



# Pasture and Profit:

harnessing the power of pasture for farmers,  
the natural world and ourselves

2025 - 2030

# Table of Contents

<b>Executive Summary</b> .....	<b>3</b>
<b>PART 1</b>	
<b>Introduction</b> .....	<b>5</b>
The Farming Context .....	<b>8</b>
Why Pastoral Farming? .....	<b>10</b>
Academic Support For Agroecological Grazing Systems .....	<b>11</b>
<b>PART 2</b>	
<b>Our New Strategy</b> .....	<b>13</b>
Our Theory of Change .....	<b>15</b>
Our Vision & Mission .....	<b>21</b>
Values & Behaviours .....	<b>24</b>
Key Priorities for 2030 .....	<b>25</b>
<b>PART 3</b>	
<b>Developing Our Offer</b> .....	<b>26</b>
Our New Offer .....	<b>31</b>
Powering Our Offer With Our Farmers .....	<b>32</b>

# Executive Summary

This five year strategy to 2030 comes at a pivotal moment for Pasture for Life (PfL) and the wider food and farming sectors. In both cases, there is a strong sense of now or never. With the effects of climate change and biodiversity loss increasingly felt and the building awareness of the positive solutions offered by agroecological or regenerative farming systems, the PfL offer has never been more relevant and, in our ambition, offers a vital pathway for livestock farming to prove its relevance for the future. Contained here is a strategy that, if funded, will enable PfL to become financially self-sufficient with a platform to deliver on this ambition for the longer-term.

In putting together this strategy, we have developed a theory of change focused on the farmer that builds on the understanding and experience within our community and the wider academic evidence base, and weaves in theories of personal transition taken from the psychology sector. By centering our strategy on the farmer, we recognise that it is the people at the heart of the sector who need support to embrace change, not the businesses they run. Only through this approach, can resilience truly be achieved.

We have also developed a new Vision and Mission for the organisation to provide clarity to the Board, staff and all in the community. This helps articulate and demonstrate what PfL is about and will help us deliver on this strategy.



Jimmy Woodrow / Executive Director

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## By 2030, we plan to:

- Further deepen our understanding of the positives of pasture-fed farming through research with universities and other partners.
- Have translated our deep experience of farmer-to-farmer learning into nationwide programmes to help farmers make the transition.
- Deliver this change through our farming community, upskilling farmers to play ever greater roles in the transition.
- Provide financial resilience for Pasture for Life-certified producers, and a mechanism to encourage uptake, by generating credit for their work in the marketplace.
- Develop much needed financial resilience for the organisation and to help us reach a scale of impact commensurate with the climate, biodiversity and public health challenges.

We are seeking £5m to deliver on this ambition over the five years. We will be looking for philanthropic and foundation grants for this injection with the difference that, with our plan for self-sufficiency, we will not be creating long-term funding requirements.

*Jimmy Woodrow*

Jimmy Woodrow  
Executive Director

## 2030 in numbers

**£5m**

Grant Funding

**1m**

Hectares of Land  
under members' management

**5,000**

Members

**£1m**

Trading Income p/a

Hill Top Farm, photo by Gail Caddy



# 1

## Part 1

### Introduction

Pasture for Life (PfL) is a not-for-profit Community Interest Company focused on developing pastoral farming systems in the UK to positively benefit not only the environment and farmed animals but farmers, farm businesses and wider society. PfL is 13 years old and has recently experienced a period of revenue uplift, greater recognition and impact, as well as membership growth.

PfL currently numbers more than 1,500 members, most of whom are farming, but also ancillary sectors and businesses, including cheffing and butchery, food retail, leather and wool workers, veterinary services, conservation, academia and more. We have over 10,000 newsletter subscribers, 20,000 social followers, and around 160 certified farms. Annual revenue to year end March 2024 is £950,000 and forecast to grow to c.£1.2m in the year to March 2025.

PfL has developed knowledge exchange programmes that have become highly regarded by the farming community, occupies trusted partner status in academic circles through our research activity, and demonstrates clear demand in the supply chain for PfL certified products.

## Impact in 2024

20k+

Followers

10k+

Subscribers

1.5k+

Members

160+

Certified Farms

£1.2m+

Forecast Revenue to March 2025

Despite developing a clear reason to exist, the funding model of the organisation remains challenging, with funds primarily coming from projects and grants, with little core funding to provide the support needed to sustain the growth and ambition of the organisation and to meet the needs of the farming sector and society as a whole.

### **This strategy and business plan has been developed to tackle these challenges and to:**

- Make sense of the period of growth we have had and understand what has worked and what hasn't.
- Seek additional core funding to provide a more stable platform to drive further growth and impact.
- Develop trading income to deliver more reliable revenue and operational prospects into the longer term.

A group of people, mostly men, are standing in a field. They are wearing winter clothing like jackets, hats, and gloves. In the background, there is a large tractor. The scene is outdoors, possibly on a farm, with hills visible in the distance under a cloudy sky. The overall tone is professional and focused on agriculture.

# In 2024, we have gone through the strategic process that has started with outlining the 'why'

Tullochgorum Farm, photo by Clem Sandison

PfL intends the outcome of this process to be a more coherent and credible offer to all stakeholders, including funders, and a pathway to increase trading income over the next five years to levels that will independently sustain a core team outside of grant funding.

This business plan comes on the back of the previous one in 2020 that was created by the membership after a period of governance

upheaval, with a view to delivering stability. The 2020 business plan was essentially designed as a commitment to a series of activities - in a bottom-up sense - as opposed to one that started with first principles. In 2024, we have gone through a more thorough strategic process that has started with outlining the 'why', and progressed through the steps to develop a coherent plan that allows us to tackle that challenge most effectively and based on the operational experience of the past four years.

# The Farming Context



In 2024, farming is at a crossroads. Nature in the UK is severely depleted, with 1-in-6 species at threat of extinction and farming practice a core contributor. Extremes of climate change are also beginning to affect farming and food production in the form of flooding and drought. Media antagonism on the back of this, particularly directed at farmed animals, is a cause of friction between elements of society who should be working together. Sector-wide issues exacerbate these environmental problems: support services and infrastructure are underinvested and dwindling, supply chain unfairness sees farmers often getting less than 10p for every retail pound and supermarkets continue to squeeze the high street, particularly the butchery trade.

While governments appear to understand the problem, the current packages of support across all UK nations lack cohesion and in some instances may not be sufficient to keep farm businesses from going under. Multiple outcomes are being asked of our farmed landscapes and, with payment schemes currently ranging from paying farmers not to produce food to maintaining payments that support a largely unprofitable suckler herd in Scotland, a truly holistic approach that accounts for food security, provisioning and regulating ecosystem services, as well as rural vibrancy, offered by agroecology, is lacking. If not forthcoming, it is likely that the vultures - in the form of farm aggregation, land use change to commercial forestry and financial engineering - will continue to circle and regenerative farming may not deliver the fundamental and broad change our society requires and is starting to demand (ARC2020, 2024; FFCC, 2024).

## Farming is at a crossroads

1-in-6 species are at the threat of extinction

Extreme weather events impact food and farming

Media antagonism directed at farmed animals

Just 10p of every £1 goes to the farmer

Specific to grazing animals, many farmers are still managing the outcome of decades of market and policy decisions that have pushed for bigger animals and greater output at any cost. This has led to a track record of business decisions favouring the propping up of farms with chemical inputs and supplementary feeds that are now perilously expensive and have a significant environmental impact. It is now obvious to all that this is not sustainable and at Pfl we think one of our primary roles is to help farmers make better decisions.



# The Risk of Land Sparing

Currently, grazing livestock systems are being encouraged in one of two directions by policy mechanisms and a supply chain operating through a carbon lens, best characterised by the term **land sparing**. This presents a risk of stratification and the marginalising of a broader, agroecological solution.

Oakwood Mill Farm, photo by Clem Sandison

## 1 First Direction: Sustainable Intensification

Firstly, highly intensive, housed systems that fall under a remit of 'Sustainable Intensification', allowing a version of business as usual that suits big business and that falls under the auspices of carbon tunnel vision - the focus on narrow emissions metrics favouring intensification. This will likely lead to farm aggregation and poor nutritional, environmental and animal welfare outcomes (Benton, 2022).

## 2 Second Direction: Conservation

Secondly, a small number of commercially inviable animals occupying conservation sites that are reliant on nature based payments or tourism and that lose the benefits of multi-functionality and biological intensity found on the best agroecological or regenerative farms. These approaches are not farmer- or rural economy-friendly and position grazing animals as an anachronism rather than keystone species in our food system when managed correctly. Pfl sees an alternative: knowledge intensive, low-input but productive systems that reconnect farmers with the natural systems that can deliver resilience alongside food, nature and climate benefits.

# Why Pastoral Farming?

What Pfl has learned from its work in recent years is that there is hope.

**1** Farm profitability is strongly linked to inputs not output, with reducing costs an effective way to improve margins

**2** Perennial cropping systems, pastures in particular, nurture the soil and are a resilient system, fit for purpose now and into the future

**3** Species-rich grasslands and wood pasture farming systems deliver for food, fibre and nature in a way that is unlike any other farming system

**4** Low input but productive grasslands, including when in a temporary rotation, deliver a wide array of public goods currently unrecognised by society

While farmers don't have all the answers themselves, there are ways of farming that minimise a farm business' exposure to risk in the form of inputs costs and climatic variability and create the ideal conditions to succeed. Farmers can deliver for themselves in the form of profitability, as well as for wider society through the production of healthy food, carbon management and biodiversity recovery.

This hope, specific to pastoral farming, comes in the form of a developing understanding of regenerative grazing systems from an economic, ecological and social perspective. With 70% of the UK land area being farmed and 70% of that land being grazed, this hope translates into significant potential that Pfl is looking to capitalise on.

**5** Grazing animals play a keystone species role in our grassland systems; remove them and biodiversity is lost

**6** Pastured animals produce the most nutrient dense food - meat & milk - that it is possible to produce in the UK

**7** Grazing animals, in their ability to reproduce and feed themselves from available forage alone, represent a vital cog in an economically resilient farming sector and wider rural economy

In addition to all of the above, and in a context of worsening weather and climatic conditions and, in 2024, farmers' struggles with simply planting crops in the ground, pastoral systems represent a vital strategic asset to the UK food system and wider economy. In an integrated system, livestock and arable production go hand in hand to deliver food outcomes, nutrient cycling and a range of other public goods, and when human edible crops won't grow, grass often will, which means livestock represent a valid profit centre and can mitigate losses experienced elsewhere in a mixed farming system. Perennial grassland systems are very resilient and will deliver when managed well, come what may. With perennial grasslands delivering public goods to a degree no cropland can, this represents a win-win for the UK and the multi-functional requirements of land management. It is vital we get the most out of our grasslands and that is what Pfl exists to do.

## Academic Support For Agroecological Grazing Systems

The research support for livestock in agroecological farm systems is clear and growing. As identified by the University of Cambridge Centre for Animal Welfare and Anthrozoology, livestock production can be sustainable, occurring in environments that supply the needs of the animals resulting in good welfare, allow coexistence with a wide diversity of organisms native to the area, minimise carbon footprint and provide a fair lifestyle for the people working there (Broom et al., 2013).

Grazed pasture provides ecosystem services including regulation and storage of water flows, nutrient cycling, and carbon sequestration (Wróbel et al., 2023). Livestock grazing is the most important factor shaping and stabilising pasture biodiversity.

Waterhay Farm, photo by Andy Rumming



## Reviving The Lost Art of Pastoralism

We have the potential to reinvigorate a version of the lost art of pastoralism in the UK, which is characterised by mobility, adaptability, and flexibility allowing pastoralists to take advantage of the uneven distribution of natural and economic resources (Dean et al., 2021). Whilst transhumance may no longer feature so strongly, the principles of mobility, adaptability and flexibility characterise the grazing management systems found on Pfl farms. Adaptive grazing strategies, which are knowledge intensive by their very nature, are being shown to deliver a range of benefits from increased grassland productivity and carrying capacity through to increased soil carbon sequestration when compared to more conventional grazing management in both the UK (Rivero et al., 2024) and the US (Mosier et al., 2022).

## Optimising Grassland Management

Pasture based ruminant systems can be considered highly efficient in terms of optimised land use (Wilkinson, 2011) and reduce competition for human edible cereals, as such, it is clear that the grassland they graze will need to become an essential part of the future agricultural landscape (Poux & Aubert, 2022). Pfl farm systems represent an optimal approach to this grassland management, with our farm grasslands being more species rich and containing more legume and forb species and lower proportions of perennial ryegrass than those on improved grassland, as well as possessing indicators of improved soil health such as moisture, carbon and nitrogen content as well as soil invertebrate abundance (Norton et al., 2022). There are clear signs that grassland management, as practised by Pfl members, is already improving the ecological condition of some UK grassland and wider ecosystems and that they are in better ecological condition than a large representative random sample of more intensive improved grassland across the UK.



Essebeare Farm, photo by Olly Walker

## Bringing Nutrition Into The Life Cycle Assessment

Animals grazed on these diverse and healthy grasslands produce meat and milk that is better for human health (Alothman et al., 2019; Butler et al., 2021; Davis et al., 2022) and when we take the nutritional quality of final products into account in the life cycle assessment (LCA) of livestock production systems, we find that cattle outperform pig and poultry systems (McAuliffe et al., 2018).

The key messages coming from academics specialising in carbon footprinting of livestock systems is that the nutritional value of meat must be considered when comparing carbon footprints (McNicol et al., 2024) and that the integration of holistic sustainability assessment tools with LCA to achieve a thorough evaluation of agroecological systems is critical to ensure the multi-functional role of agricultural landscapes that provide ecosystem services and wider benefits to rural society are not overlooked (Westaway et al., 2024).



Deersbrook Farm



# Part 2

## Our New Strategy



# Pasture for Life has a compelling answer to wider sector-level challenges, presenting a viable pathway for the livestock industry in the UK.

Fife landscape, photo by Angus D. Birditt

We think PfL has a compelling answer to these wider sector-level challenges and presents a viable pathway for the livestock industry in the UK, that is increasingly supported by industry and NGO actors like the Sustainable Food Trust, IDDRI and WWF. Through our role as knowledge creators via our research work, including the economic case for change, we are articulating why farm businesses can and must change and adapt. The reality on the ground, however, is that it is not just farm businesses that need to go on a journey of change, it is the farmers themselves. This takes change away from simply a linear, often economic, path into the realm of personal development, psychology and emotion. Many in the sector can make a claim to have an answer to the wider sectoral and farm business challenges but PfL brings a deeper level of understanding vital for the agroecological transition.

Through our multi-year farmer-to-farmer knowledge exchange programmes, development of mentoring schemes, as well as our understanding of wider theories of transition and personal development, we're able to bring a new depth to the meaning of change in the farming sector.

## We've observed that farmers:

Want to make change to be fit for what the future holds

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Need evidence of the benefits of pasture-based systems to grow their confidence

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Need to know it works in their context

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Want to access the skill set (and mindset)

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Need confidence that the supply chain and the public will support them

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Thrive when part of a community of other like-minded individuals

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Experience significant personal growth when change and transition are viewed as a continuous process

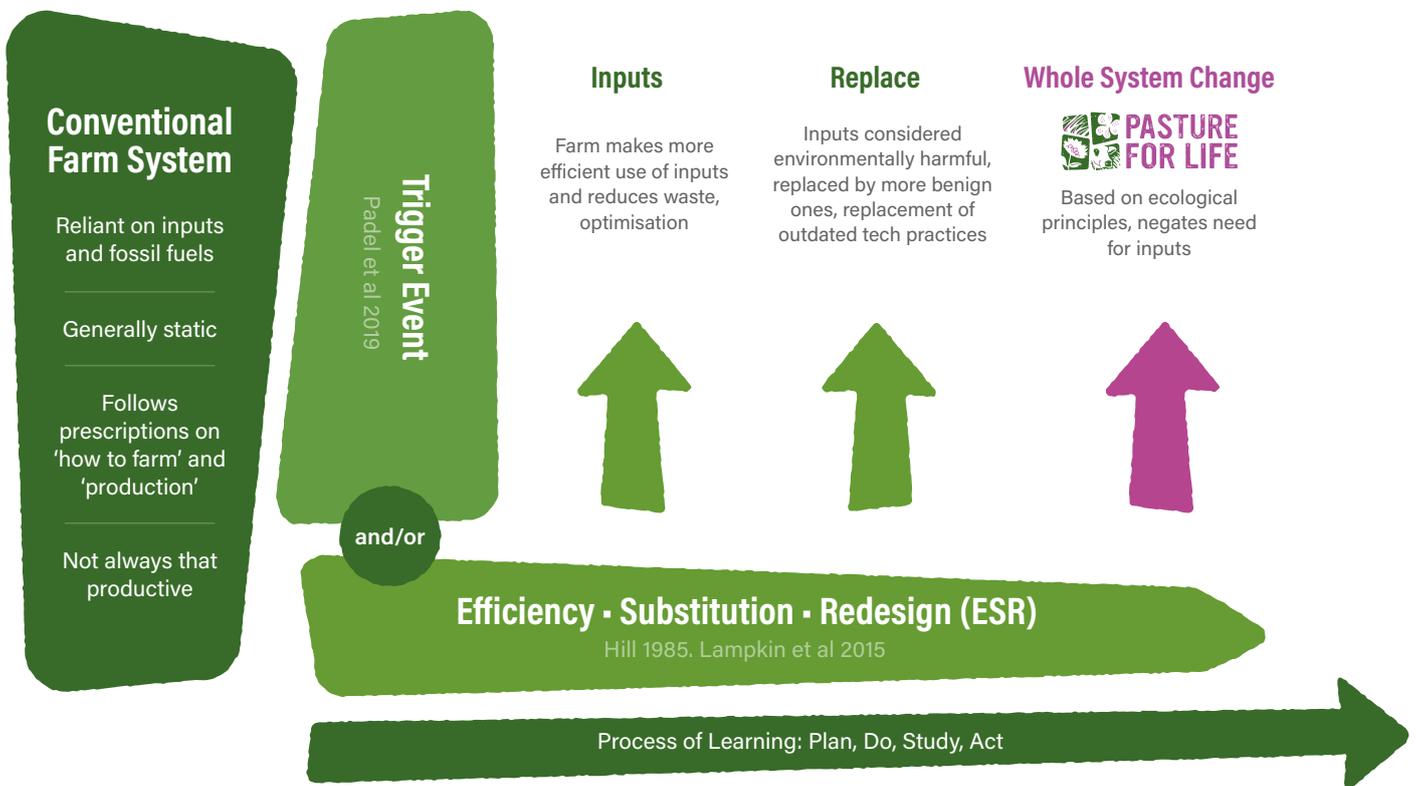
# Our Theory of Change

On the back of this, Pfl has for the first time developed a theory of change that maps this understanding and experience to the task at hand. It builds on the linear model of farm transition found in the academic literature and the developing academic and practical understanding of the importance of farmer-to-farmer knowledge exchange. It then weaves in wider theories of personal transition that might not be so familiar to the farming sector and that we have drawn from our team's wider experience in personal

development and coaching. The result is a cycle of change that accurately reflects what we see in the Pfl community, where farmers of all types and backgrounds are in a process of continuous evolution.

In developing this theory, we have been able to ensure that we have programmes and activity to meet the farmer where they are at every point in the cycle. We know that in-person events are important, but not a panacea and we need to engage with the farmer on their home ground, which now extends online. As discussed, the conventional lens of change is rooted at farm business level and relies primarily on trigger events that, sadly, in the farming sector often come at low points, financially or otherwise, well articulated in the celebrated Dirt to Soil by Gabe Brown.

## Linear Model of Farm Transition





**“Learning is not compulsory but neither is survival.”**

**W. Edwards Deming**

Cotswold Beef, photo by Ian Boyd

The steadier linear process of change exemplified by the Efficiency, Substitution, Redesign (ESR) theory is one that in reality few farm businesses will go on in a smooth and linear fashion, with the model not wholly capturing the concurrent processes that relate both to marginal dabbling as well as whole system change. The evidence in the UK is that most farmers, despite all the evidence to the contrary, are not embarking on the process of transformation required of them or their businesses, for society’s needs or even simple survival.

We understand this absence of change is because humans are hard-wired to associate change with fear, and even getting to the starting line is difficult. Our theory of change is rooted in this, as well as how professionals in other contexts help individuals go on a process of growth and reinvention.

# Pasture For Life's 'Cycle of Change'



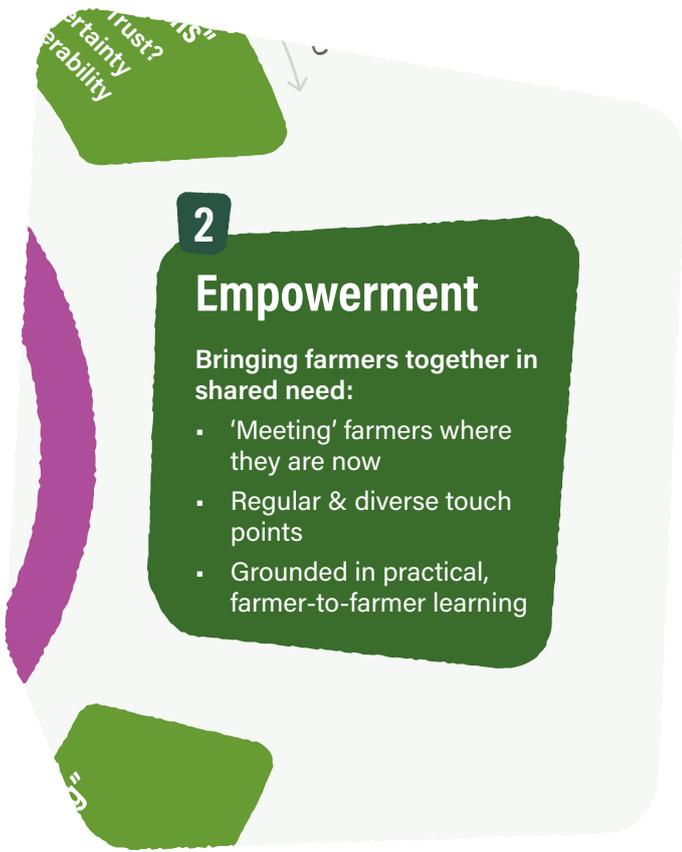
**References:**

Rust et al (2022), Kolb's Learning Styles 1984, Hudon's Cycle of Renewal

# 1

## First Step: A Catalyst Triggers a Need For Change

Our Cycle of Change starts with the individual, farmers in this case, experiencing a catalyst, then articulating a need for change. Change will involve a big step for some, a commitment that not all farmers will want to make on day one. Our work will play a role in helping farmers identify the need for change for themselves, but Pfl is focused on farmers who have already committed to taking a step towards a pasture-based farming practice, providing focus and direction to our marketing efforts.



# 2

## Second Step: Farmers Empower Farmers

Once the need for change has been recognised by an individual, the question of who and what to trust comes into focus. And who do farmers trust? Academic research supports what we see on the ground: farmers primarily trust other farmers. It's therefore important that our knowledge exchange programmes place farmers at the heart of what we do, moving a farmer from subject of change to agent of change. The capacity in the farming sector at present is not sufficient to meet the need to change and reinvent, so upskilling is needed, a subject we come onto later.

Finding trusted sources of information leads to a sense of empowerment, a realisation that change is possible, not just theoretical. We achieve this, in part, through convening farmers in a variety of spaces - on farm, online and elsewhere - ensuring they have regular touch points and practical learning opportunities. Finding others who share the same need or are going on the same journey is also a key to feeling empowered, that the journey is not one you will go on alone.



### Third Step: Reflection Prompts a Mindset Shift

The next step in our cycle is the recognition that change and transition, even once embarked upon, is not linear. Real change happens after the roadbumps have been navigated, or worse, those signals that say “stop and go back to what you were doing” are overcome. In order to navigate these minor or major challenges in trying something new, a mindset of reflection is needed. This is called ‘cocooning’ (Hudson Institute), the process of observation, reflection and experimentation, beginning the process of ‘learning by doing.’

Those wanting to embark on a transition to a more regenerative agriculture will struggle if they’re expecting change to be a question of changing one thing, or even changing multiple things. The mindset required to properly observe and respond to what you’re seeing is critical. It is this growth mindset that generates true confidence, confidence to keep going and stick with it, whatever gets thrown at you and to amend your plan accordingly. In doing this, the farmer moves from being a subject of change to an agent of change and potential is unlocked.

### Fourth Step: In Community, 'We Become The Possible'

It would be possible to see this point as an end point: once this mindset is achieved the farmer has the tools to deliver change and impact. In our theory, however, this is where our theory of change becomes cyclical, and the next step unlocks outsized returns. The power of community, particularly when critical mass has been reached, allows group reflection and synthesis of learnings that can be transformational. Data and evidence are key here, with the critical mass proving beyond doubt that change is possible; ‘we become the possible.’ Critically, the power of the community encourages constant renewal of both the farmer and the community, with the cycle of change giving voice to new ideas and challenges which are constantly being sought.



# 75%

of farmers feel confident to make changes within 1 year of embarking on our mentoring programme

In Pfl, we see this evidenced by farmers who have been doing this for 20 years riffing off farmers who are in year one of their journey. If you're at the same stage of the cycle, you have common ground.

By articulating a cycle, we ourselves recognise that change is not linear, that we all have things to learn and that the farming sector will always be able to improve whether the climate and biodiversity crises are fixed or not. We are also building with confidence because we have seen the results of what this process can deliver. As well as anecdotal evidence it works, research from the Centre for

Ecology & Hydrology found that longevity of Pfl membership is associated with higher levels of species richness in grasslands, participation in agri-environment schemes and levels of soil carbon (Norton et al 2022). These results are not farming practice-specific but evidence of the role of community and peer-to-peer learning in delivering change. Our mentoring projects have also shown that 100% of farmers receiving mentoring feel more confident to make change and 75% have felt confident enough to make changes within one year of embarking on the programme.



Rotmell Farm, photo by Clem Sandison

# Our Vision & Mission

In bringing together the context and our understanding of change, we have been able to develop a new Vision and Mission for PfL that captures the moment and the future potential for the organisation and community.



## Vision

**Grazing animals power the regeneration of landscapes, economies, food cultures and communities**

## Mission

**We help farmers harness the power of pasture for the benefit of the natural world, their communities and themselves**

## How

- We empower farmers through farmer-to-farmer learning, meeting them where they are
- We develop the market for the products and natural capital generated by certified producers
- We demonstrate the benefits of grazing animals on pasture to convince others

## Activities

- Membership
- Community
- Knowledge Creation & Exchange
- Data Capture & Insight
- Mentoring & Consultancy
- Certification & Supply Chain Sales
- Partnerships & Collaborations

## Impact

- Growth in members, certified businesses, sales, evidence, insight and expertise
- Positive improvements in ecosystem, animal and human health
- Farmer confidence in the transition to nature friendly farming
- Resilient farm businesses
- Widespread enthusiasm for Pasture for Life



## Grazing animals are treated as the villains of the climate and biodiversity debate.

Old Hall Farm, photo by Rebecca Mayhew

Of particular importance in developing this Vision and Mission is the articulation of Pfl's pre-eminent role in carving out a positive vision for the future of the grazing livestock sector in the UK.

**Grazing animals are treated as the villains of the climate and biodiversity debate in much of the mainstream media, the NGO and sometimes policy world and this flies in the face of the evidence we are seeing on the ground, which is well understood by those individuals and organisations that are connected to the land.**

The importance of grazing animals to ecosystem health and regeneration, from the soil upwards, is recognised by rewilders through to commercially driven farmers who are focused on output and profit.

Given the sensitivity of the issue, larger public organisations feel unable to put forward a strong argument for these animals. Mainstream farming organisations, beholden to bigger agricultural interests are sitting on the fence to avoid alienating

certain sections of their audience, and they too struggle to articulate this positive vision. It is Pfl's role to fill this gap and support the farmers in the UK that are seeking to utilise these animals in a low input farming system.

Furthermore, a key plank of our argument and one that drives our view that *grazing animals power the regeneration of... economies... and communities in the UK* is that these animals when managed with low to no inputs play a vital financial role in the farming system, and therefore rural economies. With input costs an increasingly important issue, whether they continue to rise or not, grazing animals can help the farmer cut them out and develop financial resilience.

**Whether it is replacing chemical usage in arable rotations or using adaptive grazing management to grow more grass, these animals are and have been for centuries, a vital tool in making farming systems work financially. If we are to regenerate our farming communities, they will need to be at the heart of the solution.**

# Values & Behaviours

Rotmell Farm, photo by Clem Sandison

As part of our work on strategy, mission and vision, we worked to share and articulate the importance of values, both as the way we treat each other and, more broadly, the way we show up in the world as we do the work.

These values are also representative of what we see in the Pfl community. The values themselves were developed from facilitated conversations with staff and were voted on to identify the values that resonated the most with all.

## Inclusive

Diversity in people and practice

## Empowered

Our staff and our members are motivated by doing

## Non-judgemental

We meet farmers and others where they are, not where we want them to be

## Growth

We develop ourselves, our teams and our members

## Authentic

Our teams and our members are approachable and supportive

## Agile

Swift to respond and focused on progress

## Collaborative

We are a community, and we work together to achieve results

## Purposeful

We connect with others to amplify our vision

# Key Priorities For 2030

In addition to the way we see the world - our Vision, Mission and Values - and our understanding of change at the farmer level, we have some additional organisational priorities in the shorter term. These reflect our current challenges, recent experience and the key requirements of our organisation as well as community of members.

These priorities reflect a need to focus our attention on the most important tasks, develop financial resilience through more diversified revenue streams and use the data we generate to ensure we're being effective in what we do, as well as ensuring we encourage our farmers to see the value in their farm data, both for themselves and to evidence our vision.



Photo by Clem Sandison

## Financial Resilience

- Build on our expertise and bring to market
- Develop new 'products' to help farmers
- Focus on key roles that can generate revenue
- Develop core organisational functionality
- Diversify revenue streams

## Partnerships

- Fewer, bigger, better
- Package up our 'products' for other aligned funders
- Continue to seek research funding to power our understanding and expertise
- Leverage expertise to position PfL as thought leader

## Routes To Market

- Sales, sales, sales
- Find brands to get behind PfL certification
- Wholesale focus
- Sell the benefits of pasture-fed
- New pricing strategy, aligned nationally
- Hire dedicated sales-person

## Data Driven

- Progress vs KPI's tracked dashboard style
- At least one data platform in place to replace TRACKS
- Powers on farm action plans and progress
- Data as a key ingredient of insight into farmers' needs and development
- Data store independent of where deployed

Bowhouse Butchery, photo by Angus D. Birditt



# Part 3

## Developing Our Offer

# Developing Our Offer

To ensure we meet the needs of our members, the wider pastoral farming community and society, our offer must support farmers through the whole Cycle of Change as well as helping the organisation develop the resilience needed to grow sustainably and be here for the long-term.

We've mapped our current activity to the cycle and looked to fill in the gaps where we feel there have been some, as well as included activities our members are asking us for. In doing this we have built our confidence that our offer is the right one and are building on our current expertise.

## We Support Farmers Through The Cycle





**Longevity of Pfl membership is associated with higher levels of species richness in grasslands, participation in agri-environment schemes and levels of soil carbon.**

(Norton et al 2022)

## **Power In Community**

Of particular importance is the continuing central role we give to the community approach, the thread that weaves through everything we do and that has been shown to be impactful, positively correlating length of Pfl membership and species diversity above ground and carbon in the soil. Pfl's membership retention hovers around 90%, which gives us confidence in this approach. In addition, the offer involves taking our recent learning in the knowledge exchange space and developing products to take them to a wider range of

potential members, partners and stakeholders. We successfully raised over £1.5m from the Farming in Protected Landscapes fund to deliver knowledge exchange programmes across England and are currently putting on over 150 events annually. To provide farmers with greater wrap-around care, we plan to develop a wider range of e-learning experiences and to build on the excellent response we have had for our online content; farmers spend most of their time at home on their farm and we must meet them there to be relevant.

## Data, Insight & Consultancy

In the creation of new activities and services, specifically data insight and consultancy, we see a need that is not being met and our trusted role in providing such support and advice. In the data space, farmers are increasingly being asked to provide data to third parties, often with the third party paying and taking ownership of this data. In some cases farmers are trying to get ahead of the curve by doing the data collection themselves. In all cases, what is lacking is an independent and trusted advice service that can help farmers understand what data is worth collecting and why, and what they might do with it if they have the data. In seeking to play this role, Pfl wants to support farmers to get ahead of this issue, use the data to make better decisions within the supportive environment of a trusted community, as opposed to a one-sided relationship with a provider of finance, landlord or customer. In doing so, we hope to be able to collect enough data ourselves to keep proving the case for pasture-based farming.



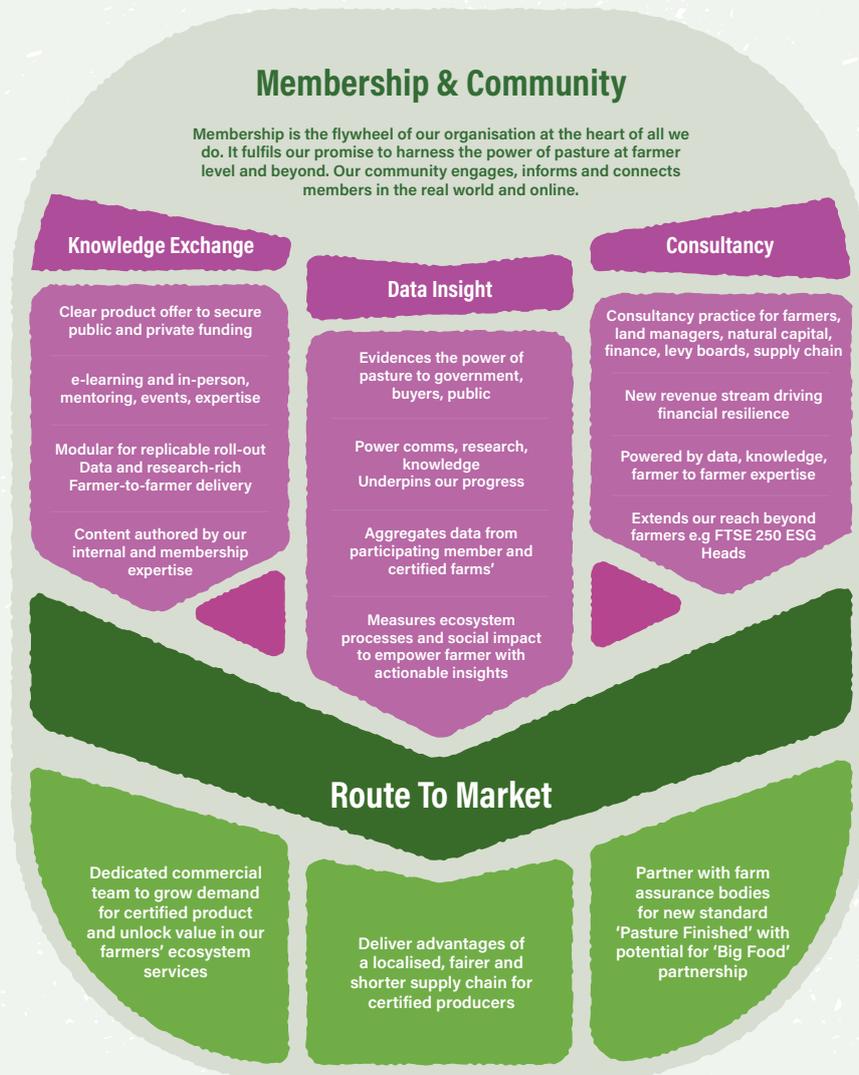
In developing a consulting offer, we will be able to provide targeted support to farms that need it, either through direct payment from the farm or via third parties - grants and umbrella organisations. This meets a need in the Cycle of Change and one that we are regularly asked about, which is that farmers will often be grappling with specific issues they need specialist support on. This move also allows Pfl to develop an important earned revenue stream. We also expect to be able to sell consultancy services to the non-farming sector, whether the supply chain or other sectors ancillary to farming who have an interest in learning about regenerative farming.

## Supply Chain Growth

Finally, this new offer includes a reaffirmed commitment to developing the supply chain for meat, milk and fibre. To date, Pfl has not had a staff member focused on this core task. We are, however, reframing our commitment. The primary aim of the certification is to ensure that those farming to the Pasture for Life standards are rewarded financially: it is a financial mechanism to drive the growth of pasture-fed farming. In expanding this financial mechanism, we will be

looking at all ways we can generate financial rewards for our certified farmers, not just through the supply chain. The importance of our new and refreshed approach to data will be at the heart of getting this right. With our core income so lacking and the levy payments not taken off as a meaningful revenue stream, we will be reliant on grant funding to get this off the ground with an expectation we will be able to recoup the costs through levies and other payments in the medium-term.

# Our New Offer



To build on the above offer, our next task is to develop our current programme of work into minimum viable products for each category of offer. We will be building on many years of experience across the knowledge exchange space, most recently with our large mentoring programmes, staff expertise in consulting more broadly, as well as our relationships with a large number of supply chain businesses who want to buy Pfl if we can

get the route to market set up. This next phase of work will allow us to develop more detailed product financials and sales projections and to test out our new products through pilots. For example, when our mentoring projects come to an end, we will maintain our 'Pasture and Profit' brand by using it to create a new product in the Knowledge Exchange offer that takes the best of the current programmes to make a more commercial product.

# Powering Our Offer With Our Farmers

This new offer begs the question of how we will, practically-speaking, go about fuelling this growth in activity, particularly given the importance of moving quickly to tackle the climate and biodiversity challenges. The market is awash with new providers of advice and the pool of talent is small, though growing, and focused on graduates with little practical experience. Our confidence in this new approach comes from our recent experiences in developing mentoring programmes across the country and upskilling our members who have the most experience in Pfl farming to be able to play greater roles in the transition. The success of these programmes and the wider evidence we see from the most outgoing and progressive members, who are increasingly moving into the consulting space in their own right, gives us confidence we can power our growth and

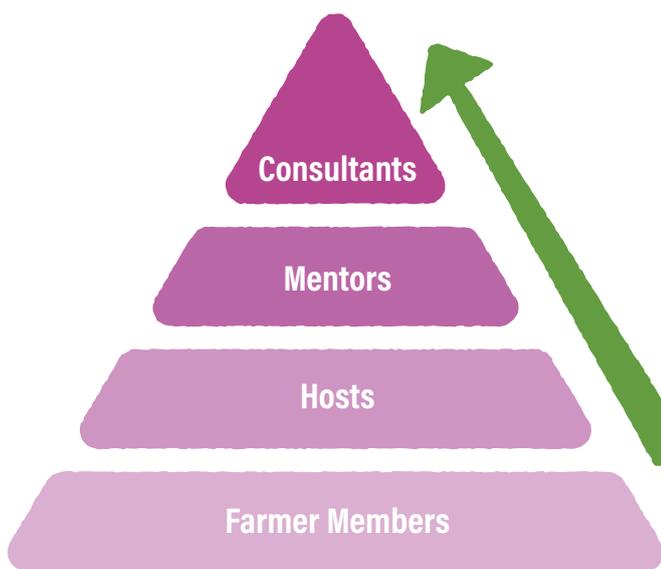


Tullochgorum Farm, photo by Clem Sandison

develop a unique knowledge exchange service rooted in our farmer membership. This will be a vital thread through our entire offer and will ensure we're developing people, not just businesses.

Our focus on upskilling our members will not only focus on farming practice but also interpersonal skills, which will allow us to create a growing cohort of 'hosts', 'mentors' and 'consultants' who we can funnel business to and from a variety of directions. This could be a farmer who is paying to receive a specific service, a government-scheme or grant keen to support the development of skills in the farming sector and potentially more commercial arrangements where bigger businesses have need of farm-level support and guidance.

Consistency and quality will be key and that is something Pfl will take on in the training and shepherding of these cohorts. By taking this approach we will be developing farmers to play an ever greater role within our community and the wider sector and allow change to be accelerated beyond our organisational boundary - our farmers will also be able to work for others or on their own account. We also see opportunities to act as an umbrella service to partner consultancies who lack national reach and who might benefit from partnering to grow their own businesses.





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**Pasture-Fed Livestock Association**  
Romshed Farm, Underriver, Sevenoaks, Kent, TN15 0SD

**t:**  
0333 772 9853

**w:**  
[pastureforlife.org](http://pastureforlife.org)

    
[@pastureforlife](https://www.instagram.com/pastureforlife)