



# WOOLSTON MARKET GARDEN

BUDE, CORNWALL

BUSINESS PLAN 2024-2026

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APRIL 2024

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# EXECUTIVE SUMMARY

## PURPOSE & AIMS

Woolston Market Garden will focus on producing a range of vegetables, herbs and soft fruit using agroecological methods to supply weekly veg bags, retail and wholesale in Bude, North Cornwall, and the surrounding area. The whole site is approximately 6 acres, encompassing a 2-acre market garden, fruit and nut orchard, forest garden, operations area and living space for the owners/growers.

There is a growing awareness and need for food to be produced at a local scale; domestic supply reduces reliance on volatile global supply chains, helps build resilience within local communities and the food system, and promotes sustainable land-use. The past year has seen shortages of salad on supermarket shelves, with the resulting furore highlighting the UK's vulnerability to political and climate induced food insecurity.<sup>1</sup> Additionally, poor practices of industrial agriculture are contributing to the decline in both soil and inland freshwater quality, whilst the transport and storage of fresh produce is a significant contributor to the greenhouse gas (GHG) emissions produced by the UK agriculture. This, coupled with the need to match growth in consumption of fruit and vegetables by 30% by 2032 to improve human health, demonstrates a clear need for better access to locally produced fruit and vegetables that are accessible to all.<sup>2</sup>

Woolston Market Garden aims to address the above challenges in the following ways:

- **AGROECOLOGICAL PRACTICES** – to promote biodiversity on site and improved soil health; methods will include min-till beds and agroforestry.
- **SEASONAL PRODUCE** – growing vegetables, herbs and fruit that are seasonal and appropriate to the climate.
- **COMMUNITY SUPPORTED AGRICULTURE (CSA)** – establishing a CSA veg bag scheme, with tiered pricing facilitating a solidarity scheme that makes it accessible to as many as possible.
- **LOCAL SUPPLY** – selling produce to retailers and restaurants within a 25-mile radius of the market garden.
- **SELF-SUFFICIENCY** – using renewable energy and rainwater capture to reduce reliance on external sources.
- **SHARING SUCCESS** – initiating a '1% for Bude' policy, whereby 1% of our annual profits are donated to an environmental or social organisation operating within our supply area.

Our research and combined experience have solidified our aims of demonstrating the importance of small-scale food production using agroecological practices and permaculture principles to deliver a wide range of socio-economic and environmental benefits.

## FINANCIAL PROJECTIONS

Full details for our financial projections can be found in Appendices A and B.

**Table 1: Financial forecast summary for Years 1-3**

FINANCIAL FORECAST SUMMARY	2024 (YEAR 1)	2025 (YEAR 2)	2026 (YEAR 3)
TOTAL INCOME	£52,934	£38,220	£42,900
TURNOVER	£2,974	£24,229	£28,404
PROFIT (LESS WAGES)	£2,974	£24,229	£3,636
CUMULATIVE PROFIT (LESS WAGES)	£2,974	£27,203	£30,839

<sup>1</sup> The Fruit and Vegetable Alliance (2023) *Cultivating Success: Priorities for increasing sustainable production to meet growing demand*, <<https://foodfoundation.org.uk/sites/default/files/2023-05/Cultivating-Success-Final-March-2023-2.pdf>> (Accessed 20 October 2023).

<sup>2</sup> Defra (2022) Government food strategy, <<https://www.gov.uk/government/publications/government-food-strategy/government-food-strategy>> (Accessed 20 October 2023).

# OPERATIONS & MARKETING

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## PRODUCE & SERVICES

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Our core offering will be organically grown vegetables and herbs, which we hope to supply almost year-round from the 2-acre market garden. In the first year we plan to grow more than 70 varieties of vegetables and herbs, some of which will be perennials. We envisage this number to stay consistent as we expand the growing space to enable a greater quantity of each variety to be planted (to meet our growing customer base).

*“THE COMMUNITY SUPPORTED AGRICULTURE (CSA) MODEL CONNECTS FARMERS AND MEMBERS (CUSTOMERS). IT’S A MUTUALLY BENEFICIAL PARTNERSHIP THAT PROMOTES SUSTAINABLE FARMING PRACTICES AND GIVES CUSTOMERS FRESH, SEASONAL PRODUCE.”*

- [COMMUNITY SUPPORTED AGRICULTURE UK](#)

Produce will be offered directly to consumers as a weekly veg bag containing produce harvested at its peak, following a Community Supported Agriculture (CSA) model. Well-established in the US, CSAs are now growing in popularity in the UK, with the number of CSAs (which are largely

horticulture based) rising from 33 to 200 in the last ten years.<sup>3</sup> Our CSA members will be asked to commit to a seasonal subscription, either paying upfront for the year or in monthly instalments. We intend to offer two different sizes of veg bag: a ‘full-share’ containing 6-8 items and ‘bumper-share’ containing 8-10 items. The idea is that members receive a regular share of our harvest throughout the growing season; during the shoulder months the offering will be leaner, though during its peak they will receive both a greater variety and quantity of what is growing. Importantly, we intend to make our veg bags accessible to as many people as possible. To do so, we will have a solidarity pricing system, with a sliding scale of prices allocated for each share size:

- **Lower Income Price** (c.£12/£16) – for those who would struggle to afford the share at our cost price. This price band is subsidised by other CSA members choosing to pay more for their share.
- **Middle Income Price** (c.£16/£20) – the price it costs us to produce the vegetables. As the ‘standard’ price for our vegetables we anticipate this price band will be subscribed to the most.
- **Higher Income Price** (c.£19/£23) – for those who are on a higher-than-average income and would like to help subsidise the lower-income shares.
- **Highest Income Price** (c.£24/£28) – for those who are on a much higher-than-average income and would like to help subsidise the lower-income shares.

Our wholesale and retail offering will run all the while produce is available for harvest. Our wholesale prices will be based on data collected through our own market research of locally available produce and informed by Horticulture Produce Price Data published weekly online by the Soil Association. We anticipate that demand will be highest for our salad mix, and other high-value or speciality crops such as tomatoes, chillies, herbs, and edible flowers.

In the first year we intend to plant an orchard (apples, pears, plums, medlars), soft fruit vines, and a forest garden. Once these are established and fruiting, we anticipate adding soft fruit and nuts into our offering. Additionally, there is space within our site to establish growing areas for cut flowers and a tree nursery, both of which can provide additional revenue to the business.

## BENEFITS OF MARKET GARDENING

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There is a clear and pressing need for the agricultural sector to adopt sustainable, nature-based approaches to its farming practices and land management to mitigate and provide resilience

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<sup>3</sup> Laughton, R. (2024) *Horticulture Across Four Nations*, <<https://landworkersalliance.org.uk/wp-content/uploads/2018/10/LWA-Horticulture-Across-Four-Nations-2023.pdf>> (Accessed 30 January 2024).

against the wide-ranging impacts of a changing climate. This need has been acknowledged by Cornwall Council and is evident in a suite of recently published policy and strategy documents (see Table 2).

**Table 2: Relevant Cornwall Council Policy and Strategy Documents**

<b>Climate Emergency Development Plan Document</b>	<b>Policies C1; AL1</b>
<i>"Encourage regenerative practice to conserve the capacity of soils for sustainable production of food, water, raw materials and energy."</i>	
<b>CIOS Environmental Growth Strategy 2020-2065</b>	<b>Natural Climate Solutions and Adaptation; Sustainable Food; Economic &amp; Social Wellbeing</b>
<i>"We will promote local producers (including small-scale); champion pollinator-friendly practices; champion food &amp; seed security; and encourage regenerative, low input and organic local production, good soil-management, and agroforestry."</i>	
<b>The Cornwall Plan 2020-2050: Together We Can</b>	<b>Aim 2: Sustainable food, land and seas</b>
<b>Cornwall Local Plan; Strategic Policies 2010-2030</b>	<b>Business and Tourism: 2.7</b>
<i>"Supporting the continued growth of the agricultural sector and supporting diversification of the industry will be critical to the Cornwall's future, long term prosperity."</i>	
<b>Cornwall Council's Farms Strategy 2019-2039</b>	<b>Appendix 3: 4.19</b>

Market gardens are recognised as being able to bring a range of environmental, social and economic benefits to a local area, particularly when adopting agroecological practices.

Food production is often an intensive practice requiring significant inputs and resulting in unnecessary waste. Compared to conventional farming practices, organic and agroecological market gardens offer substantial environmental benefits by focusing on building soil health, carefully managing resources, abstaining from harmful artificial inputs, and using cultivation methods that actively contribute to preserving and improving biodiversity. Market gardens can also contribute to the sequestration of carbon through the use of green manures and agroforestry, all of which we intend to implement at Woolston Market Garden.

The social benefits attributed to market gardens are primarily that of public engagement and providing access to fresh vegetables and fruit.<sup>4</sup> By adopting a CSA model, customers are directly connected to the growers in a way that promotes transparency, trust, and a sense of community, as well as generating social value of health improvements, knowledge of food and reducing food waste.<sup>5</sup> Customers will be involved in the activities of the farm through receiving a weekly newsletter, invitations to the site for open days, events and volunteering opportunities.

Small-scale, labour-intensive market gardens are highly biodiverse and productive, particularly when compared to conventional farming methods. For example, Knockfarrel Produce in the northern Highlands of Scotland (whom we built a relationship with during our time in Scotland last year) has demonstrated by changing from sheep to a market garden, the value of food produced on one hectare of their croft has risen from £320/ha to more than £18,000/ha.<sup>6</sup> Additionally, by maintaining direct relationships with customers, market gardeners are able to retain greater control over their supply chains and greater proportion of the revenue generated, whilst creating value addition within the local food system and community.<sup>7</sup>

<sup>4</sup> Community Supported Agriculture UK (2024) *What is a CSA?* <<https://communitysupportedagriculture.org.uk/what-is-a-csa/>> (Accessed 30 January 2024).

<sup>5</sup> Jaccarini, C., Lupton-Paez, M. and Phagoora, J. (2020) *Farmer-focused Routes to Market: An evaluation of the social, environmental, and economic contributions of Growing Communities*, <<https://www.nefconsulting.com/wp-content/uploads/2021/04/Farmer-focused-routes-to-markets-an-evaluation-of-growing-communities-April-2021.pdf>> (Accessed 30 January 2024).

<sup>6</sup> Loughton, R. (2024) *Horticulture Across Four Nations*, <<https://landworkersalliance.org.uk/wp-content/uploads/2018/10/LWA-Horticulture-Across-Four-Nations-2023.pdf>> (Accessed 30 January 2024).

<sup>7</sup> Feagan, R., Henderson, A., & Johnston, L. (2015) *Seeking justice in an unjust food system: The case of the local food movement*. *Agriculture and Human Values*, 32(1), 1-13.

## COMPETITOR OVERVIEW

We have identified the following businesses that are either located within one hour's drive of Woolston Market Garden, or provide a similar offering to ours and deliver to the area. These are listed below in order of proximity:

- **Neetfield Market Garden** – A half-acre market garden in Bude (established 2020) run by Rosie and Tom Barclay. Growing vegetables using no-dig methods. Offer weekly veg bags between late June and early December; three sizes (small, medium, larger). Supplemented by Riverford Organic produce during the shoulder months. Sell directly through their own website. Supply veg boxes within a 6-mile radius of the farm, and further afield for retail and restaurants, including Nathan Outlaw (Padstow) and Coombeshead Farm, where both work part-time. Have previously hosted on-site pizza nights and one-day workshops, and made their own provisions (jam, wild garlic capers, pickles).
- **Love Good Food** – Smallholding (<1 acre) run by Sarah Carpenter supplying veg boxes to Bude, Kilkhampton, Welcombe, Camelford, and Crackington Haven. Boxes are tailored to the customer, with availability being posted on Fridays and orders placed by Sunday. Three sizes available (small, large, and mixed fruit and veg).
- **Bangors Organic** – Five-acre certified organic smallholding near Bude, established in 2003 by Gill and Neil Faiers. Supplying veg boxes to the Bude and Holsworthy areas, sold via the Ooooby platform with three sizes available: small (6 items), medium (7 items), and large (10 items). Supplement their own produce with Riverford Organics.
- **Eversfield Organic** – An organic market garden set up in 2020, set within 450-acre organic farm established by Mark Bury in 2002. Supplying veg boxes and organic grass-fed meat via their own website. Delivery is nationwide, with own produce supplemented by other organic produce.
- **Real Food Garden** – Established in 2016 by Amelia Lake and Chloe Bines, practicing no-dig methods. Supply produce to Wadebridge, Lostwithiel, Bodmin and St Columb Major, and run an on-site farm shop open everyday. Offer three different sizes of weekly veg box: small (6+ items), medium (8+ items) and large (10+ items). Sign-up is via email on their website, with delivery and collection options both available. Run 'Grown Your Own' workshops.
- **Down Farm Market Garden** – One-acre market garden and community hub established in 2017 near Winkleigh, North Devon, run by Henry Allison, Olivia James, Chloe Eversfield and Josh Motteram. Certified organic and growing vegetables using minimum tillage. Offer a weekly veg box February-December: small (7-9 items) and large (8-12 items). Supplemented by Riverford Organic produce during the shoulder months, which they also offer as additional items throughout the year. Use the Open Food Networks for their direct-to-consumer platform. Supply veg boxes, retail and restaurants within a 30-mile radius of the farm, though have recently gone further afield to sell to Temple, Bude. Also sell at Exeter and Crediton farmers markets. Host trainees who are studying for their Level 3 Traineeship in Regenerative Land-Based Systems (run by the Apricot Centre).
- **Riverford Organics** – Organic employee-owned growers and nationwide wholesalers founded by Guy Singh-Watson, supplying around 50,000 veg boxes per week. Have 13 different seasonal fruit and vegetable boxes available to order through their website; all organic produce though not all UK-grown. Also supply meat, dairy and other products through their website. Vocal champion of organic produce and actively campaign for better farming practices and supporting policy. B-Corp certified and have their own restaurant near Buckfastleigh, Devon.

**Table 3: Market Gardens in Cornwall and North Devon**

MARKET GARDEN	NEAREST TOWN	DISTANCE FROM WMG (miles)	DISTANCE FROM WMG (hour/mins)	VEG BAGS (sizes)	CSA
Amary Farm	Ilfracombe	50.4	1h 27m	Y (one size)	N
Down Winkleigh Farm	Winkleigh	32.4	0h 58m	Y (one size)	N
Eversfield Organic	Okehampton	26.3	0h 46m	Y (S, M, L)	N
Grassroots Garden CIC	Redruth	56.8	1h 32m	Y (S, L)	Y
Herland Roots	Hayle	65.5	1h 42m	Y (S, M, L)	N
Love Good Food	Widemouth	2.2	0h 06m	Y (S, L, mixed f&v)	N

Mora Farm	Liskeard	36	0h 54m	N	N
Nancealverne Market Garden	Penzance	73.5	1h 54m	Y (one size)	N
Neetfield	Bude	2.4	0h 06m	Y (S, M, L)	N
Newquay Orchard	Newquay	40.8	1h 05m	Y (single, S, M)	Y
Real Food Garden	Bodmin	30.1	0h 54m	Y (S, M, L)	N
Soul Farm CIC	Falmouth	59.7	1h 44m	Y (S, M, L)	Y
Tamm Field Farm	Truro	42.6	1h 15m	N	N
Wallow & Root	Helston	71.6	1h 57m	Y (S, M, L)	N

## CUSTOMER OVERVIEW

Woolston Market Garden will provide Bude and the surrounding area with seasonal, locally grown, high-quality vegetables, soft fruit and herbs grown using agroecological practices. We anticipate three main markets for our produce; Community Supported Agriculture (CSA) veg boxes, wholesale to restaurants and retailers located within a 25-mile radius of the market garden, and stalls at farmers markets.

### 1. COMMUNITY SUPPORTED AGRICULTURE (CSA)

Community Supported Agriculture (CSA) will form the main enterprise of the market garden. As a CSA market garden, we aim to connect CSA members to the food that we grow, and by embracing such a model, share some of the risks and rewards of producing it. We have experience of working at a CSA market garden and have witnessed first-hand the benefits that such producer-led types of CSA can bring to growers and their community.

It is anticipated that our first shares will be offered in Spring 2025, once the market garden has established growing space, infrastructure and produce to fulfil shares. Due to the long growing season in Cornwall we hope to supply shares using produce solely from Woolston Market Garden between May and December.

### 2. WHOLESALE

There are numerous retail outlets and restaurants in the Bude area, most of which trade year-round, though there is a notable increase in trade during the summer months due to the influx of day-trippers and holidaymakers. The following potential retail and wholesale customers have been identified:

#### RETAILERS

- **Bellini's Deli Kitchen** – Small deli in the centre of Bude selling local provisions and fresh produce. Small offering of fruit and vegetables.
- **Boscastle Farm Shop** – Deli and café located on the outskirts of Boscastle – currently using 'local produce' to supply both parts of the business.
- **Marhamchurch Village Shop** – Local shop in popular village that could have capacity for selected items such as mixed salad. Could be a potential pick-up point for veg bag customers.
- **St Kew Farmshop & Café** – Located on the A39, both offer 'local produce' though provenance not stated.

#### RESTAURANTS

- **Coombeshead Farm** – Restaurant, café and rooms near Lewannick set amongst 66 acres of diverse farmland. Fruit and vegetables supplied from their own no-dig on-site market garden, though also supplemented by produce from Neetfield. Ferment and pickle produce to use in the restaurant and make provisions to sell through café. We know chefs who work at the restaurant and are confident of introductions.
- **Electric Bakery** – Popular café and bakery located on the outskirts of Bude town centre offering hot and cold lunch options that we could supply produce for, especially leafy greens, mixed salad, herbs and tomatoes. Supplied by Neetfield and Cornwall Grows CIC.
- **Elements** – Popular restaurant within The Beach hotel overlooking Summerleaze beach in Bude. Potential to supply mixed salad and additional produce.

- **Outlaw's Fish Kitchen and Outlaw's New Road** – Michelin-starred restaurants in Port Isaac run by Nathan Outlaw. Fish-led menu that champions seasonal, sustainable ingredients by local suppliers. Opportunity to supply vegetables and mixed (or singular) salad.
- **Potters** – Located centrally within Bude, this former high-end dining restaurant recently changed direction and now offers refined fish and chips for both sit-in and takeaway. Potential to supply mixed salad and perhaps some herbs and pickling vegetables.
- **The Rocket Store** – Small seafood bar and restaurant sited in Boscastle Harbour. Use 'local suppliers' and 'try to use organic produce wherever possible'. Daily changing menu leans on herbs and spices, and embraces seasonal crops.
- **Sea Fever** – Fish-forward restaurant in Bude offering two or three-courses for dinner. Menu steered by what is 'available locally, sustainable and in season'. Some produce supplied by Neetfield.
- **St Kew Inn** – Well-renowned pub dating from 1460 focusing on seasonal produce, using 'locally sourced' ingredients.
- **St Tudy Inn** – Located just off the A39 between Camelford and Wadebridge, this pub/restaurant owned by the Wellness Group (also own Harbour Brewing) offers seasonal lunch and dinner menus with vegetables and salad featuring heavily.
- **Temple** – Small restaurant and wine bar offering small plates and a daily-changing set menu. Currently supplied by both Neetfield and Down Winkleigh Farm.

### 3. FARMERS' MARKETS

There is a Farmer's and Craft Market in Bude that runs weekly between Easter and the end of September. Currently, there is no specialist vegetable producer at the market, which presents a clear opportunity for Woolston Market Garden to fill this gap.

Further afield, there are monthly markets held at Crackington Haven (approx. 10 miles south of the market garden) and Tretawn Farm, near St. Kew (approx. 20 miles south). Both, however, have vegetable producers holding regular stalls, so we would only consider attending these if circumstances changed.

## MARKETING STRATEGY

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The focus of our immediate marketing strategy is to increase market awareness of the Woolston Market Garden and its services to our established network and potential customers to facilitate sales activity. As outlined in the above, our main target groups are CSA veg bag customers, restaurants and retailers.

Our marketing approach will primarily be digital, through our website and social media accounts (Instagram and Facebook). Our website is hosted by Shopify, facilitating a secure means of payment for customer transactions. We will have a public-facing page for CSA bag customers to subscribe to their weekly share, and a password-protected page through which wholesalers can place orders. The website will also enable people to sign up to a newsletter, join a waiting list for veg bag subscription (in advance of the CSA launch and in the event of subscriptions being full), and gain access to recipes and additional information about the crops that we grow. Our social media will act as more informal channels of communication with our customers and more widely. Through this we can provide insight into the daily goings-on of the farm, showcase the produce that is coming out of the garden and connect with other market gardens in the UK and abroad.

By joining member organisations such as the Landworkers' Alliance, Organic Growers Alliance, and Community Supported Agriculture UK, we will be integrating into a network of like-minded businesses that are keenly proactive and supportive of one another. We will be able to connect with other growers and join events that can help promote an awareness of Woolston Market Garden to a wider audience.

More locally, we intend to conduct marketing using more traditional methods such as promotional flyers and local listings. We feel it is important to be visible in such ways to ensure that as many people locally hear about the market garden and our offerings, rather than relying on digital



communications to build a customer base. We have good relationships with many of the restaurants and cafés listed above and will be approaching owners and chefs about supplying them once we start planting.

# FINANCIALS

## CAPITAL INVESTMENT

Table 4: Capital Investment in Year 1

ITEM	DESCRIPTION	COST
Land rent	Rent to cover first year, calculated at £100 per acre.	£600
Polytunnel 6.4m x 28m	First polytunnel for indoor crops. One to be purchased each year (1-4).	£4,079
Pack shed*	For processing harvests and storing crops, tools, machinery and office space.	£15,000
Solar PV array*	For pack shed, to provide electricity.	£5,000
Cold store*	For keeping harvest cool in warmer months and storing squash in the winter.	£1,000
Hardstanding	Track providing access to site and base to operational area.	£4,510
Fencing**	Deer, stock and rabbit fencing with posts. Exclusive of labour.	£1,212
Tools and equipment*	Includes hand tools, agricultural fleece/mesh, propagation polytunnel.	£8,794
Water tanks*, IBCs sprinklers	Includes two 5,000 litre water tanks for rainwater harvesting.	£3,154
Vehicle	A small works van to enable delivery of veg bags and wholesale orders.	£1,500
Trees**	Trees, guards and stakes for orchard, forest garden and windbreaks.	£0
<b>TOTAL CAPITAL INVESTMENT</b>		<b>£44,849</b>

The above costings reflect the highest estimated cost for each item that we have researched, purchased new and including VAT. We anticipate sourcing some items – including various tools and other equipment – second hand and therefore procured at a lower price.

\* Indicates that some costs may be part-funded by a Rural Payments Grant, which would cover 50% of the total costs. This would be for the pack shed, solar PV array, cold store, two 5,000 litre water tanks for rainwater harvesting, and a 5-seeder Jang to enable quick direct sowing of crops such as baby lead salad, rocket, spinach and carrots.

\*\* Indicates costs that we anticipate being covered by a Forest for Cornwall grants, which is funding tree planting activities in Cornwall. The grant can cover 100% of costs for trees, materials such as guards and stakes, fencing, labour, and ongoing maintenance. Payments are made in arrears, but we would be quickly reimbursed for any agreed expenditure.

## LABOUR

The labour requirements in the first two years would be covered by Grower 1 in a full-time role approximating 45 hours per week. During this period Grower 2 would work in a part-time capacity, helping with harvests and packing, carrying out administrative duties and managing social media. During this time their main financial income will come from Grower 2 employment elsewhere. It is anticipated that both growers will be financial supported exclusively from the market garden in Year 3 (2026). As our customer base grows, we hope to hire someone on a part-time or full-time basis to help with an increased workload. This would likely begin in Year 5 (2028).

## FORECAST & PROFITABILITY

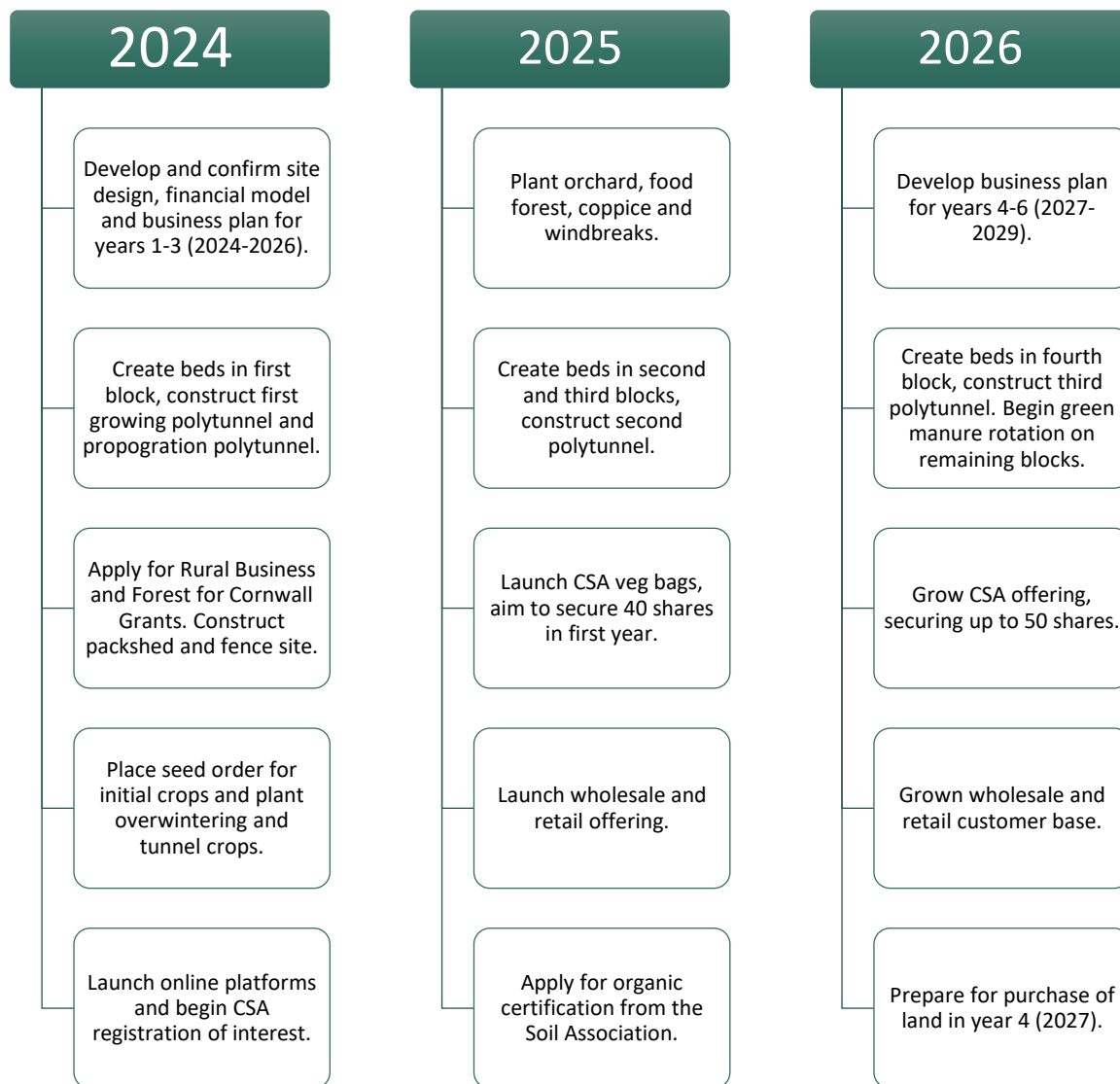
Full details of the financial forecast can be seen in Appendix A. This assumes a starting bank balance of £40,000 and securing approximately £13,000 in grant payments to part-fund some capital costs. The owners/growers will not draw a wage until Year 3 (2025) whilst establishing the business.

After the first three years, the financial budget forecasts total sales of £42,900, and a total margin of £3,636 after all costs (including labour). Appendix B details the cost breakdown and assumptions in full. We anticipate this figure to rise more significantly in the following years, once key infrastructure is built and purchase of the land has completed.

# EXECUTION

## ROADMAP

The following roadmap identifies key objectives for Woolston Market Garden to achieve in 2024-2026 (operating years 1-3). It is anticipated that our CSA veg bags will launch in the Spring of 2025, with wholesale and retail trade commencing around the same time.



## RISKS

The following short-term (years 1 and 2) risks have been identified during our planning. Mitigation actions will be taken from the beginning, with risks outside our control being monitored and our response adapting accordingly.

- **Changes to macroeconomic environment** – recession compounding cost of living crisis.
- **Cost and time exceed forecast** – taking longer than expected to establish growing area and infrastructure.
- **Access to dependencies** – i.e., machinery to create hardstanding, or availability of compost.

# TEAM

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## EXPERTISE & EXPERIENCE

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Woolston Market Garden is run by Amber Blundell and Perry Burns. Our first experience of growing commercially was gained during the 2022 season at Neetfield Market Garden, Bude. We then successfully applied for traineeships at East Neuk Market Garden in Fife, Scotland, and spent the 2023 growing season working full-time learning all aspects of running a small farm business. Whilst there we were supported by the Landworkers' Alliance through their inaugural Scot Growers training programme, which facilitated site visits to numerous farms around the country and training on specific topics of expertise from owners and head growers. Our in-person training was supplemented by monthly online sessions that focused on the financial, legal and marketing aspects of running a small-scale farm. Last year, we took part in a two-day intensive market gardening workshop hosted by Soul Farm, Falmouth, which featured a masterclass from renowned Canadian market gardener, Jean-Martin Fortier (author of *The Market Garden* and founder of *The Market Gardener Institute*).

We intend for Woolston Market Garden to be a holistic site that will embrace permaculture principles and a diversity of income streams. We both hold Permaculture Design Certificates and in May 2024 will be attending a Food Forests Design Course led by the Agroforestry Research Trust.

### AMBER BLUNDELL

#### Grower and Director

Amber holds degrees in History of Art (MA with BA(Hons) and MSC) from The University of Edinburgh and Sustainable Development (MSc) from the University of Exeter. Having worked in publishing for a number of years, Amber moved to Falmouth in 2018 to study, and has fulfilled various research and project/programme management positions since (qualified Prince2 and MSP practitioner).

As well as growing, Amber is the administrative backbone of the business, overseeing crop-planning, website and social media management, and general back-of-housekeeping.

### PERRY BURNS

#### Grower and Director

Perry holds degrees in Industrial Design (BA) from Loughborough University and Sustainable Development (MSc) from the University of Exeter. Perry worked as a CAD engineer prior to relocating to Cornwall to study. After graduating, he worked for rivers trusts in the Midlands and South West as an Education and Engagement Officer.

Perry is an effective communicator and loves to engage people on the topics of food systems and environmental health. He is also practically minded, with a curiosity and enthusiasm for figuring out how things work and, more importantly, how to fix them. He is responsible for site design and management, public engagement, and keeping everything in tip-top shape.

# APPENDIX A

SALES ASSUMPTIONS:	2024	2025	2026	2027	2028	2029	2030
Number of veg box subscribers (GS - lower income)	0	4	5	6	8	10	10
Number of veg box subscribers (GS - medium income)	0	10	10	14	20	25	25
Number of veg box subscribers (GS - higher income)	0	3	5	5	6	8	8
Number of veg box subscribers (GS - highest income)	0	3	5	5	6	7	7
Number of veg box subscribers (BS - lower income)	0	4	5	6	8	10	10
Number of veg box subscribers (BS - medium income)	0	10	10	14	20	25	25
Number of veg box subscribers (BS - higher income)	0	3	5	5	6	8	8
Number of veg box subscribers (BS - highest income)	0	3	5	5	6	7	7
Number of farmers markets	0	12	12	12	12	12	12
Number of wholesale customers	0	4	6	10	10	10	10
<b>UPFRONT CAPITAL EXPENDITURE</b>							
Land purchase	£ -	£ -	£ -	£ 42,000	£ -	£ -	£ -
Land lease	£ 600	£ 600	£ 600	£ -	£ -	£ -	£ -
Buildings	£ 29,589	£ 4,079	£ 4,079	£ 4,079	£ -	£ -	£ -
Fencing	£ 1,212	£ -	£ -	£ -	£ -	£ -	£ -
Tools and equipment	£ 8,794	£ -	£ -	£ -	£ -	£ -	£ -
Site irrigation	£ 3,154	£ -	£ 120	£ -	£ 120	£ -	£ -
Vehicles	£ 1,500	£ -	£ -	£ -	£ -	£ -	£ -
Trees	£ -	£ -	£ -	£ -	£ -	£ -	£ -
....							
<b>SUB TOTAL</b>	£ 44,849	£ 4,679	£ 4,799	£ 46,079	£ 120	£ -	£ -
<b>OPERATING EXPENSES</b>							
Market garden consumables (seeds, growing medium)	£ 650	£ 1,000	£ 1,350	£ 1,350	£ 1,700	£ 1,700	£ 1,700
Marketing	£ 1,006	£ 376	£ 376	£ 376	£ 376	£ 676	£ 376
Customer delivery costs	£ 960	£ 960	£ 960	£ 960	£ 960	£ 960	£ 960
Utilities (water, electricity)	£ 955	£ 955	£ 955	£ 955	£ 955	£ 955	£ 955
Compliance/licensing/registration	£ 75	£ 575	£ 575	£ 575	£ 575	£ 575	£ 575
Insurance	£ 1,000	£ 1,000	£ 1,000	£ 1,000	£ 1,000	£ 1,000	£ 1,000
Maintenance and replacement of equipment	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Financing repayments	£ -	£ -	£ -	£ -	£ -	£ -	£ -
....							
<b>SUB TOTAL</b>	£ 4,646	£ 4,866	£ 5,216	£ 5,216	£ 5,566	£ 5,866	£ 5,566
<b>LABOUR EXPENSES</b>							
Labour	£ -	£ -	£ 24,768	£ 24,768	£ 24,768	£ 24,768	£ 24,768
...							
	£ -	£ -	£ 24,768	£ 24,768	£ 24,768	£ 24,768	£ 24,768
<b>UNFORSEEABLES AND DEPRECIATION</b>							
Unforeseen expenses (10% of total operating costs)	£ 465	£ 487	£ 522	£ 522	£ 557	£ 587	£ 557
Depreciation (10% of total capital costs)	£ -	£ 3,960	£ 3,960	£ 3,960	£ 3,960	£ 3,960	£ 3,960
....							
<b>SUB TOTAL</b>	£ 465	£ 4,446	£ 4,481	£ 4,481	£ 4,516	£ 4,546	£ 4,516
<b>INCOME</b>							
From veg boxes	£ -	£ 22,620	£ 21,300	£ 26,460	£ 35,880	£ 45,480	£ 45,480
From farmers markets	£ -	£ 3,600	£ 3,600	£ 3,600	£ 3,600	£ 3,600	£ 3,600
From wholesale	£ -	£ 12,000	£ 18,000	£ 30,000	£ 30,000	£ 30,000	£ 30,000
Trees	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Events	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Education	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Added value products (jams etc.)	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Cash injection (from savings)	£ 40,000	£ -	£ -	£ 20,000	£ -	£ -	£ -
Grants and funding	£ 12,934	£ -	£ -	£ -	£ -	£ -	£ -
....							
<b>SUB TOTAL</b>	£ 52,934	£ 38,220	£ 42,900	£ 80,060	£ 69,480	£ 79,080	£ 79,080
<b>Turnover</b>	£ 2,974	£ 24,229	£ 28,404	£ 24,284	£ 59,278	£ 68,668	£ 68,998
<b>Profit (less wages)</b>	£ 2,974	£ 24,229	£ 3,636	£ -484	£ 34,510	£ 43,900	£ 44,230
<b>Cumulative profit (less wages)</b>	£ 2,974	£ 27,203	£ 30,839	£ 30,355	£ 64,865	£ 108,765	£ 152,995

# APPENDIX B

## LAND PURCHASE / LEASE

Purchase model	Price p/acre	QTY	Additional cost	One-off?	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	Total
Land purchase	£ 7,000	6	£ -	Y	£ -	£ -	£ -	£ 42,000	£ -	£ -	£ -	£ 42,000
Land lease	£ 100	6	£ -	N	£ 600	£ 600	£ 600	£ -	£ -	£ -	£ -	£ 1,800
<b>Total</b>					£ 600	£ 600	£ 600	£ 42,000	£ -	£ -	£ -	£ 43,800

## COSTS: EQUIPMENT, LABOUR AND RUNNING COSTS

Buildings, infrastructure and polytunnels	£ p/m or unit	QTY	Additional cost	One-off?	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	Total
Polytunnel 6.4m x 28m	£ 4,079	1		N	£ 4,079	£ 4,079	£ 4,079	£ 4,079	£ -	£ -	£ -	£ 16,316
Packshed	£ 15,000	1		Y	£ 15,000	£ -	£ -	£ -	£ -	£ -	£ -	£ 15,000
Solar PV for packshed	£ 5,000	1		Y	£ 5,000	£ -	£ -	£ -	£ -	£ -	£ -	£ 5,000
Cold store	£ 1,000	1		Y	£ 1,000	£ -	£ -	£ -	£ -	£ -	£ -	£ 1,000
Hardstanding	£ 15	134	£ 2,500	N	£ 4,510	£ -	£ -	£ -	£ -	£ -	£ -	£ 4,510
<b>Total</b>					£ 29,589	£ 4,079	£ 4,079	£ 4,079	£ -	£ -	£ -	£ 41,826

Fencing	£ p/m or unit	QTY	Additional cost	One-off?	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	Total
Deer fencing	£ 366	2	£ 200	Y	£ 932	£ -	£ -	£ -	£ -	£ -	£ -	£ 932
Deer fencing posts	£ 70	4		Y	£ 280	£ -	£ -	£ -	£ -	£ -	£ -	£ 280
Stock fencing	£ 100			Y	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Stock fencing posts	£ 70			Y	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Rabbit fencing	£ 183			Y	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
<b>Total</b>					£ 1,212	£ -	£ -	£ -	£ -	£ -	£ -	£ 1,212

Irrigation	£ p/m or unit	QTY	Additional cost	One-off?	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	Total
Drip tape				Y	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Sprinklers	£ 40	3		N	£ 120	£ -	£ 120	£ -	£ 120	£ -	£ -	£ 360
IBCs	£ 50	4		Y	£ 200	£ -	£ -	£ -	£ -	£ -	£ -	£ 200
Pond	£ 2,000	0		Y	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
5,000litre water tank (above ground)	£ 1,417	2		Y	£ 2,834	£ -	£ -	£ -	£ -	£ -	£ -	£ 2,834
<b>Total</b>					£ 3,154	£ -	£ 120	£ -	£ 120	£ -	£ -	£ 3,394

Equipment	£ p/m or unit	QTY	Additional cost	One-off?	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	Total
5-seeder Jang	£ 2,034	1		Y	£ 2,034	£ -	£ -	£ -	£ -	£ -	£ -	£ 2,034
Seed trays	£ 10	100		Y	£ 1,000	£ -	£ -	£ -	£ -	£ -	£ -	£ 1,000
Handtools	£ 200	1		Y	£ 200	£ -	£ -	£ -	£ -	£ -	£ -	£ 200
Spades, shovels, hoes	£ 500	1		Y	£ 500	£ -	£ -	£ -	£ -	£ -	£ -	£ 500
Spring tine	£ 50	1		Y	£ 50	£ -	£ -	£ -	£ -	£ -	£ -	£ 50
Harvesting buckets	£ 10	6		Y	£ 60	£ -	£ -	£ -	£ -	£ -	£ -	£ 60
Crates	£ 20	10		Y	£ 200	£ -	£ -	£ -	£ -	£ -	£ -	£ 200
Tarps	£ 1	1000		Y	£ 1,250	£ -	£ -	£ -	£ -	£ -	£ -	£ 1,250
Mesh	£ 1	1000		Y	£ 1,250	£ -	£ -	£ -	£ -	£ -	£ -	£ 1,250
Fleece	£ 1	1000		Y	£ 1,250	£ -	£ -	£ -	£ -	£ -	£ -	£ 1,250
Other tools and sundries	£ 1,000	1		Y	£ 1,000	£ -	£ -	£ -	£ -	£ -	£ -	£ 1,000
<b>Total</b>					£ 8,794	£ -	£ -	£ -	£ -	£ -	£ -	£ 8,794

Propagation equipment	£ p/m or unit	QTY	Additional cost	One-off?	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	Total
Klasmann Proline Potting Peat Free 70L	£ 12	20		N	£ 250	£ 250	£ 250	£ 250	£ 250	£ 250	£ 250	£ 1,749
Seeds	£ 700	1		N	£ 350	£ 700	£ 1,050	£ 1,050	£ 1,400	£ 1,400	£ 1,400	£ 7,350
Pens and labels	£ 50	1		N	£ 50	£ 50	£ 50	£ 50	£ 50	£ 50	£ 50	£ 350
<b>Total</b>					£ 650	£ 1,000	£ 1,350	£ 1,350	£ 1,700	£ 1,700	£ 1,700	£ 9,449

Labour	£ p/m or unit	QTY	Additional cost	One-off?	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	Total
Grower 1	£ 24,768	1		N	£ -	£ -	£ 12,384	£ 12,384	£ 12,384	£ 12,384	£ 12,384	£ 61,920
Grower 2	£ 24,768	1		N	£ -	£ -	£ 12,384	£ 12,384	£ 12,384	£ 12,384	£ 12,384	£ 61,920
<b>Total</b>					£ -	£ -	£ 24,768	£ 24,768	£ 24,768	£ 24,768	£ 24,768	£ 123,840

Marketing	£ p/m or unit	QTY	Additional cost	One-off?	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	Total
Jute bags for veg boxes	£ 3	100		Y	£ 300	£ -	£ -	£ -	£ -	£ 300	£ -	£ 600
Wooden display board with logo	£ 250	1		Y	£ 250	£ -	£ -	£ -	£ -	£ -	£ -	£ 250
Website domain	£ 16	1		N	£ 16	£ 16	£ 16	£ 16	£ 16	£ 16	£ 16	£ 112
Website plan	£ 23	12		N	£ 276	£ 276	£ 276	£ 276	£ 276	£ 276	£ 276	£ 1,932
Google workplace (Integrated with Squarespace)	£ 55	1		N	£ 55	£ 55	£ 55	£ 55	£ 55	£ 55	£ 55	£ 386
Flyers / other printed material	£ 80	1		Y	£ 80	£ -	£ -	£ -	£ -	£ -	£ -	£ 80
Zettle	£ 29	1		N	£ 29	£ 29	£ 29	£ 29	£ 29	£ 29	£ 29	£ 203
<b>Total</b>					£ 1,006	£ 376	£ 376	£ 376	£ 376	£ 676	£ 376	£ 3,563

Vehicles and fuel	£ p/m or unit	QTY	Additional cost	One-off?	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	Total
Vehicle purchase	£ 1,500	1		Y	£ 1,500	£ -	£ -	£ -	£ -	£ -	£ -	£ 1,500
Fuel costs (customer deliveries)	£ 80	12		N	£ 960	£ 960	£ 960	£ 960	£ 960	£ 960	£ 960	£ 6,720
<b>Total</b>					£ 2,460	£ 960	£ 960	£ 960	£ 960	£ 960	£ 960	£ 8,220

Utilities	£ p/m or unit	QTY	Additional cost	One-off?	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	Total
Water	£ 1.91	500		N	£ 955	£ 955	£ 955	£ 955	£ 955	£ 955	£ 955	£ 6,685
Electricity	£ -	1		N	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
<b>Total</b>					£ 955	£ 955	£ 955	£ 955	£ 955	£ 955	£ 955	£ 6,685

Insurance	£ p/m or unit	QTY	Additional cost	One-off?	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	Total
Public liability	£ 100	1		N	£ 100	£ 100	£ 100	£ 100	£ 100	£ 100	£ 100	£ 700
Product liability	£ 100	1		N	£ 100	£ 100	£ 100	£ 100	£ 100	£ 100	£ 100	£ 700
Vehicle	£ 300	1		N	£ 300	£ 300	£ 300	£ 300	£ 300	£ 300	£ 300	£ 2,100
Buildings	£ 500	1		N	£ 500	£ 500	£ 500	£ 500	£ 500	£ 500	£ 500	£ 3,500
<b>Total</b>					£ 1,000	£ 1,000	£ 1,000	£ 1,000	£ 1,000	£ 1,000	£ 1,000	£ 7,000

Certification and Memberships	£ p/m or unit	QTY	Additional cost	One-off?	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	Total
Landworkers' Alliance Membership	£ 40	1		N	£ 40	£ 40	£ 40	£ 40	£ 40	£ 40	£ 40	£ 280
Organic Growers Alliance Membership	£ 35	1		N	£ 35	£ 35	£ 35	£ 35	£ 35	£ 35	£ 35	£ 245
Soil Association Certification	£ 500	1		N	£ -	£ 500	£ 500	£ 500	£ 500	£ 500	£ 500	£ 3,000
<b>Total</b>					£ 75	£ 575	£ 575	£ 575	£ 575	£ 575	£ 575	£ 3,525