Annex VIII: Oak Court Enterprises Ltd Business Plan

Please note that the Business Plan has been updated since it was compiled on behalf of AgriPlan Cymru, to reflect more accurate financial data and to correct errors in the original. (This has been raised with Farming Connect.)

Furthermore, the company's registered address has been updated to that of the holding.

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Business Plan

[redacted]

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Ariennir gan
Lywodraeth Cymru
Funded by
Welsh Government

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1. Introduction

1.1 Objectives of this Report

The purpose of this report is to:

1.1.1 Identify objectives for the future

1.1.2 Develop new enterprise and assess future options available as part of securing planning for a rural worker dwelling

[redacted]

1.3 Farming Connect

AgriPlan Cymru Ltd has been approved to deliver the Advisory Service on behalf of Farming Connect. This Business Plan should be part-funded through Farming Connect.

2. Summary

2.1 Background and opportunities

2.1.1 [redacted] recently purchased a block of land adjacent to Vron Farm, near Tanyfron in Wrexham. The land extends to approximately 13.48 acres (5.46 hectares) of pastureland and woodland.

2.1.2 This report focuses on developing the current enterprises and future opportunities for the holding to ensure an appropriate level of income can be generated.

2.2 Agreed route forward

2.2.1 Increase income by: Developing a more intensive agricultural and horticultural enterprise on the holding by maximising the land fully.

2.2.2 Discuss this plan with potential lenders to obtain agreement to finance for the business – [redacted]

2.2.3 Monitor performance at least annually to ensure that results are being delivered.

2.2.4 Submission of a rural worker dwelling planning application to secure accommodation on the holding.

3. Business Profile

3.1 The Farm

3.1.1 The site comprises 13.48 acres of pasture and woodland, which is owner occupied.

3.1.2 It is operated by [redacted].

3.1.3 The enterprises being developed are highly diversified, blending traditional farming with value-added food production.

3.2 Farming Policy

3.2.1 **Poultry Eggs:** The business will run a small-scale, mixed-species egg production enterprise supplying quail, chicken, and duck eggs to local markets. Birds will be managed to maintain high welfare standards, with a planned laying break during November, December, and January to allow for rest, natural flock cycles, and improved long-term productivity.

3.2.2 For the remainder of the year (nine months), the flocks are expected to lay consistently, generating a steady supply of fresh, free-range eggs for retail and local customers.

3.2.3 By offering a range of specialty eggs, including sought-after duck and quail eggs, the business will cater to premium and niche markets, farm shops, and direct-to-consumer sales, helping to maximise margins and build a loyal customer base.

3.2.4 **Poultry Meat:** Includes chicken, geese, turkey, quail, and duck, along with associated value-added products. For quail, these products include smoked retail cuts, smoked commercial cuts, and spatchcock quail. For duck, value-added products include leg quarters (confit), boned confit packs, duck fat, and liver for pâté production.

3.2.5 **Horticulture:** The business will include the production and sale of a diverse range of home-grown horticultural crops, complemented by a selection of value-added products to maximise income and market appeal.

3.2.6 The core horticultural enterprise will focus on high-quality seasonal produce including agretti, asparagus, baby leaf salad, celeriac, mixed greens, Jerusalem artichokes, leeks, salsify, tomatoes, and wild garlic.

3.2.7 In addition to fresh produce, the business will produce a range of artisan value-added horticultural products such as confit smoked garlic (retail and commercial lines), pestos, and spiced apple slices. These will diversify the product range, extend shelf life, add value, and cater to both retail and wholesale markets.

3.2.8 This diversified approach will help spread risk, extend the selling season, and target premium and niche markets seeking high-quality, locally produced food.

3.2.9 The business will prioritise sustainable and environmentally responsible production methods, ensuring high standards of freshness and traceability that appeal to today's discerning consumers.

3.2.10 **Livestock:** The livestock element of the business focuses on small-scale, high-quality production of goats' milk and pigs for premium value-added meat and dairy products.

3.2.11 A key element of the livestock enterprise is the added value from processing pork into retail and commercial ham and sausages. By producing high-quality cured ham and sausages for both commercial and retail markets, the business aims to secure premium prices and maximise carcass value.

3.2.12 This approach combines traditional livestock husbandry with modern food processing and direct sales to capture more of the final retail value, increase profitability, and appeal to local and niche markets demanding traceable, home-produced meat and dairy.

3.2.13 Over the next 12 months, the business will expand its diversified livestock enterprise by introducing cows and sheep alongside the existing goats and pigs. This will broaden the product range, enhance income streams, and strengthen the business's position in premium and niche markets.

3.2.14 **Tourism and other income streams:** The business will aim to introduce camping to the areas not utilised on the holding on a seasonal basis.

3.2.15 There is the opportunity to sell a range of flowers, nursery plants and honey from beehives.

3.3 Livestock Numbers & Crops

3.3.1 Poultry Eggs:

- Quail Eggs: 45 birds
- Chicken Eggs: 60 hens
- Duck Eggs: 45 ducks

3.3.2 Poultry Meat:

- Quail (10), value added (35)
- Chicken (60)
- Duck (10), value added (35)
- Geese (20)
- Turkey (20)

3.3.3 Horticulture:

- Agretti
- Asparagus
- Baby leaf salad

- Celeriac
- Greens
- Jerusalem artichokes
- Leeks
- Salsify
- Tomatoes
- Wild Garlic
- Other specialist crops

3.3.4 Livestock:

- Pigs (3) and 1 boar
- Goats for milk (2) and 1 billy.
- Year 2 onwards - Sheep (2) and 1 ram
- Year 2 onwards - Cattle (2) and 1 bull

3.3.5 Other: -

- Camping
- Range of flowers and nursery plants
- Honey and honeycombs from bees

3.4 Entitlements & Subsidies

[redacted]

3.6 Machinery

3.6.1 Sufficient for routine tasks, but would require some new purchases.

3.7 Finance

[redacted]

3.8 Environmental resources

3.8.1 Natural capital of 13.48 acres (5.46 hectares) is available including the woodland. They are keen to develop enterprises that are environmentally friendly. Consideration will be given once detail of the future Sustainable Farming Scheme is known.

3.9 Future Subsidy Support

3.9.1 The Welsh Assembly Government published its latest proposed scheme outline in November 2024 for the support of Agriculture following consultation. The new Sustainable Farming Scheme will open in 2026 and there are 15 Universal Actions that can be applicable to businesses wishing to participate. Previously there were specific scheme rules proposed for participating businesses to follow:

- At least 10% of the farm to be actively managed as habitat
- At least 10% of the farm to be under tree cover as woodland or individual trees by 2030.

The latest publication, in November 2024 maintains the proposal for at least 10% of the farm to be actively managed as habitat such as species rich grassland, ponds and established broadleaf woodland. The proposal for at least 10% of the farm to be under tree cover as woodland or individual trees by 2030 has been withdrawn following industry concern. The new proposal includes Universal Action 13 requiring the completion of a tree planting and hedgerow creation opportunity plan to support tree planting and hedgerows which are appropriate to your business.

3.9.2 The transition period will start 1 January 2026 and end 31 December 2029. From 2026 you can choose either the Sustainable Farming Scheme or Basic Payment Scheme.

3.9.3 If you choose to participate in the Sustainable Farming Scheme you will no longer be able to revert to the Basic Payment Scheme. If you do not participate in the Sustainable Farming Scheme, the Basic Payment Scheme will be phased out incrementally throughout the transition period at a reduction in value of 20% per year starting in 2026.

3.9.4 The final scheme detail is intended to be published in summer 2025 prior to commencement 1 January 2026.

4. Review of Financial Performance

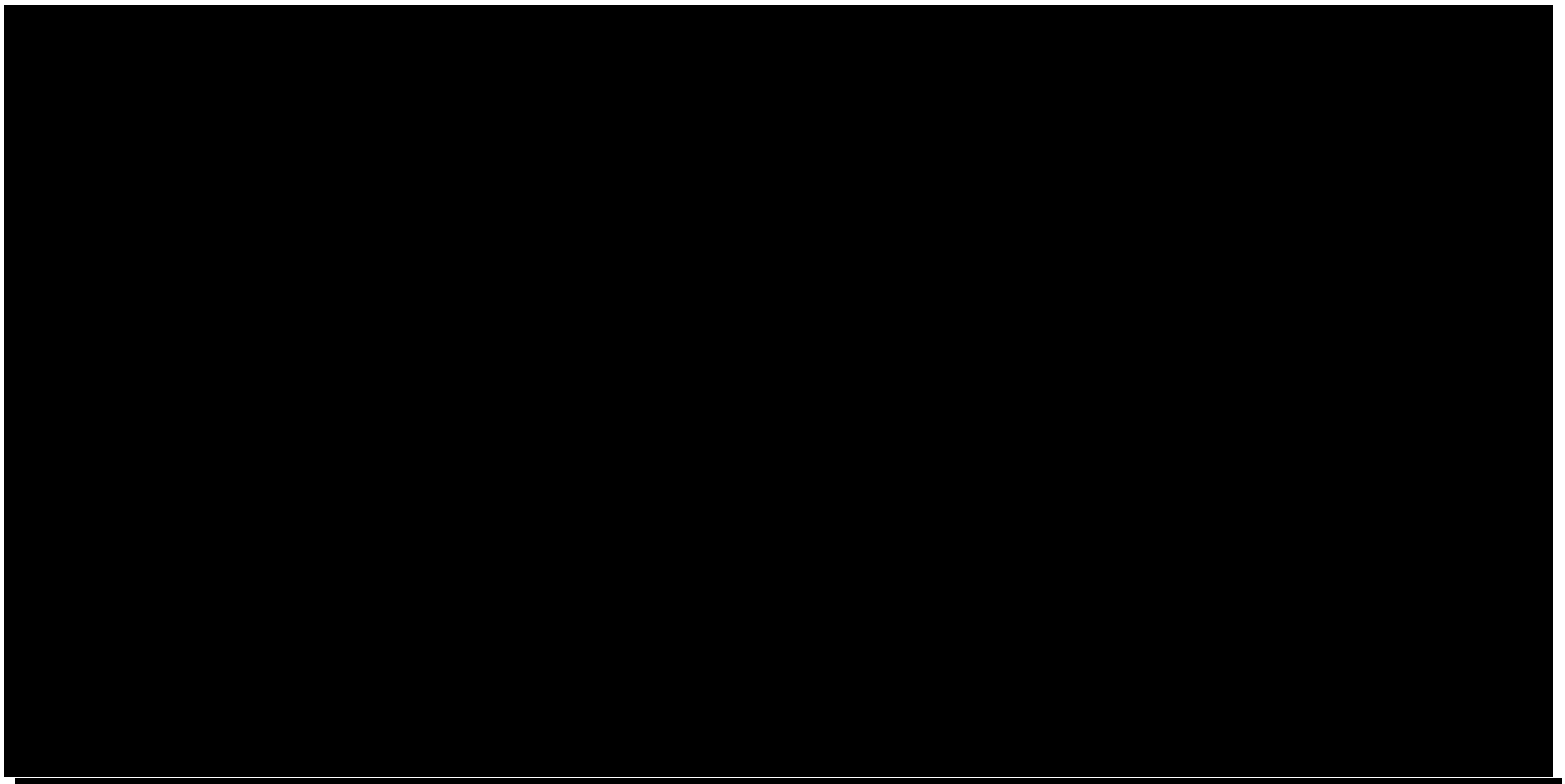
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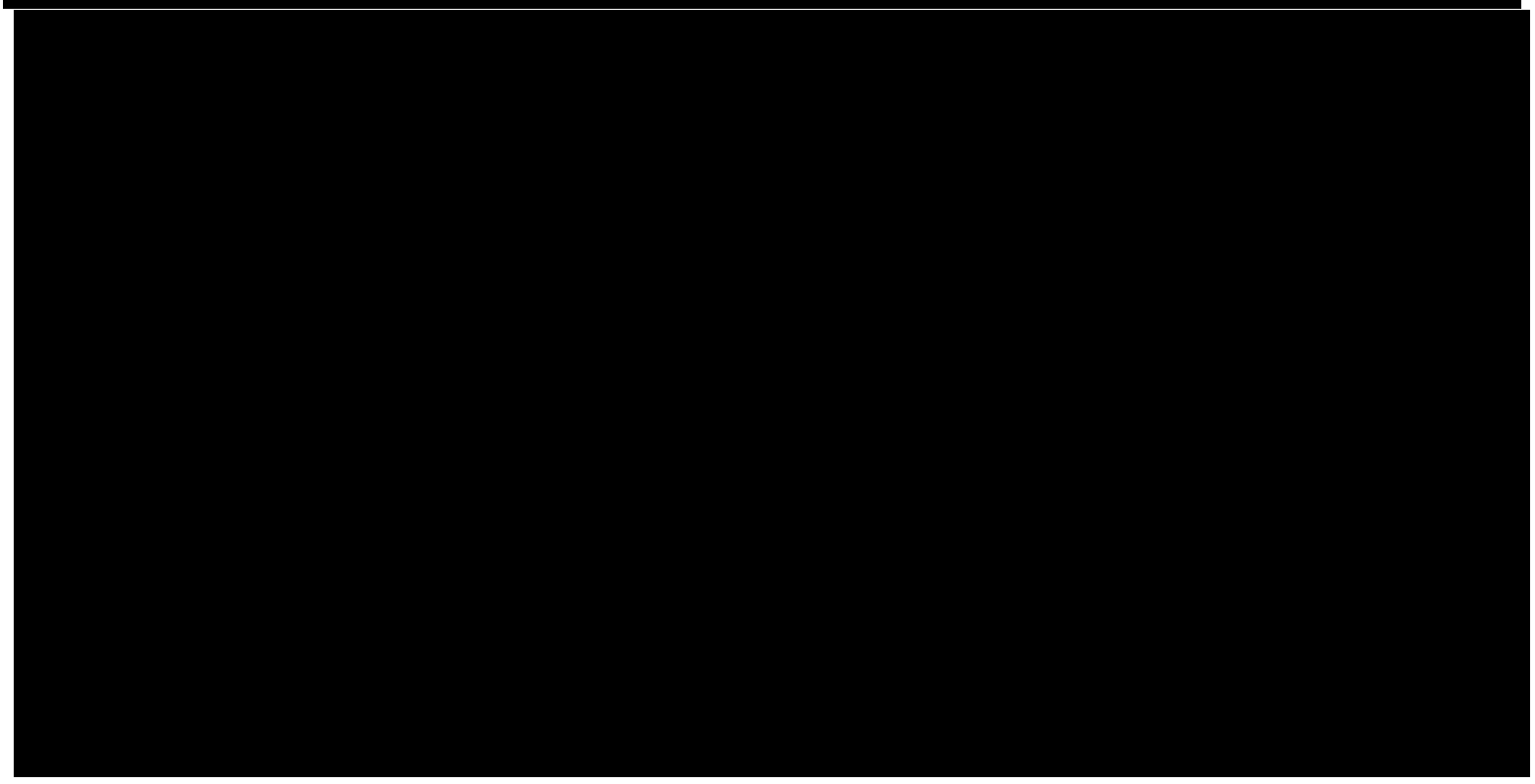
5. Future Proposals

5.1 Business Objectives

5.1.1 The key aims & future priorities of this business going forward are –

- Maximise self-sufficiency and sustainability
- Generate diversified income across food production, craft, tourism, and services
- Use eco-friendly, low-impact methods
- Create engaging experiences that attract customers and foster community connection
- Take any opportunities for additional income streams to be created.





[redacted]

5.4 Other Opportunities

5.4.1 Orchard and Soft Fruit: Plant fruit trees or bushes (apples, pears, plums, currants, blueberries). Sell fresh fruit, press juice, produce jams and syrups.

5.4.2 Beekeeping: Introduce hives for honey production and sell honey, beeswax products or pollen. Bees also boost pollination for horticultural crops, so this could also be reviewed.

5.4.3 Flowers and floristry: Grow cut flowers and sell as bouquets, wedding flowers, or flower arranging workshops.

5.4.4 Nursery Plants: Grow a range of vegetable, fruit, flower and tree plants and sell to commercial retail and local customers.

5.4.5 Education: Partner with local schools for curriculum-based visits, host wellbeing sessions or general educational tours relating to field to fork, sustainable land management/conservation and the historic monument, Offa's Dyke.

5.4.6 Community Supported Vegetable Boxes: Offer vegetable box subscriptions with an upfront payment to ensure a guaranteed and reliable source of income. Ensure to build customer loyalty and include a range of produce.

5.5 Future business strategy

5.5.1 Develop Direct-to-Consumer Sales Channels: Establish a farm shop on-site, and/or partner with local shops and markets. Set up an online shop with pre-orders, subscription veg/egg/meat boxes. Explore local delivery rounds, focusing on high-value local markets (nearby villages, towns, or restaurants).

5.5.2 Expand Value-Added Product Range: Develop new artisan products: charcuterie, pâtés, smoked meats, ready-to-cook meals, pestos, preserves, pickles, or flavoured oils. Use surplus horticultural produce for jams, chutneys, or dried herbs. Consider licensing a small on-farm processing kitchen.

5.5.3 Add Seasonal or Niche Livestock: Introduce small flocks of heritage poultry breeds for meat and eggs. Expand to rare-breed pork or lamb for premium meat markets. Trial small-scale dairy goats or micro-dairy for cheese and yogurt.

5.5.4 Introduce Agri-Tourism & Educational Experiences: Offer farm tours, pick-your-own days, or seasonal open days. Run courses or workshops (e.g. sausage making, gardening, butchery, preserving, foraging). Develop a nature trail or small camping/glamping site if planning policy allows.

5.5.5 Optimise Sustainable Production: Implement regenerative practices to improve soil health and biodiversity (e.g. mob grazing, cover cropping). Integrate orchard or agroforestry elements to diversify output. Apply for environmental schemes or grants to fund hedgerow planting, wildflower meadows, or habitat improvements, as and when these become available.

5.5.6 Develop Strategic Partnerships: Collaborate with local restaurants, delis, or chefs to create branded products or supply local menus. Partner with schools or community groups for education, volunteering, or social enterprise projects.

5.5.7 Focus on Premium & Niche Markets: Position the business as high-welfare, low-food-miles, traceable and local. Target food enthusiasts with rare-breed or specialty products. Consider organic certification if commercially viable.

5.5.8 Plan for Long-Term Resilience: Build infrastructure gradually, e.g. polytunnels, small processing units, or renewable energy for cold storage. Track production costs and margins carefully to expand profitable lines.

6. Recommendation / Action Plan

6.1 Recommendations

6.1.1 Conduct market analysis to identify demand for each proposed product and service.
6.1.2 Develop a phased implementation plan to avoid overstretching resources early on.
6.1.3 Establish clear branding and marketing.
6.1.4 Build strategic local partnerships for regular outlets and collaborative marketing
6.1.5 Monitor customer feedback and sales data to adjust production and services accordingly
6.1.6 Approach the local council for permission to site a temporary rural worker accommodation on the holding.
6.1.7 Discuss this Plan with your proposed Lenders.

6.1.8 Monitor and track future performance against the forecasts provided to ensure delivery of profit and surplus cash as anticipated.

6.2 Action Plan

Objective	Action	Date	Comment
Submit the planning application	Submit the required planning application for the temporary rural worker accommodation on site	Q3 2025	
Achieve Regulatory compliance	- Review current local food, livestock, and other regulations. - Obtain and document all necessary certifications	Q3 2025	
Establish the additional enterprises	- Finalise the products list and value-added products - Schedule a soft launch for testing.	Q3 2025	
Launch the Delivery Service	- Secure a pitch (e.g., at Plas Coch Retail Park) for regular sales. - Develop branding for “Cart of Curiosities” and “Wagon of Wonders” as part of selling produce	Q4 2025	
Expand Livestock and Poultry Production	- Evaluate current livestock performance and plan the expansion for value-added meat products (pork, goat, beef, lamb) - Develop and implement an intensive poultry program for both meat and egg sales.	Q3 2025	
Develop Ancillary Land-Based Income Streams	- Begin nursery plant production and seasonal vegetable cultivation. - Initiate pilot projects for cut flowers, apiary (honey production), and woodland wood products.	Q3 2025	
Build Local Partnerships and Marketing Outreach	- Meet with local restaurants, pubs, fuel stations, independent shops, and garden centres to develop supply agreements. - Develop a marketing strategy emphasising the eco-friendly and local quality aspects (including digital presence and local events).	Q3 2025	
Launch Eco-Tourism and Experience Programs	- Set up camping site with sufficient facilities. - Design the “working farm” experience itinerary and educational displays around woodland conservation and sustainability. - Pilot the camping and farm-stay package	Q2 2026	