - 6pm	12	84	85%	71	568	2468	710	3085
Apr	6am - 7pm	13	91	85%	77	616	2677	770	3346
May	5am - 8pm	15	105	80%	84	672	2920	840	3650
Jun	5am - 9pm	16	112	75%	84	672	2920	840	3650
Jul	5am - 9pm	16	112	75%	84	672	2920	840	3650
Aug	6am - 8pm	14	98	75%	74	592	2572	740	3215
Sep	6am - 7pm	13	91	80%	73	584	2537	730	3172
Oct	7am - 6pm	11	77	85%	65	520	2259	650	2824
Nov	8am - 4pm	8	56	85%	48	384	1668	480	2086
Dec	8am - 4pm	8	56	85%	48	384	1668	480	2086

CASHFLOW FORECAST:		Year 4											
	MONTH 37	MONTH 38	MONTH 39	MONTH 40	MONTH 41	MONTH 42	MONTH 43	MONTH 44	MONTH 45	MONTH 46	MONTH 47	MONTH 48	TOTAL
	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	
RECEIPTS													
North Paddock	1668	2086	2468	2677	2920	2920	2920	2572	2537	2259	1668	1668	28363
South Paddock	2086	2607	3085	3346	3650	3650	3650	3215	3172	2824	2086	2086	35457
Self-Serve Dog Wash Unit	496	448	496	480	496	480	496	496	480	496	480	496	5840
TOTAL RECEIPTS	4250	5141	6049	6503	7066	7050	7066	6283	6189	5579	4234	4250	69660
EXPENSES													
Marketing & Promotion	20	20	20	20	20	20	20	20	20	20	20	20	240
Booksy App Subscription	40	40	40	40	40	40	40	40	40	40	40	40	480
BDF Accreditation						300							300
Website Maintenance	25	25	25	25	25	25	25	25	25	25	25	25	300
Waste Disposal	95	95	95	95	95	95	95	95	95	95	95	95	1140
Toilet Hire	200	200	200	200	200	200	200	200	200	200	200	200	2400
Water				250						200			450
Dog Field Consumables	25	25	25	25	25	25	25	25	25	25	25	25	300
Dog Wash Unit Consumables	67	62	67	65	67	65	67	67	65	67	65	67	791
Insurance						300							300
Interest on Loan	212	203	195	187	178	170	161	153	144	136	127	118	1984
Capital Repayment on Loan	1412	1420	1429	1437	1445	1454	1462	1471	1479	1488	1497	1505	17500
TOTAL EXPENSES	2096	2091	2096	2344	2096	2694	2096	2096	2094	2296	2094	2096	26185
SURPLUS/DEFICIT	2154	3050	3953	4159	4970	4356	4970	4187	4095	3283	2140	2154	43475
OPENING BALANCE	78331	80485	83536	87489	91648	96619	100975	105945	110133	114228	117511	119652	78331
CLOSING BALANCE	80485	83536	87489	91648	96619	100975	105945	110133	114228	117511	119652	121806	121806

Year 5

Month	Opening Hours	Number of 1 Hour Booking Slots Per Day	Number of 1 Hour Booking Slots Per Week	Occupancy Rates	Actual Bookings Per Week	Sales Per Week @ £8/hour (£)	Sales Per Month (£) (North Paddock)	Sales Per Week @ £10/hour (£)	Sales Per Month (£) (South Paddock)
Jan	8am - 4pm	8	56	85%	48	384	1668	480	2086
Feb	7am - 5pm	10	70	85%	60	480	2086	600	2607
Mar	6am - 6pm	12	84	85%	71	568	2468	710	3085
Apr	6am - 7pm	13	91	85%	77	616	2677	770	3346
May	5am - 8pm	15	105	80%	84	672	2920	840	3650
Jun	5am - 9pm	16	112	75%	84	672	2920	840	3650
Jul	5am - 9pm	16	112	75%	84	672	2920	840	3650
Aug	6am - 8pm	14	98	75%	74	592	2572	740	3215
Sep	6am - 7pm	13	91	80%	73	584	2537	730	3172
Oct	7am - 6pm	11	77	85%	65	520	2259	650	2824
Nov	8am - 4pm	8	56	85%	48	384	1668	480	2086
Dec	8am - 4pm	8	56	85%	48	384	1668	480	2086

CASHFLOW FORECAST:		Year 5											
	MONTH 49	MONTH 50	MONTH 51	MONTH 52	MONTH 53	MONTH 54	MONTH 55	MONTH 56	MONTH 57	MONTH 58	MONTH 59	MONTH 60	TOTAL
	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec	
RECEIPTS													
North Paddock	1668	2086	2468	2677	2920	2920	2920	2572	2537	2259	1668	1668	28363
South Paddock	2086	2607	3085	3346	3650	3650	3650	3215	3172	2824	2086	2086	35457
Self-Serve Dog Wash Unit	496	448	496	480	496	480	496	496	480	496	480	496	5840
TOTAL RECEIPTS	4250	5141	6049	6503	7066	7050	7066	6283	6189	5579	4234	4250	69660
EXPENSES													
Marketing & Promotion	20	20	20	20	20	20	20	20	20	20	20	20	240
Booksy App Subscription	40	40	40	40	40	40	40	40	40	40	40	40	480
BDF Accreditation						300							300
Website Maintenance	25	25	25	25	25	25	25	25	25	25	25	25	300
Waste Disposal	95	95	95	95	95	95	95	95	95	95	95	95	1140
Toilet Hire	200	200	200	200	200	200	200	200	200	200	200	200	2400
Water				250						200			450
Dog Field Consumables	25	25	25	25	25	25	25	25	25	25	25	25	300
Dog Wash Unit Consumables	67	62	67	65	67	65	67	67	65	67	65	67	791
Insurance						300							300
Interest on Loan	109	101	92	83	74	65	56	47	37	28	19	9	719
Capital Repayment on Loan	1514	1523	1532	1541	1550	1559	1568	1577	1586	1596	1605	1614	18765
TOTAL EXPENSES	2096	2091	2096	2344	2096	2694	2096	2096	2094	2296	2094	2096	26185
SURPLUS/DEFICIT	2154	3050	3953	4159	4970	4356	4970	4187	4095	3283	2140	2154	43475
OPENING BALANCE	121806	123960	127010	130964	135123	140093	144450	149420	153607	157703	160986	163126	121806
CLOSING BALANCE	123960	127010	130964	135123	140093	144450	149420	153607	157703	160986	163126	165280	165280

Appendix 13: Mini cashflow for the self-serve dog wash unit

<u>Year 1 Cashflow</u>			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
No. Washes/Day	1														
Price Per Wash	£ 8.00														
Receipts															
Self-Serve Dog Wash Unit			0	0	0	0	0	0	248	248	240	248	240	248	1472
Total Receipts			0	0	0	0	0	0	248	248	240	248	240	248	1472
Expenses															
Chemicals*	£ 0.60 /wash		0	0	0	0	0	0	19	19	18	19	18	19	112
Water*	£ 0.05 /wash		0	0	0	0	0	0	2	2	2	2	2	2	12
Electricity*	£ 0.44 /wash		0	0	0	0	0	0	14	14	13	14	13	14	82
Total Expenses			0	0	0	0	0	0	35	35	33	35	33	35	206
Net Cashflow			0	0	0	0	0	0	213	213	207	213	207	213	1266

*Manufacturer's recommended costings (NE Dog Wash, 2023)

			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
No. Washes/Day	2														
Price Per Wash	£ 8.00														
Receipts															
Self-Serve Dog Wash Unit			496	448	496	480	496	480	496	496	480	496	480	496	5840
Total Receipts			496	448	496	480	496	480	496	496	480	496	480	496	5840
Expenses															
Chemicals	£ 0.60 /wash		37	34	37	36	37	36	37	37	36	37	36	37	437
Water	£ 0.05 /wash		3	3	3	3	3	3	3	3	3	3	3	3	36
Electricity	£ 0.44 /wash		27	25	27	26	27	26	27	27	26	27	26	27	318
Total Expenses			67	62	67	65	67	65	67	67	65	67	65	67	791
Net Cashflow			429	386	429	415	429	415	429	429	415	429	415	429	5049

This cashflow is representative of year 2 and beyond based on a normalised occupancy rate of 2 washes per day.

Table 9: Payback period for the dog wash unit

Year	Initial Capital Investment	Annual Net Cashflow
0	-£18714	
1		£ 1,266
2		£ 5,049
3		£ 5,049
4		£ 5,049
5	Pay back achieved in Year 5	£ 5,049

Table 9 indicates a 5 year payback period for the dog wash unit alone based on the normalised occupancy rate of 2 washes per day.

Appendix 14: Timescale for implementation of the proposed diversification

Task	Week																							
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Pre Planning Consultation	■	■	■	■	■	■	■	■																
Securing Funding*									■	■														
Full Planning Permission										■	■	■	■	■	■	■	■							
Installing Water Supply																		■	■	■				
Harrowing and Overseeding																				■				
Fencing																					■			
Excavation and Stoning for Car Park																						■		
Landscaping and Screening of Site																							■	
Automatic Gate Build & Installation																							■	
Erecting Shelters & Benches																								
Installation of Self Serve Dog Wash Unit																		■	■	■	■	■	■	
Building Website and Booking System																		■	■	■	■	■		
Obtaining Public Liability Insurance																						■	■	
Begin Trading																								■

*Depending on the outcome of the planning consultation

(Source: Author's Own, 2023)

Appendix 15: Depreciation calculations

Year	Op. Written Down Value	Depreciation Rate	Depreciation Amount	Cumulative	Cl. Written Down Value
1	£69,000	7%	£4,830	£4,830	£64,170
2	£64,170	7%	£4,492	£9,322	£59,678
3	£59,678	7%	£4,177	£13,499	£55,501
4	£55,501	7%	£3,885	£17,384	£51,616
5	£51,616	7%	£3,613	£20,998	£48,002
6	£48,002	7%	£3,360	£24,358	£44,642
7	£44,642	7%	£3,125	£27,483	£41,517
8	£41,517	7%	£2,906	£30,389	£38,611
9	£38,611	7%	£2,703	£33,092	£35,908
10	£35,908	7%	£2,514	£35,605	£33,395
11	£33,395	7%	£2,338	£37,943	£31,057
12	£31,057	7%	£2,174	£40,117	£28,883
13	£28,883	7%	£2,022	£42,139	£26,861
14	£26,861	7%	£1,880	£44,019	£24,981
15	£24,981	7%	£1,749	£45,768	£23,232

(Source: Author's Own, 2023)

The lifespan/useful working life of the self-serve dog wash unit, the UC4 treated fence posts and Tornado netting, and the automatic access gates is guaranteed at a minimum of 15 years according to the manufacturers' guidance. The North and South Paddocks have therefore been depreciated over this period at an annual depreciation rate of 7% after which the sites will have a combined residual value of £23,232.

The straight-line depreciation method has been opted for due to the long operating lifespan of the project and the use of high quality materials throughout the construction process should result in low wear and tear rates.

Appendix 16: Construction information for the proposed diversification

Fencing

The site will be demarcated with 6ft fencing to cater for a wide range of dog sizes and increase the versatility of the dog field. The height of the fence is deemed an important consideration when talking to dog owners and ensuring dogs cannot escape from the enclosure as much as ensuring nothing can enter from the outside is critical to the success of the dog field.

Green canvas netting will be used where necessary to prevent distraction by the dogs looking through the fencing such as that seen in Figure 22.



(Source: Fence4Ever, 2023)

Figure 22: Green canvas around site

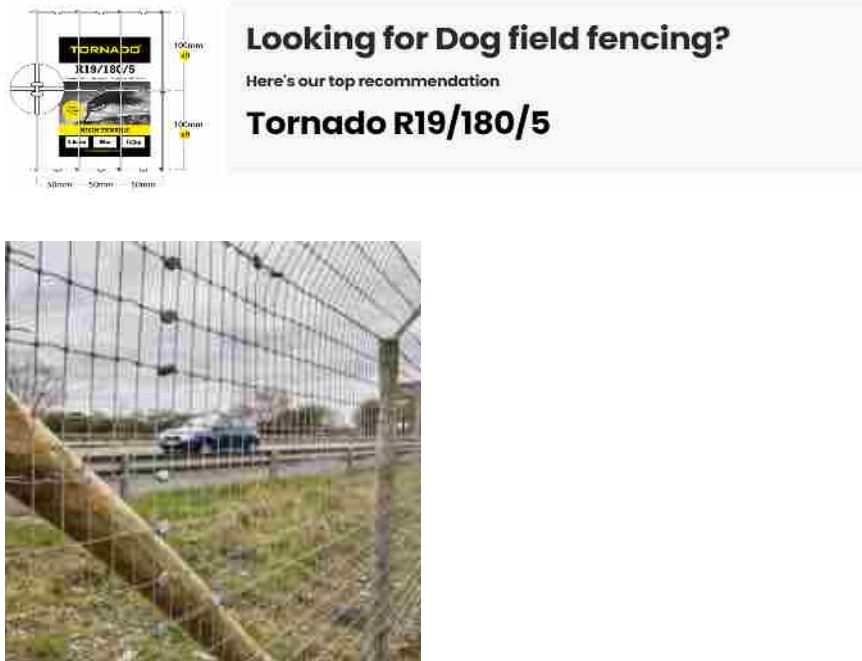


Figure 23: Tornado Rural Security netting to be used (Source: Tornado Fencing, 2023)



(Source: Gippsland Gate Systems, 2022)

Figure 24: Example of a solar-powered automatic gate system

Toilets

It proposed that the business engage with the services of Loos for Hire for the hire of a portaloos on a rolling contract. The hire charge is £25/week +VAT which includes a full service of the unit every Monday - emptying waste, cleaning inside and out, and restocking soap, hand sanitiser and toilet roll. A £100 deposit is required along with a £25 +VAT delivery charge for the portaloos³¹.



(Source: Loos for Hire, 2023)

Figure 25: Example of on-site toilet facilities

Water

Fresh drinking water for dogs will be provided to the site via mains connections. The North Paddock will require a single short connection installing and then a water pipe to be laid across the site to the parking area. At the South Paddock there is already a water feed available and just requires additional pipe being laid to the parking area of the field.

The water is paid for in 6 monthly instalments upon receiving a bill from Severn Trent Water. The water bill is budgeted to be slightly higher in the winter (i.e. April bill) due to more dogs being washed, however, dogs will still be drinking lots of water and using it to cool down therefore it's only marginally higher.

³¹ Loos for Hire, 2023

Common Failures

Speaking to a variety of dog field owners highlighted some key reasons for failure of such a diversification. Common reasons included:

- Making the dog field too small (i.e. less than one acre)
- Difficulty with access to the site
- Designing a user unfriendly system

QUOTE



Cotswold Seeds Ltd
The Cotswold Business Village
Moreton in Marsh, Gloucestershire GL58 0JQ
Tel: 01608 652552 Fax: 01608 652256
Registered in England
No. 1163804
Delta Reg No. 185 / PRS Licence No. 1478
VAT No. 195 5762 09

Tim Cotterill
Tib Hall Farm
Foul End
Hurley
Atherstone, Warwickshire
CV9 2JN

Quote No: 303398
Date: 22/02/2023
Tel:
Mobile:

	Unit Price	Net Price
7 Acres Horse Pasture Over-Seeding Longer Term 4-5 Years	£56.50	£395.50
8.00 kg (56) certified Todington perennial ryegrass		
2.00 kg (14) certified Cancan perennial ryegrass		
10.00 kg per acre		
	Subtotal:	£395.50
	Delivery:	£0.00
	Total before VAT:	£395.50
	VAT:	£0.00
	TOTAL:	£395.50

Terms and Conditions available on request

Please make cheques payable to Cotswold Seeds Ltd or BACS Account No. 80278661 Sort Code 20-20-15

(Source: Cotswold Seeds, 2023)

Figure 26: Quote from Cotswold Seeds for grass mix

Self-Service Dog Wash

Speaking to a range of self-service dog wash owners including country parks, garden centres and independent operators indicated the occupancy rates that could be expected throughout the year. The number of washes per day is largely driven by the weather conditions with wet winter days being the busiest. Occupancy rates provided by Codsall & Wergs Garden Centre are shown in Table 10.

Table 10: Estimated occupancy rates of Codsall & Wergs Garden Centre Dog Wash

Season	Average Number of Washes Per Day
Spring	7
Summer	5
Autumn	7
Winter	7

(Source: Author's Own, 2023)

The budget in Appendix 12 shows forecast sales based on a normalised 2 washes per day at Tib Hall Farm which has been conservatively estimated.

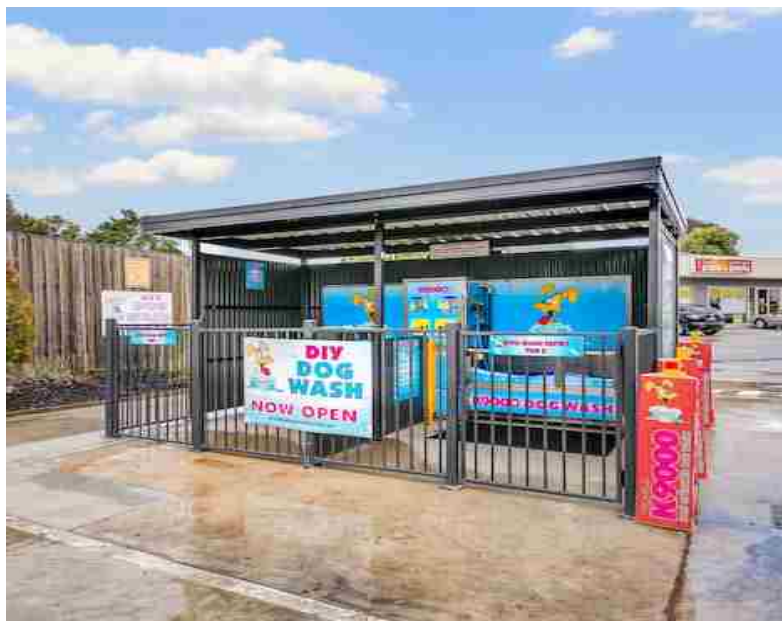
Table 11 shows a list of the nearest competitors to Tib Hall Farm who are operating a self-serve dog wash.

Table 11: Self-serve dog wash units within 40 miles of Tib Hall Farm

Operator/Owner	Nature of Business	Pricing Structure	Service Offered
Codsall & Wergs Garden Centre (28 miles)	Garden Centre	£10 per 10 minutes	Online bookings and Walk-Ins
Prestwood Pet Zone (32 miles)	Pet Store	£7 per 10 minutes	Walk-Ins Only

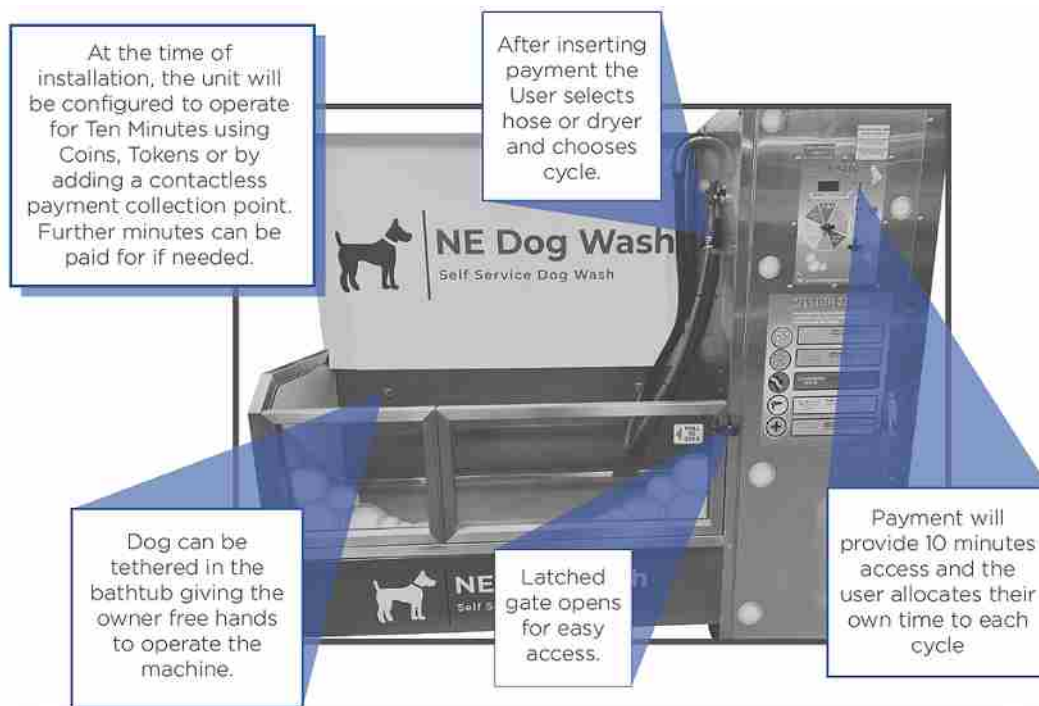
(Source: Author's Own, 2023)

An example of the self-serve dog wash unit is shown in Figure 27. The iron rail fencing around the unit and shelter will also offer additional peace of mind for dog owners.



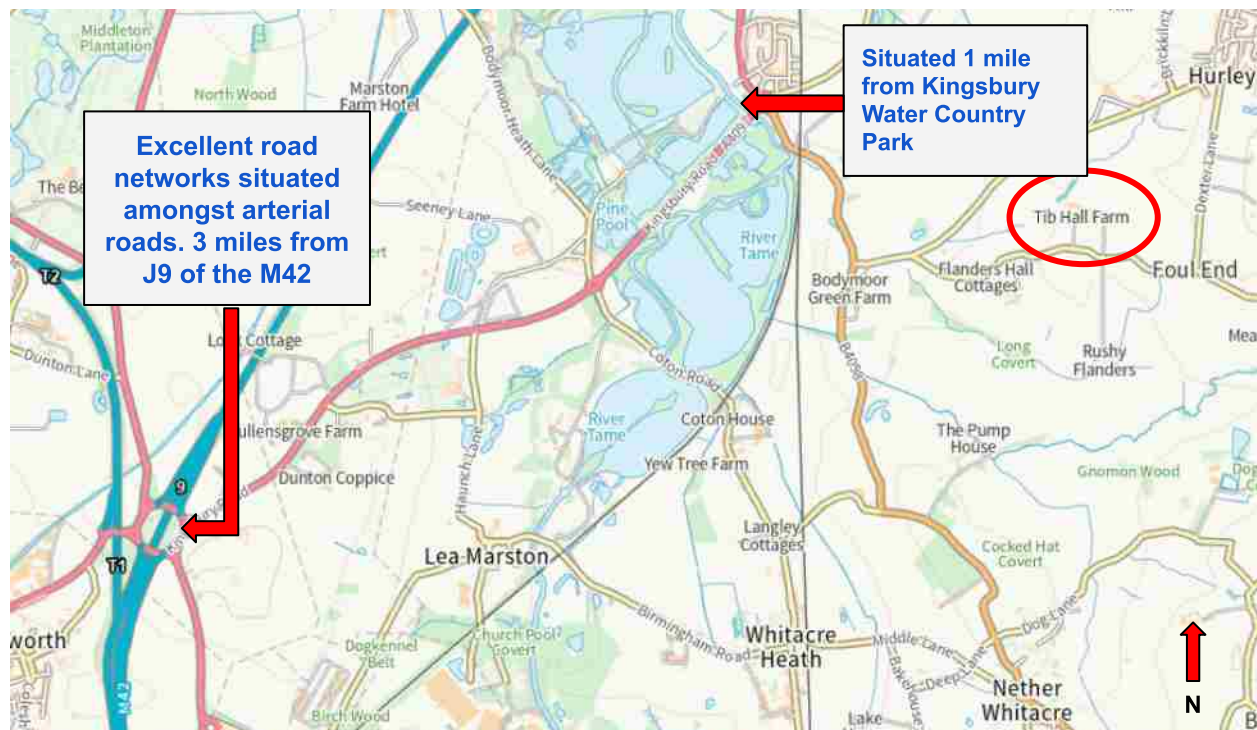
(Source: K9000 Dog Wash Unit)

Figure 27: Self-serve dog wash unit example



(Source: NE Dog Wash, 2023)

Figure 28: Operational instructions for the self-serve dog wash



(Source: Author's Own; The Land App, 2023)

Figure 29: Tib Hall Farm OS Map (1:25,000 scale)

Appendix 17: Exit Strategy

Should the proposed diversification plan fail to survive it's agreed that the two sites will be converted back to agricultural land uses and the fencing will remain in place used to graze livestock. The land uses under the RPA databases will also be reverted back to the original permanent pasture codes, enabling subsidy payments to be claimed.