



Dwelling House Appraisal

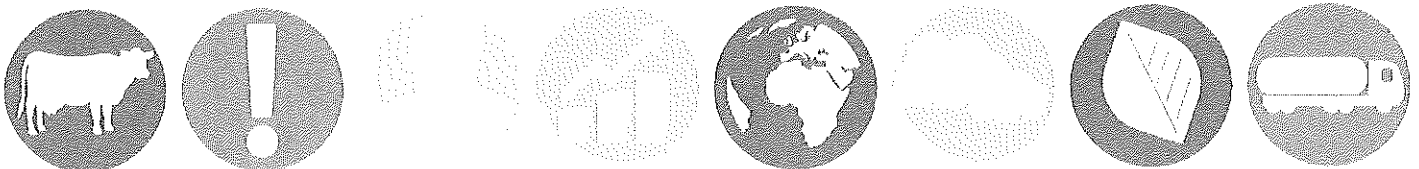
4th March 2022

John and Sarah Cartledge
Manor Farm Dairy
Downhead
Shepton Mallet
BA4 4LG

Prepared by

Jess Buss
jess.buss@kiteconsulting.com
07525 237710

PEOPLE PLANET PROFIT



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1.0 Executive Summary

- 1.1. The business at Manor Farm Dairy is run by John, Sarah, Winton and Anne Cartledge in partnership. The dairy unit has modern facilities for 750 cows, with 66ha (160 acres) of land owned and 255ha (630 acres) rented on various agreements. Cropping on the unit is all down to grass and maize.
- 1.2. The results of the business review show that the business is in a good financial position with an excellent track record of profitability and an increase in forecast profits from the larger dairy herd, which indicates a viable future business.
- 1.3. The business requires 9 full time workers. Some of the workers are resident on the farm, but these low skilled workers are unable to attend to the welfare of the animals without supervision or to treat animals that are unwell.
- 1.4. A key objective is to construct a dwelling house for occupation by the farm owners who need to live on site to accomplish their work effectively. It is proposed that for the welfare of the livestock, management, security on the site and the successful operation of this business, the provision of a permanent dwelling on the unit is essential.
- 1.5. There are no alternative properties available or likely to become available close to the farm, that can provide a suitable permanent dwelling for the owners.

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2.0 Introduction, Purpose and Scope of Plan

2.1 This report by Jess Buss of Kite Consulting has been undertaken at the request of John and Sarah Cartledge. Ainsley Baker of Kite Consulting has carried out the quality control process on this report.

2.2 The aims, scope and purpose of the report are to:

- Prepare a dwelling house appraisal
- Describe the current business
- Demonstrate the financial performance of the business
- Assess labour requirements of current business
- Quantify the need for a dwelling at the unit

2.3 The report is based on information provided by the business partners, along with recent accounts and a site visit.

3.0 Farming Background

- 3.1. The Cartledge family have run a progressive and profitable dairy farming business on a 69ha (170 acre) farm in the peak district, Derbyshire, owned by the family for 70 years. John Cartledge has been the main driver of the business since 2000 and a partner since 2003.
- 3.2. The business in Derbyshire had grown from 60 to 220 cows and output from 5,550 litres/cow to 12,600 litres in 2021, on three-times-a-day milking, over the last 22 years
- 3.3. In 2020 the family felt that in order to grow the business, so John and his wife Sarah's children would have the opportunity to farm, they would need a larger farm in a more suitable location for dairying.
- 3.4. In early 2021 they were able to purchase Manor Farm Dairy at Downhead, Shepton Mallet, funded by the sale of the family's Peaslows Farm, Sparrowpit, Derbyshire and a bank loan.
- 3.5. Manor Farm Dairy is a modern unit, in a lowland area, with potential to grow better crops.
- 3.6. The 220 cow herd was relocated there in May 2021 and further cow purchases have seen the herd increase to 520 cows with some youngstock in Feb 2022.
- 3.7. The sale of Peaslows farm is expected to complete in April 2022. This will allow bridging loan repayment, repayment of mortgages on that property and fund purchase of 230 more cows.
- 3.8. John and Sarah Cartledge will continue as the lead partners of the business activity in Somerset.

4.0 Current Farm Business

- 4.1. The herd consists of 520 cows in February 2022. The herd will expand to 750 cows in April 2022.
- 4.2. The farm has a good range of modern buildings, including 750 cubicles, plus straw yards and a 64 point rotary milking parlour, suitable for up to 750 cows.
- 4.3. The herd is milked twice a day and is achieving yields of 9,500 litres on a rolling basis. Milk sales of 7.125m litres are forecast for 2022-2023.
- 4.4. There is a poly tunnel suitable for rearing the 600 plus calves born each year, spread throughout the year, which are sold at 2-3 weeks of age.

- 4.5. The unit has 65ha (160 acres) of owned land, on which they grow grass. Most of the grass is cut 4 to 5 times a year to make silage, with some grazing for dry stock.
- 4.6. A further 255ha (630 acres) is rented, on which 44.5ha (110 acres) of maize is grown for forage and the rest is grass cut for silage 5 or 5 times a year.
- 4.7. Excellent animal health and welfare are key objectives of the partners. There are many circumstances which can require rapid intervention of suitably qualified and experienced staff, including calving, uterine prolapse, calf pneumonia, mastitis, bloat and staggers, as detailed in appendix 1.
- 4.8. The Cartledges are committed to the requirements of the Welfare of Livestock Regulations 1994 and the Code of Animal Welfare's five freedoms, as in Appendix 2, which require a high level of stockmanship and the ability to be on site for rapid intervention of sick animals.

5.0 Farm Labour

- 5.1. John Cartledge is a joint owner and has become the lead partner in the business. He is the main business manager, with key tasks including financial control, staff management, strategic planning and day-to-day livestock husbandry, taking on responsibility for animal health and welfare, checking on animals frequently throughout the day and in the evenings. John is able to assist cows that have difficulty calving, make decisions on treatment requirements for lameness and mastitis, as well as administer pain relief. John has been interested in dairy farming and working on the family farm from a young age. He began managing and expanding the herd from 2000, aged 18. Expanding the herd from 60 cows, producing 5,500 litres a cow a year to 220 cows averaging 12,600 litres a year. He became a partner in 2003.
- 5.2. Sarah Cartledge, married to John Cartledge, is an experienced stockperson in her own right, having grown up on her family's farm. She has an active role in livestock husbandry, checking on calves and cows which are calving, shares responsibility for the farm's business management, as well as assisting in the office with paperwork and book keeping. Sarah became a partner in the business in April 2021.
- 5.3. Nathan Hutchings is the herdsman on the farm. He is able to take responsibility for the livestock in John and Sarah's absence from the unit, assist cows having difficult calvings and make decisions on treatment of sick animals. He has a Level 3, Extended Diploma in Agriculture and Level 4 Diploma in Agricultural Business Management. He is qualified to foot trim and perform AI. Mr Hutchings lives off the unit, 6.3 miles away, as there is no suitable accommodation for him to buy or rent nearby and no suitable accommodation for his needs on the farm.
- 5.4. Tractor driver and general farm worker roles: The two employees in these roles drive vehicles, operate machinery, move feed and forages, do some field tasks and general tasks around the farm. They do not work directly with the animals and do not have the skills to take responsibility for animal health and welfare or to treat sick animals.
- 5.5. Milkers: The farm has employed and self-employed milking staff who work mostly in the milking parlour, as well as cleaning cow beds, adding bedding and scraping away slurry. They mostly live on site in caravans, as an early start is required to milk the cows, they then have an extended lunch before milking again in the afternoon/evening. This is an unskilled role and they have limited capacity to be able to assess animal health and welfare and spot issues at an early stage. They also lack the skills to be able to assess the requirements for treating animals that are unwell.

6.0 Labour requirement

These figures relate to hours per year and are taken from industry standard data published by John Nix (51st Edition 2021).

Livestock	Standard Man Days (SMD) Per Head	Number Feb 2022	Total SMD's Per Year 2021-2022	Forecast Number 2022-2023	Total SMD's Per Year 2022-2023
Dairy Cows	4.0	520	2,080	750	3,000
Bulls	3.5	2	7	2	7
Calves aged up to 6 months (av/yr.)	1.2	30	36	25	30
Dairy heifers (average / yr.)	1.1	90	99	0	0
Sub-total			2,222		3,037
Farm Management & Maintenance					
	15% of total hours		543		456
Total labour requirement days			2765		3,493
Standard man days/worker			280		280
Labour requirement full-time equivalents			9.875		12.475

Note: Most of the fieldwork and harvesting is completed by contractors so is not included in these calculations.

6.1. The above table shows that the farm business as it currently operates requires 9 full time employees currently, increasing to 12 from April 2021 when the dairy herd size increases to 750 cows, going by standard data (Nix 51st Edition 2021).

6.2. It is important for the proper functioning of a unit of this size and type for the people managing the business to be living on site all of the time and able to undertake their responsibilities. Supervision of animals is also often needed during the night, particularly when to attend to any sick animals or in emergencies

6.3. Dairy cattle are at risk of disease and illness and prompt intervention is required to avoid unnecessary pain and losses (see Appendix 1).

7.0 Existing Dwellings

7.1. There are currently five caravans sited on the dairy unit for farm workers. These provide adequate accommodation for single persons, who are required to work unsociable hours.

7.2. John and Sarah Cartledge and their two sons of primary school age have recently installed and moved into a 3-bed mobile home on the farm. They initially rented a house 4 miles away, but this was too far away to be able to attend to the welfare of the animals, ensure the security of the site and manage the business adequately. The mobile home will be removed once they have a permanent dwelling on site.

7.3. A 'Rightmove' search shows that there are currently no properties for sale within 1 mile as the crow flies of the farm at any price. There are only two small villages within 1 mile and only Downhead within 0.5 miles, with only 3 houses above 3 bedrooms marketed in the last 5 years.

The last property sold in Downhead with more than 3 bedrooms was in 2018. It is highly unlikely that a suitable property will come onto the market in the short term in the price range required.

7.4. A 'Rightmove' search of properties to rent shows none available within 1 mile of any size. And none within 3 miles with 3 bedrooms for less than £2,500/month. The size of the village and number and size of properties means securing a suitable rental property is highly unlikely.

7.5. Whilst existing properties would be considered, over the last year no suitable properties have been identified by the family within 1 mile of the farm and even that would not be within sight or sound of the livestock and are therefore unsuitable for occupation as an agricultural workers dwelling house.

7.6. As can be seen from the labour calculation, the business has a significant scale and with an all year round, day and night, need for supervision of the dairy herd, transition and calving cows, calves, etc.

7.7. There is a suitable site on the unit at Manor Farm Dairy which is appropriate for the construction of a dwelling house, of a suitable size for the family owning the farm.

8.0 Need for an Agricultural Workers Dwelling

8.1. The owners' responsibilities will require them to be present on the unit over evenings, weekends and nights. Due to the stock numbers and their management needs, to deal with breeding, calving, cattle and calf health and other emergencies 24 hours each day, 7 days per week. It is unreasonable to expect John and Sarah Cartledge to live off site with the long hours they are both working on a daily basis.

8.2. It is important that they live in a permanent dwelling at Manor Farm Dairy for them to look after the dairy herd, calves, transition and calving cows on the unit which is essential throughout the year. The farm currently has very good technical performance of the dairy herd. Technical performance of the herd may suffer if a dwelling is not completed which could lead to animal welfare problems.

8.3. Increasingly high standards of animal welfare are demanded by retailers and consumers. It is only with sufficient and competent labour on the unit that this can be delivered. In order to provide the required levels of supervision and care to meet modern animal welfare standards, and health and safety requirements, competent workers must be resident within sight and sound of the buildings. If welfare standards are not met then wholesalers and retailers can refuse to buy the milk and meat produced.

8.4. Security of property and animals is a concern on all stock farms. This means someone should be available to ensure that there is no interference with stock or property. Experience shows that having people physically present on site provides the best form of security in rural situations.

8.5. It is therefore proposed to construct an agricultural workers dwelling house at Manor Farm Dairy for occupation John and Sarah Cartledge and their two young children.

9.0 Financial Review and Viability Assessment

9.1. Profit Requirement

The business needs to cover the following cash needs for it to be viable in the long term:

	2022-2023	2023-2024 and ongoing
Private Drawings J & S Cartledge	£██████	£██████
Private Drawings W & A Cartledge	£██████	£██████
Tax – estimate normal year	£██████	£██████
Capital Repayments – long term loan – from March 2023	£██████	£██████
Capital Repayments – short term loan – ends June 2023	£██████	£██████
Profit Forecast	£██████	£██████
Cash surplus	£██████	£██████

The target profit for the business should be £260,000 + / year to cover these needs.

9.2. Recent Financial Performance

Trends in farm profitability for W, A & J Cartledge, relating to Peaslows Farm, Sparrowpit Derbyshire:

Financial year to:	Sales	Profit (after depreciation)
5 th April 2018	£██████	£██████
5 th April 2019	£██████	£██████*
5 th April 2020	£██████	£██████
5 th April 2021	£██████	£██████

**2019 profit was impacted by drought requiring additional purchases of feed of £98k more than 2018 or 2020*

The farming business has been established for over 70 years and profitable, with 2021 profits of £██████ per cow in the herd. The success at this farm has enabled the purchase of the larger unit at Manor Farm, Downhead, which will allow cow numbers to increase to 750 cows, without capital expenditure on buildings.

9.3 Future Farm Profitability

The business is expected to remain profitable. Budgets prepared for the purchase of the farm in January 2021 forecast a profit of £██████ in 2022-2023. This was based on £██████ of milk income from 8m litres sold at 27.5ppl with cows milked 3 times a day, whereas now the sales are forecast at 7.125m litres on twice a day milking, but milk price has increased to above 36ppl giving an income of £██████m, which is expected to see the forecast profit achieved despite rising costs. Forecasts for 2022-2023 show a profit of £██████.

9.4 Balance sheet review

In the 2021 accounts the business shows a balance sheet net worth of £[REDACTED]. However, this does not reflect the market value of farm land and other assets. An estimate of the value of these assets in Jan 2021 was £[REDACTED]m.

9.4 House Build Costs

The proposed dwelling house has a cost estimate of £[REDACTED].

LOAN REPAYMENT SCHEDULE CALCULATOR			
Principal Details		Straight Repayment	
Loan Name	Dwelling House 2022	-	
Principal	£[REDACTED]	Period Repayment	£[REDACTED]
Interest Rate	3.90% p.a.	Period Interest	£[REDACTED]
APR	3.97% p.a.	Annual Repayment	£[REDACTED]
Term of Loan	25 Years	Total Repayment	£[REDACTED]
Repayment Period	12 Monthly	Total Interest	£[REDACTED]

This calculation above shows that the annual mortgage payment of £[REDACTED] is affordable from the cash surplus which will be generated from the business.

However, the Cartledges do not intend to fund the dwelling via a 100% mortgage. £[REDACTED] will be available towards the purchase from the sale of property in Derbyshire. This would reduce their mortgage payments to £[REDACTED] a year, making this easily affordable from the business profits forecast.

9.5 Financial Test for a Permanent Agricultural Dwelling

The financial test for a permanent dwelling must show that the business is economically viable and there is a clear prospect of remaining so.

Kite Consulting's assessment based on the review of trading accounts and business plans is that this financial test for a permanent dwelling has been satisfied. Therefore, this should not be a factor which prevents the application from being approved.

10.0 Planning Considerations

10.1. The National Policy Framework (July 2021) makes provision for planning permission for agricultural dwelling houses to be granted in the following two paragraphs:

80. Planning policies and decisions should avoid the development of isolated homes in the countryside unless one or more of the following circumstances apply: a) there is an essential need for a rural worker, including those taking majority control of a farm business, to live permanently at or near their place of work in the countryside;

84. Planning policies and decisions should enable: a) the sustainable growth and expansion of all types of business in rural areas, both through conversion of existing buildings and well-designed new buildings;

10.2. Both these NFP paragraphs support the need for this dwelling house, with the business controllers requiring to live near their place of work and to support the sustainable growth of their dairy farming business, which provides employment in a rural area.

10.3. The farm falls within the Mendip District which has its own local plan adopted in 2014, 'The Mendip District Local Plan Part I: Strategy and Policies 2006-2029'.

The sections on Core Policy 4 (Sustaining Rural Communities) and Development Policy P13 (Accommodation for Rural Workers), which relate to this application, state:

Core Policy 4 - Rural settlements and the wider rural area will be sustained by making

allowance for occupational dwellings in rural locations, where there is a proven and essential functional need, to support agricultural, forestry and other rural-based enterprises set out in Development Policy 13.

Development Policy 13 - Proposals for permanent or temporary accommodation outside of defined Development Limits which are necessary to support agriculture, forestry or other rural enterprises will be supported where:

a) It can be demonstrated that:

i) the dwelling and its proposed location are essential to support or sustain the functioning of the enterprise;

ii) there is a need for permanent occupation which relates to a full-time worker or one who is primarily employed by the business;

iii) all alternative accommodation options have been explored and no satisfactory alternative means of providing accommodation has been identified;

iv) the size of the proposed dwelling is commensurate with the established functional requirement for the enterprise;

v) the design and siting of the proposal does not conflict with the intentions of Development Policy 5, particularly in relation to Natura 2000 sites and Development Policy 4: Mendip's Landscapes.

b) For new rural enterprises, in the first instance the Council will only grant permission for temporary accommodation for a 3 year period. Applications for temporary accommodation will be supported where:

i) the nature of the accommodation means it can easily be dismantled or removed;

ii) clear evidence, through a business plan or other assessable proposal, shows a firm intention and ability to develop the enterprise on a sound financial basis.

Conditions may also be applied to ensure land is restored where, after the expiry of the 3 year period, a continued need for the accommodation cannot be shown or where a permanent dwelling is subsequently granted permission on a different site. Extensions to three year permissions for temporary accommodation will not normally be granted.

2. The Council will support proposals for permanent rural workers' dwellings where:

i) the enterprise has been established on the unit for at least three years;

ii) business accounts for the preceding 3 years indicate that at least one of those years has been profitable, and that the enterprise is currently financially sound and has clear prospects of remaining so;

iii) The criteria in clause 1a) continue to be satisfied.

10.4. It is our conclusion that these above conditions are met for this application, with a clearly established existing functional need for a new permanent dwelling which relates to a full time worker/owner, who require a family home commensurate with the scale of the business.

10.5. Regarding further requirements of the policy's Core Principal 4: A dairy unit has been established for many decades on the site, with the newer dairy facilities now in use approximately 11 years old, so this meets the Mendip Local Plan for an established enterprise for over 3 years on this site.

10.6. The current farm owners, having bought the unit in 2021, have a longstanding, profitable dairy farming business and has a clear prospect of remaining so. It is stocked with large numbers of breeding livestock that require round the clock supervision. Investment levels have been significant as is evidenced by number of livestock and the modern farm buildings and fixtures within the farming business. This demonstrates a clear intention of business continuation.

10.7. The farm is capable of supporting the build costs of the proposed dwelling, as outlined in Section 9.

10.8. There is an essential functional need for on-site residential presence to assure the welfare and safety of livestock, as outlined in section 8.

11.0 Conclusions

11.1. The farming business operated by the Cartledge family currently provides sustainable employment for 9 full-time equivalents, increasing to 12 in 2022.

11.2. There is a functional need identified for the construction of a dwelling identified based on requiring a competent person to be responsible for animal health and welfare on site at all times. A role which junior staff cannot fulfill. In addition to the owner needs to be on site for security of livestock and equipment and being able to run the business effectively

11.3. The accounts and balance sheet demonstrate that the farming business is run on a sound financial basis and the viability assessment indicates that the business satisfies the financial test for a permanent agricultural dwelling

11.4. The farming business is profitable and is viable in the long term and there is a clear intention to continue dairy farming for the long term

11.5. The functional need cannot be fulfilled by another dwelling as there is no alternative permanent accommodation available in the immediate locality to buy or rent, and certainly not within sight of sound of the livestock on the farm

11.6. A site has been identified as being suitable for the construction of a dwelling house.

11.7. In the opinion of Kite Consulting, the functional need and financial assessment support the need for a permanent dwelling house at Manor Farm Dairy.

Appendix 1 – Animal Health Key Rapid Intervention Requirements

Circumstances Requiring Rapid Human Intervention - Dairy Cows & Calves

Calving

Difficult birth - (Dystocia) - Can arise due to oversized calves in relation to the size of the cow which may necessitate the use of mechanical calving aids or caesarean section; e.g.

- Breach birth;
- Abnormal limb presentation

Calf suffocation - Partial suffocation of calves during birth and consequential abnormal physiological and behavioural problems;

Suffocation of calves due to constricted umbilical cord or tracheal blockage with mucus.

Retention of placental membranes - Can lead to severe infections and toxicity in cows. Can also be rapidly fatal.

Uterine prolapse - A serious condition which may occur with a difficult birth when the cow's uterus is not retained within the cow. Prompt veterinary assistance will be required. Can result in serious infection and can give rise to future fertility problems.

Weak calves - failure of suckling reflex; or reluctance of cow to let the calf suckle.

Weak calves may not be able to stand or suckle particularly after a protracted or difficult birth. Failure to suckle soon after birth means the calf does not consume colostrum which is vital for calf survival. Weak calves may also need to be kept warm with a heat lamp, particularly during the winter months.

Trampling - Ideally cows should be separated from the main herd prior to calving as other cows in the herd can become excited and there is a significant risk of distress to the cow and trampling of the calf. This is particularly important when the cows are housed on a slurry based cubicle system.

Lactation & Metabolic Disorders

Milk fever (Hypocalcaemia) - Arises due to a temporary drop in blood calcium within 48 hours of calving. Symptoms can include uneasiness, excitement or violence followed by the cow either collapsing or lying down often with its head turned round onto its flank. Complications with longer term implications can include rumination, defecation and urination problems. If untreated, coma and death can rapidly follow. Treatment normally comprises the injection of soluble salts with other additives such as glucose and phosphates.

Udder infection (Mastitis) - Infection caused by a variety of bacteria and possibly viruses. Spread by milk from infected udders directly or indirectly by contaminated bedding etc. With acute types symptoms include heat, swelling and pain in affected quarters, clots in the milk, fever and lack of appetite. Summer mastitis can be particularly acute with potential loss of affected quarters and even death.

Grass Stagers (Hypomagnesaemia) - This is a condition associated with subnormal levels of magnesium in the blood. Can affect dairy cows in spring when they are turned out onto lush grass. May also be caused by the sudden onset of cold wet weather or other stresses. Symptoms are often very sudden with muscular spasms and possible death.

Miscellaneous

Bloat - Caused by distention of the rumen by gas evidenced by a bulge on the left flank of the animal. In older animals bloat arises following a blockage of the gullet or a lush diet of grass, kale or clover. Acute cases can die unless immediately relieved through the puncture of the rumen (if necessary with a knife if veterinary assistance is not available).

Physically Trapped Cows – Cows housed on a cubicle-based system can, subject to the design of the cubicle,

size of the cow and lying down and standing up technique of the cow, become trapped within cubicles. This can result in physical abrasion and bruising but, depending upon timing, may also result in severe dehydration as the cow is unable to access water troughs.

Splits - On slippery surfaces, cows can do the splits, resulting in the rupture of ligaments, tendons and muscles. This most commonly occurs on wet or slippery yard areas or within cubicle passageways where cows are housed on a slurry based system and the cows are excited or stressed e.g. when dairy herd replacements or new cows enter the herd. In most cases, the cow may have to be put down.

Circumstances Requiring Rapid Human Intervention - Calves

Navel or joint-ill - Unhealed navels are readily infected by bacteria from dirty surroundings. E. Coli bacteria can enter the newborn calf's blood stream through this route causing septicaemia and rapid death. Infections can cause an abscess in swollen limb joints, the liver and other organs. Prompt diagnosis and early treatment with medication is essential.

Pneumonia - A range of viruses can affect the respiratory system of calves. Some are mild whilst others can cause severe lesions in lungs with rapid breathing, coughing, fever and death within a few hours. Antibiotics can control bacterial agents however viruses are unaffected. Good calf husbandry with a view to preventing the disease and/or quick diagnosis, isolation and treatment is essential.

Scour (Enteritis) - Bacteria and viruses can infect the intestinal tract, causing diarrhoea, which in young calves is known as scour. Perpetual scour in itself can lead to dehydration and death unless appropriately treated.

Appendix 2 – Animal Welfare

Being on site is necessary to ensure that the business complies with the requirements of the Welfare of Livestock Regulations 1994, published by DEFRA. This is supported by the Welfare Code which aims to encourage all those who care for animals to follow the highest standards of husbandry.

The Code developed by the Farm Animal Welfare Council is known as 'The Five Freedoms':

1. Freedom from thirst and hunger – by ready access to fresh water and a diet to maintain full health and vigour;
2. Freedom from discomfort – by providing an appropriate environment including shelter and a comfortable resting place;
3. Freedom from pain, injury or disease – by prevention or rapid diagnosis and treatment;
4. Freedom to express normal behaviour – by providing sufficient space, proper facilities and company of the animals' own kind;
5. Freedom from fear and distress – by ensuring conditions and treatment which avoid mental suffering.

Appendix 3 – Current Labour

Name	Role	Pay	Hours/week	Man days/year*	Home address
[REDACTED]	Farm owner	n/a	70	394	[REDACTED]
[REDACTED]	Farm owner	n/a	60	338	As above
[REDACTED]	Herdsman	£ [REDACTED] year	48	270	[REDACTED] (E miles)
[REDACTED]	Tractor driver	£ [REDACTED] year	55	309	[REDACTED]
[REDACTED]	General farm worker	£ [REDACTED] take home	50	281	[REDACTED]
[REDACTED]	Milker	£ [REDACTED] take home	48	270	[REDACTED]
[REDACTED]	Milker	£ [REDACTED] wk	48	270	[REDACTED]
[REDACTED]	Milker	£ [REDACTED] wk	48	270	[REDACTED]
[REDACTED]	Relief Milker	£ [REDACTED]	12/week average	68	[REDACTED]
TOTAL				2470 SMDs	
Full time equivalents			9.15 people		

*Based on working 45 weeks x 8-hour standard day

Appendix 4 – Photos

