



PASTURE-FED LIVESTOCK ASSOCIATION

ANNUAL REPORT TO MEMBERS

This report covers progress during the period 1 September 2017 to 31 August 2018

Contents

1. CHAIRMAN'S INTRODUCTION	2
2. SUMMARY.....	2
3. PROGRESS ON PRIORITIES SET IN THE LAST ANNUAL REPORT	3
4. MEMBERSHIP.....	5
5. CERTIFICATION IN NUMBERS	6
6. CERTIFICATION STANDARDS AND AUDIT	6
7. MARKET DEVELOPMENT	7
8. SUPPLY CHAIN DEVELOPMENT.....	8
9. PRODUCTION, MANAGEMENT AND ECONOMICS.....	10
10. SCIENCE AND RESEARCH	10
11. WEBSITE DEVELOPMENT	11
12. POLICY AND STRATEGIC RELATIONSHIPS	11
13. MEDIA AND EXTERNAL RELATIONS	12
14. STAFFING	14
15. GOVERNANCE	14
16. GRANT FUNDING	14
17. FINANCIAL REPORT.....	15
18. PRIORITIES FOR 2018/19	16

1. CHAIRMAN'S INTRODUCTION

I was delighted to take over the Chairmanship of the Pasture-Fed Livestock Association at the beginning of 2018 and am very excited for what the future holds for our organisation.

Before accepting the role, I met several times with PFLA Directors, and visited certified farms and was incredibly impressed by the hard work that went on.

I pay tribute to John Meadley, our leading founder, and to all who have given so much time, effort and guidance. My thanks on all our behalf goes out to you all.

It is undeniable that our finances lie on a knife-edge right now, but the political, environmental and agricultural climate are in our favour. This is why we must persist and continue to drive this way of farming forward.

The Government is making all the right noises about Pasture-fed and is beginning to recognise the important health benefits which a grass-fed diet can bring. That is why we need to be ready to maximise the opportunities that will undoubtedly arise.

Our organisation is so important for people who need the health benefits a pasture-only diet brings, so important for the farmers who need to earn their living, so important for the animals who benefit from the highest standards of care and so important to the environment.

I am looking forward to ensuring the success of the Pasture-Fed Livestock Association over the next year and am certain, that with the talented team of Directors, we will make good progress towards securing a sound financial position while leading the way to a Pasture-fed future.

Bill Wiggin MP

Chairman of the PFLA and MP for North Herefordshire

2. SUMMARY

The organisation saw good progress made on most of the priorities laid out in the previous year (see section 3).

Membership and certified producer numbers have increased. The agreement with OF&G to administer Pasture for Life certification is working well and the certification process has been further streamlined and made more user friendly. The market for certified produce has continued to grow and there have been a number of breakthroughs with specific supply chains being developed.

Fundamental to helping the market grow faster is to address the definition of 'grass-fed' which is widely used on packaging, but often without qualification and substance. Significant work has been undertaken and is ongoing to lobby for this to be changed by government.

During the year, we have drawn increasingly on the expertise and commitment of our members in a variety of ways. Individually but also collectively members have

strengthened the voice and professionalism of the PFLA and we are enormously grateful to those particular individuals who have voluntarily given so much of their time. We would encourage all our members, time permitting, to support PFLA events, lobbying and projects.

We are encouraged by the rate of progress made with the limited staffing and funding. However, it is vital for the organisation to become financially self-sustaining, which principally needs to be done by growing the membership at a faster rate.

3. PROGRESS ON PRIORITIES SET IN THE LAST ANNUAL REPORT

2017/18 PRIORITY	PROGRESS MADE
Membership:	
Ensure that we continue to make positive steps towards building an organisation that can become financially self-sustaining.	Membership increased from 312 to 358. We continued to build the membership offering to appeal to and encourage new members.
Certification:	
Support certified butchers and farms to ensure all are using and featuring the Certification Mark and work with them to overcome any barriers to using the TRACKS system to its full advantage.	During the year the PFLA took the decision to phase out the use of the oval logo for representing the organisation as this was causing confusion with the certification mark logo. The office team has made contact with certified members to ensure the correct logo is in use.
Roll out and continue to monitor the new arrangement with Organic Farmers & Growers for the administration of the PFLA's certification scheme.	Roll out continued and OF&G will meet with PFLA for the first annual review in October 2018.
Continue discussions with other organic certifying bodies, including the Soil Association, to facilitate combined farm inspections.	Dialogue has continued.
Ensure every certified Pasture for Life business is audited within 12 months.	48 farms have now been audited. All new applicants are now inspected before certified status is granted.
Continue discussions with the Soil Association so that Pasture for Life is recognised in their 'Food for Life' Catering Mark certification programme.	The Soil Association continue to report that they are looking into this.
Support:	
Support farmers wishing to make the transition to wholly pasture-fed production.	The PFLA has hosted a number of farm visits and a study tour for interested farmers to find out more.
Support a lively and strongly developing network of certified farmers and butchers, who have already made the transition,	The member's forum continues to strengthen the PFLA network and provide a significant benefit to the membership.

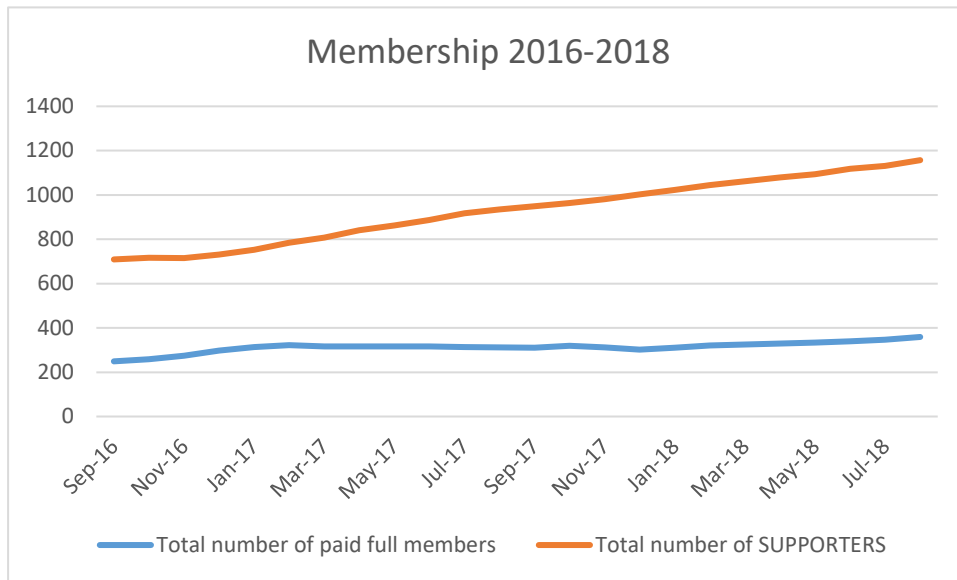
through shared learning and development opportunities.	
Market Development:	
To place the Pasture for Life Certification Mark at the forefront of our marketing and media activities.	Clarified key messages in relation to the Certification Mark and the decision was made to use the Mark at every opportunity.
To achieve government and legal support for the definition of grass-fed as 100% grass-fed, and to develop a clear distinction between certified and non-certified produce with particular reference to quality, provenance, trust and confidence.	Lobbying continues to try to address this but we await further announcements from Defra
To further develop a set of simple, clear, consistent messages to support the marketing efforts of the PFLA and its membership.	This is ongoing, and now a priority for the year ahead to refine the key messages for the organisation and the certification mark.
To continue to support our members to build the market from both the consumer and the farmer end – working through existing organisations, businesses and supply chains where possible.	See sections 7 and 8
To follow up and pursue interest from retailers in partnership with our certified suppliers.	The PFLA continues to keep the membership up to date with emerging opportunities and has developed the relationship with the Eating Better campaign to help position Pasture for Life as the better product in the marketplace.
To promote the health, welfare and environmental benefits of Pasture for Life produce to the public through a stronger media presence.	With limited resources it has been difficult to strengthen the media presence, but our understanding and promotion of the benefits has strengthened.
To ensure the Pasture for Life website and social media channels are working hard for us and driving business to Pasture for Life retailers.	We continue to have an increasing following on all platforms, as well as to increase engaging content on each.
To support members to host tasting and open farm events to engage with consumers and media contacts.	Guidelines for tasting events were produced. Six certified farms participated in Open Farm Sunday.
Networking:	
Continue to build on the relationships with key organisations that have both shared values and their own membership – so that they can continue to add to our voice in advocating the contributions to the public good being delivered by the PFLA and Pasture for Life.	Between staff, directors and other volunteers the PFLA now has strengthening links with around 60 other organisations.

Work with policy makers and key organisations to ensure the environmental, health and animal welfare benefits of Pasture for Life farming methods are recognised in future UK farming policy.	Dialogue is continuing and the PFLA's latest research has been circulated to policy makers and key organisations to demonstrate the value of Pasture for Life farming and how it could be recognised in future policy.
Structural development:	
To secure additional grant funding to assist with the growth of the PFLA's earned income.	We received £5,000 from CIWF for research into environmental and welfare benefits of Pasture-fed systems.
To review the income generation functions, in particular the role of levy income in the short term.	The PFLA board is keen to review feedback from processors and retailers before making changes.
To ensure the focus for the Office and volunteer teams lies on the priorities set by the Board to grow membership, address market failures and promote certification.	This has largely been achieved with an increased focus also on supply chain development.
To facilitate a group structure that enables specialised interests and experience (such as soil health, economics, nutrition, pasture management, market development) to contribute to the overall development and operations of the PFLA without relying on office staff.	The PFLA now has a small number of working groups delivering activity and informing the board on key strategic issues.
Continue to involve and encourage members and volunteers who wish to support the development and operations of the PFLA.	Dedicated supporters among the membership have been involved at every opportunity.
Developing the knowledge base:	
Work with PFLA members and interested academic institutions to demonstrate the reality of carbon sequestration within a holistic and nurturing farming system, and better understand the other benefits that result from pasture-fed systems.	Research is ongoing with the Centre of Ecology and Hydrology via the SEEGSLIP project. A survey of members was conducted to understand some of the wider benefits.
Continue to ensure that Pasture for Life certification remains a credible and robust scheme such that it is well placed to be recognised in future UK Agricultural policy.	The Certification Mark continues to gain credibility and has been presented on a number of occasions to Defra teams.
Continue the work on developing the 'How it's done' initiative to capture the shared experience and knowledge from the member's Google Group forum, into a useful and readily available archive.	The PFLA continues to seek funding for this valuable project.

4. MEMBERSHIP

- The number of paid-up members has increased from 312 to 358, across England, Wales and Scotland, with some members now also in Ireland.

- Retention rate for members is very good at 86.9% - a positive indicator of the value of membership.
- There are now 1158 (increasing from 934) supporters (who sign up on the website but pay no subscription) and who receive the Pasture for Life News e-newsletter and any other targeted marketing emails.



- The members’ forum remains very active and discussions have included a wide range of topics in addition to the regular sharing of technical knowledge.
- A number of PFLA members were involved in delivering sessions at 2018 Groundswell, increasing the profile of the PFLA and garnering 8 new members over 2 days. The event is planned again for 2019.
- The 2018 study tour was based in Northumberland and was attended by 20 members. There were visits to two certified farms – the Nelless family at Thistlehaugh Farm and Chris and Denise Walton at Peelham Farm.
- The quarterly member’s e-newsletter has continued to be well received and provides a useful means of updating members on key issues and events of interest. The open rate is 41% and click rate is 13%, both high for the agriculture sector.

5. CERTIFICATION IN NUMBERS

- The number of certified producers increased from 50 to 67.
 - The increase is representative of a streamlined process and lower fees
 - Of these 67, 25 have provisional status and are pending audit before they can trade as Pasture for Life certified.
- The total land area now under Pasture for Life certification is approximately 9,256 hectares, with approximately 6,240 cattle and 10,035 sheep grazing thereon. Approximately half of the certified pasture-fed livestock and pasture are also certified organic.

6. CERTIFICATION STANDARDS AND AUDIT

- The Pasture for Life Standards are due for revision this year. The process (which is underway) is as follows:
 - The Certification Committee considers proposals for standards amendments from members, the Board and others. Once there is

consensus from the Certification Committee the list of standards and recommendations and/or options for change will then go to the Board for their input. Following Board agreement the proposals will be circulated to the membership. Comments from the membership will then be collated and discussed by the Certification Committee and a final proposal for standards amendments, taking account of membership input, will go back to the Board for their oversight and agreement. Once signed off by the Board the standards would be published and then put into effect. It is expected that the membership will be asked for comment within the next couple of months. The updated standards will not go into effect before 2019.

- The dairy standards were opened beyond the pilot group, for all farmers, at ORFC in January 2018. The growth of Pfl dairy is slow, but discussions continue with dairies regarding certification.
- Audits are ongoing under our agreement with OF&G using auditors from Lloyds Register (formerly Acoura). Most farms are choosing the tri-annual agreement whereby the farm has one on-farm inspection every three years, and desk based audits in the intervening years. We are aware that even this lower cost option is too expensive for some members and we continue to have a number of farms that are pending inspection before being fully certified.
- We continue to add new abattoirs to the approved list. Most have been those that already hold other certifications (e.g. RSPCA Assured or Organic), which can be added following some basic background checks. We will continue to risk assess abattoirs and butchers and require independent audits for Pasture for Life as necessary.
- The Certification Committee (comprising Anna Heaton, John Turner and Mike Tame) met in person in May this year, as well as “virtually” via email on an ongoing basis to provide input to questions about the standards and certification as well as managing the standard review process. We ask members for their continued patience when waiting for certification queries to be resolved, and to remember that all members of the Certification Committee work on a voluntary basis. We are grateful they continue to offer us their time.

7. MARKET DEVELOPMENT

The recognition of Pasture for Life in the market place is increasing, despite the PFLA's limited resource. There is still a lot more to be done to build on the successful niche markets already established, and educating consumers will be vital to achieving this.

Key developments during the past year by both the PFLA team and membership have included:

- At every opportunity coverage has been gained in the media (as reported below) with the key aim of reaching out to consumers to inform them about Pasture for Life and where it can be purchased.
- The social media skills within the office team have been increased with now regular activity taking place on Twitter, Facebook, Instagram and LinkedIn. In each case the intention being to target particular audiences, be that farmers, industry, health conscious consumers, etc.
- Guidelines have been developed for members wishing to host Pasture for Life tasting events and promote the concept in their areas (tasting events provide an

excellent opportunity to demonstrate to potential customers in detail the influence of an animal's diet on product flavour and quality). A number of tasting events have subsequently taken place across the country.

- The PFLA has continued to foster links with key organisations like AHDB and Eating Better who have the means and contacts to echo the Pasture for Life message and assist with the development of opportunities to reach more consumers.
- Support has continued via the PFLA office and the PFLA's marketing guidelines to help certified members ensure that the Pasture for Life logo and their products are promoted in the very best way possible.
- The PFLA office has assisted a number of certified butcher members with labelling of produce, both with pre-printed labels and help in setting up their own equipment to print the logo and traceability codes on packs of meat. The ability to trace produce back to the farm and animal continues to provide a unique selling point for many and adds an element of trust to the Pasture for Life brand.
- Income from levies on the sale of certified animals has increased from £2,290 for the financial year 2016/17 to £3283 for 2017/18. Most, but not all, animal sales are being recorded on the PFLA Tracks livestock database – which is the means by which levies are calculated. The income from levies will however need to further increase **significantly** if the PFLA is to become financially independent and this is an area of focus for the PFLA in the year ahead.
- Pasture for Life produce is now available from 28 certified outlets, 20 of whom are 'certified farm butchers' selling direct to the public via a farm shop, delivered meat boxes, etc. There are also 8 certified independent butchers, sourcing from one or more certified farms and selling either through physical premises or online or acting as a wholesaler. There are 3 certified dairy outlets.

8. SUPPLY CHAIN DEVELOPMENT

With firm foundations in place and key strategic issues (such as the definition of grass-fed) being addressed, the PFLA Board committed to invest more time into developing supply chains and increasing the throughput of certified product.

The PFLA as an organisation does not exist to set up supply chains but is keen to support certified members achieving the same, and to encourage consumers to ask for and buy certified produce such that it is pulled into the market place through existing supply chain infrastructure.

Particular progress during the year to note:

- A survey of certified producers was conducted early in 2018 to assess the availability of certified stock, broadly repeating a survey done in 2015. The results showed that whilst overall numbers had increased, the volume of animals being sold as Pasture for Life had more or less remained about the same. The survey was further extended to non-certified members to assess the potential latent supply of certified livestock and identify any barriers to certification that farmers may be experiencing. The key messages were that farmers needed a route to market and a premium in order for them to commit to Pasture for Life certification, and that the technical production aspects were less significant barriers.
- Given that the maximum opportunity for making Pasture for Life available to more consumers lies with the supermarkets, the PFLA team has made contact and had early discussions with four of the major retailers. It has considered its strategy for

doing so very carefully and has taken advice from within the industry. Members will be updated on progress as and when appropriate.

- Crucial to supplying the major retailers are the major meat processors, which continually evolve and merge with one another. The PFLA has met with two of these processors, who currently supply several of the major retailers, to discuss the opportunities for facilitating a supply of Pasture for Life produce. Running some trials as a first step is feasible. However, their interest in doing so will depend on commitment from their customers, the retailers.
- The PFLA has also had discussions with Meadow Quality, a farmer-led livestock brokerage service, about the possibility of assisting with the linking of certified stock and those retailers wanting certified product, and to help grow the market with the PFLA.
- Whilst opportunities with the major retailers provide a long-term goal, there remains significant opportunity at the niche end of the spectrum with direct sales, internet sales, catering outlets and high street butchers, and the PFLA continues to support its certified producers in exploring these avenues. In particular, during the year one certified producer began supplying celebrity chef Yotam Ottolenghi at one of his restaurants in London, a cheesemaker is trialling a batch of Pasture for Life cheese for export and a group of Pasture for Life farmers are working together to develop a supply chain for certified veal.
- The PFLA team maintains a record of the various supply chain opportunities and works to ensure they are followed up and linked with potential suppliers wherever possible. Such routes to market can also provide a means of recruiting new members in a given area to fulfil demand.
- The lack of small local abattoirs creates a significant challenge for small and local supply chains within the PFLA. The organisation has therefore supported the Campaign for Local Abattoirs, endorsed too by the Sustainable Food Trust. A group of PFLA members has also been developing the concept for mobile abattoirs which if approved by the relevant authorities could be a facility available exclusively to certified Pasture for Life producers.
- The PFLA is looking into additional ways for farmers to interact all along the supply chain, for example through the sale of store animals and breeding stock, and will consider whether the website can be used as a platform to facilitate this.
- Another group of members are also looking into the possibility of forming a certified producers cooperative.

Fundamentally the development of supply chains is a chicken and egg scenario with the intricacies of the meat industry adding further complexity, and hence progress can appear slow. Despite a very small budget the PFLA is however making steady progress, measured through the success of its certified producers, and the year ahead will offer further opportunities to increase sales of certified produce.

The PFLA encourages all its members to consider gaining certification, even if only provisionally (which currently does not cost), in anticipation of further market development. The member survey carried out showed a significant number of certified producers do not market their stock as certified. Having more farmers listed on the website as being either fully or provisionally certified helps to demonstrate the viability of Pasture for Life farming across a broad range of landscapes, shows to

industry the availability of certified produce and provides the PFLA team with confidence to forge new opportunities for its members.

Certified producers and butchers are also encouraged to display and promote the certification mark whenever possible in order to develop further recognition and awareness of the existence of Pasture for Life and what it means.

9. PRODUCTION, MANAGEMENT AND ECONOMICS

- The 'Pasture for Life: It can be done' booklet was released in early 2016 following an analysis of farm economics on 13 certified PFLA farms by AHDB Beef & Lamb using their industry benchmarking programme 'Stocktake'. The PFLA has been progressing plans to repeat this publication, using a larger sample of its certified farmers, including more from LFAs (Less Favoured Areas – Uplands, etc.).
- The PFLA team has met with AHDB to arrange how this will be facilitated via their new 'Farmbench' software. Crucial to developing a meaningful publication is plenty of non-Pasture for Life farmers also using Farmbench so that a fair comparison can be made and key trends determined. Meanwhile the PFLA encourages all farmer members to use Farmbench on an annual basis to review business performance and begin to build a catalogue of anonymous data about the economic viability of pasture-fed farming.
- Funding applications have been submitted to support the costs of the next publication and early discussions have also been held with businesses in the sector who might also support the project.
- The economic landscape is set to change for farmers as Brexit unfolds and through its lobbying activities the PFLA has been making a robust case for continued support for pasture-fed farming via environmental land management schemes or other assurance-based schemes that may be developed. An understanding of the economics has been vital to demonstrate the importance of this.
- Last year the PFLA began a project to gather and categorise the 1500+ forum threads to develop a valuable resource for members on 'How it is done'. Given the scale of the task the PFLA has submitted a funding application to support the work of the volunteers who began this project and see it through to completion.

10. SCIENCE AND RESEARCH

PFLA Research Policy

Following regular requests to the PFLA for its involvement in research projects by various academic and research bodies, a review of current levels of involvement in research was carried out. Mindful of the very limited resources, time and finance, the Board endorsed a revised Research Policy that in principle states the PFLA as a body will only engage in further projects where there are no additional costs to the PFLA or members, or where any such costs are suitably reimbursed.

SEEGSLIP

SEEGSLIP is a 3 year CEH led research project "To evaluate the agronomic and social impacts of the Pasture for Life certified approach to grazing management and its potential as the basis of a sustainable GB wide system."

By early October, the first phase of this important project should be completed. It has involved interviewing and sampling (soils and vegetation) across a large sample of certified members. Interview information is being assessed using the Organic Research Centre’s Public Goods Tool which tries to encapsulate and measure all of the public goods produced by farming in one place. Soil and vegetation samples will provide data with which land on certified farms can be compared to a representative sample of pasture land across the UK.



In the second year of the project a smaller sample of farms will be investigated in more detail to assess the impacts of different grazing approaches and understand more about why farmers opt to be part of the Pasture for Life approach and why consumers choose to buy from them.

This independent research project will help to evidence the potential benefits of the Pasture for Life approach for farmers, governments and wider publics. Updates on the project are available on the Agricolgy website [here](#).

There will be an annual report on progress and interim findings on the SEEGSLIP website [here](#).

The PFLA wishes to thank involved members for their ongoing support and patience throughout this project.

11. WEBSITE DEVELOPMENT

- The website continues to be an important platform for the PFLA and for the Pasture for Life Certification Mark. It provides information about Pasture for Life production methods, the produce, and suppliers as well as serving as a resource providing more detailed information for Members and Supporters.
- Further work is required on the website, however more funding will be needed to complete this.
- The website is visited on average 4,000 times per month with the most visited page being ‘Where to buy’. ‘Bounce’ rates on the site are low – this is a positive statistic as it shows visitors stay on the site once hitting the front page.

WEBSITE DATA – 01/09/17 – 31/08/18	
Total website visits	47,742
Percentage of new website visitors	86%
Average amount of time spent on the website per user	2:46
Average number of pages visited on the website per user	3.7

12. POLICY AND STRATEGIC RELATIONSHIPS

- The suite of Evidence Papers is now complete:
 - Why Grass-fed must mean 100% Grass-fed
 - The Health Benefits of Pasture for Life

- The Animal Welfare and Environmental benefits of Pasture for Life (with thanks to CIWF for funding support).
- These are available on the website and will be regularly updated as new evidence and research becomes available. They provide an invaluable resource as we continue to press the case to Government to:
 - Support a change in labelling and the definition of grass-fed
 - Ensure Pasture for Life certification and the public goods it delivers is recognised under a new UK Agriculture Policy
 - The value of farmer-led change, support and training, and input to policy and delivery for new programmes of support.
- We responded to the Defra “Health and Harmony” Consultation and thanks to our Chairman, Bill Wiggin MP, are able to maintain a high profile in Parliament.
- The results of a survey of our members completed in early 2018 has been very positive and shows good outcomes for the environment and animal welfare by switching to pasture-fed production:

Activity / changes	%
Were previously buying or growing cereals for animal feed	64
Reduced antibiotic use	53
Reduced wormer use	46
Reduced vet bills	51
Improved health of animals	66
Longer grazing season (definitely)	51
Longer grazing season (maybe)	25
Significant changes to grassland management	81
Reduced fertilizer use	32
Increased diversity of grassland	64
Increased insect populations	56
Increased mammal populations	53
Increased bird populations	64

- We continue to work closely with a range of NGO and farming networks. This year we are particularly pleased to have worked closely with Eating Better to help them to formulate their Eating Better Meat message. An outcome of this has been a vlog aimed at consumers and features one of our certified farmers talking about Pasture for Life certification, launched in early September 2018.

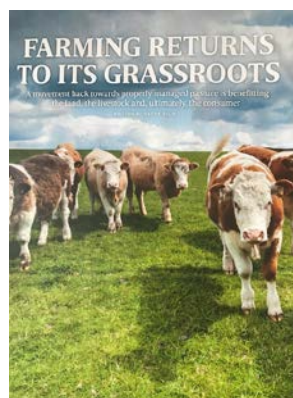
13. MEDIA AND EXTERNAL RELATIONS

- The media campaign in the farming and butchery press has continued smoothly with coverage of many certified members in publications including The Meat Trades Journal, the Landsman, Three Counties Farmer, Eastern Daily Press, Organic Farming, Permaculture, Farmers Guardian, East Anglian Farmers Guide, Forage Matters, Stackyard, British Dairying, Farmers Weekly, National Sheep Association.

- Consumer publications that have featured Pasture for Life farmers this year, many with in-depth features, include myWaitrose, Locovore, the Guardian, The Field and Country Living.

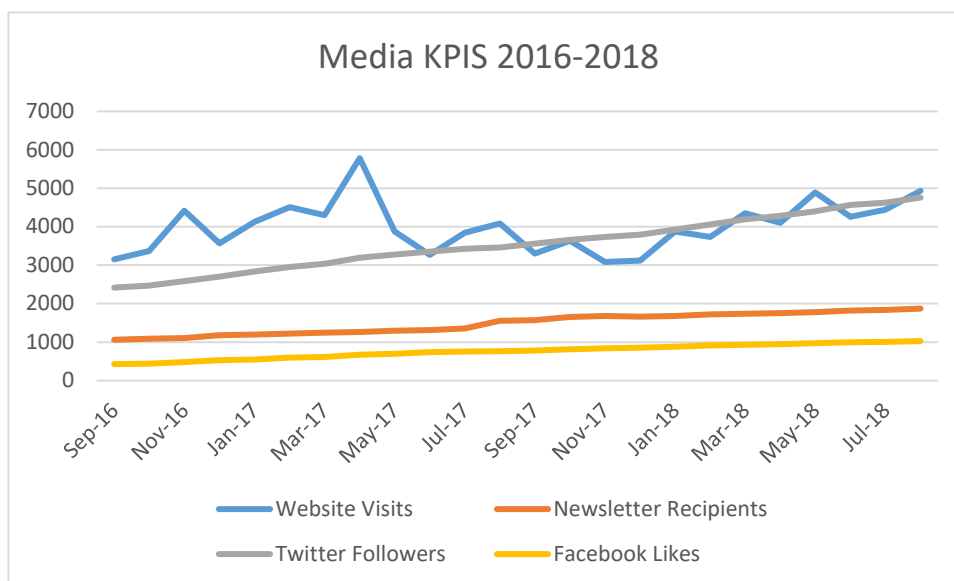


2 Country Living Magazine



1 The Field Magazine

- There have been stories written for, and published by, like-minded organisations such as Sustain and Eating Better. Fidelity Weston has also appeared in a video/vlog for Eating Better.
- A successful beef tasting in Tonbridge in the autumn created a page in Kent Life and good contacts for the PFLA team.
- Sixteen new ‘news articles’ were written and uploaded onto the Pasture for Life website, alongside three ‘articles for farmers’ and one new ‘research article.’
- Pasture for Life News was published in August and December 2017 and March 2018 and emailed to more than 1,800 members and supporters.



- Members are now being approached by media outlets – a sign of growing recognition and a desire to find out more about pasture-fed.
- Our social media presence continues to grow with 4,759 twitter followers and increasing support on Facebook with 1,028 followers.
- A review of the Pasture for Life logo was undertaken and the decision taken to use the rosette style only in all communications (never the roundel). This will prevent confusion and ensure consistent external presentation.

- The wording #grainfree will be introduced across all public-facing work from now on, as this is a quick and easy descriptor to what the Unique Selling Proposition (USP) of Pasture for Life meat and dairy is.
- A #grainfree communications plan has been drawn up and funding is being sought so it can be delivered during 2019.

14. STAFFING

- In June we welcomed Philippa Stagg as our Membership and Office Manager, working four days per week. She is able to offer considerable support to our members and to Russ. Thanks go to the outgoing Membership Secretary, Elissa Owen.
- Russ Carrington continues as General Manager, and we continue to contract the services of Leanne Palmer as our bookkeeper.
- All of the Directors continued to commit significant levels of time on a voluntary basis to the development and management of the PFLA. Directors have also borne all the travel and related expenses incurred during the delivery of their responsibilities. It is hoped that in future it will be possible to generate sufficient funds so that expenses for carrying out work on behalf of PFLA can be reimbursed.

15. GOVERNANCE

- The 2017 AGM was held at Lannock Manor Farm, Hertfordshire on 11th October. The Board of Directors met three times – in November 2017 and April and July 2018.
- New Chairman, Bill Wiggin MP, was appointed in April 2018 and co-opted as a Director.
- With effect from the 2018 AGM, current directors, Jonathan Brunyee and Anna Heaton, will stand down. The Board offers thanks for their valuable contributions.
- Nominations for new Directors have been received from Bill Wiggin MP and Dave Stanley.

16. GRANT FUNDING

For its core activities and services to members the PFLA aims to become financially self-sufficient by the end of the financial year 2019/20. In the meantime, it is dependent upon grant support to supplement income from membership fees and levies. During the financial year to **31 March 2018**:

- A further £34,000 of the grant from the Esmée Fairbairn Foundation (£120,000 for using over three years *to enable the Association to progress its work towards a more sustainable food system, supporting farmers and consumers to recognise and respond to the benefits of rearing livestock entirely on pasture*) was drawn down in the year ending 31 March 2018.
- The PFLA completed its report on the Pasture for Life Dairy pilot which was part funded by the Esmée Fairbairn Foundation Social Investment Fund, to the sum of £20,000. The report made recommendations for Dairy to be incorporated into Pasture for Life certification, which was achieved in January 2018.

- Compassion in World Farming contributed £5,000 towards research into the environmental and animal welfare benefits of Pasture for Life farming, £5,000 towards the publication of the next 'It Can Be Done' booklet, and £5,000 towards the PFLA's soil project.
- The Princes Countryside Trust provided £13,500, part of a grant of £40,500 for the development of Farmer-led Pasture Farming Hubs in the Uplands over three years.

We are very grateful to all who contributed to the financing of the PFLA's activities.

17. FINANCIAL REPORT

During the financial year 2017/2018:

- Total income was £102,858, £51,590 of which was from grants– some of which were apportioned from the previous year.
- 50% (£51,268) of income was earned from fees (membership, certification, levies, events and sales of goods (labels, calendars, etc.), up from 27% in the previous year.
- Total expenditure was £108,335, of which:

EXPENDITURE, £	2016/17	2017/18
Employment Costs	55,265	68,218
Project Expenditure	18,916	11,542
Office Costs	7,364	10,708
Marketing and Promotional Materials	1,755	7,690
Legal and Professional Fees	2,335	3,892
Meeting, Event & Certification Expenses	6,016	4,157
Bank Charges	642	604
Interest on bonds	285	0
Depreciation	3,175	1,524
TOTAL	95,753	108,335

- Furthermore, the PFLA benefitted from the Government's National Insurance Employment Allowance Scheme, to the sum of £3,000.
- Adjusted for capital allowances the loss for the financial year was £2,477, with nil tax due for the year ending 31st March 2018.
- The PFLA continues to be a low-cost operation. Total expenditure in the seven years since incorporation is £396,546 – an average annual expenditure of only £56,649.43. This is made up as follows:

Financial Year	£
2011/12	6,058
2012/13	20,859
2013/14	37,272
2014/15	58,692
2015/16	69,577
2016/17	95,753
2017/18	108,335
TOTAL	396,546

18. PRIORITIES FOR 2018/19

Work has been done this year on clarifying the vision and values of both the PFLA and Pasture for Life. They indicate the common and separate goals and provide our priorities for the coming year.

PFLA (as an organisation)

Vision:

- A thriving organisation championing the virtues of pasture-fed ruminants and their meat and dairy products.
- The home of grass-fed (for anyone with a grazing/grassland/soil interest, not just pasture-fed/PfL)
- An organisation and community at the cutting edge of new grazing management techniques
- A platform for regenerative farmers to learn and succeed
- Provider of support for farmers to transition to more sustainable methods of production
- The place to go for the latest research about pasture-fed livestock
- Promoting delivery of public goods - food security, protection of landscape and heritage, efficient energy and water use, animal welfare and farm business resilience
- A highly networked organisation promoting the interests of its members and ensuring a secure and robust future for them.
- 1000+ members

PFLA Values:

- Positive movement
- Pioneering
- Caring/supportive community
- Collaborative
- Sustainably and ethically minded

Pasture for Life (as a brand/certification mark)

Vision for what:

- The leading and only certification mark for 100% grass-fed/pasture-fed grain-free ruminant meat and dairy in the UK
- A trusted brand recognised alongside other major UK assurance schemes
- Quality product renowned for its highly nutritious properties, and benefits to the environment and animal welfare.

Vision for where:

- On the shelves of major retailers
- Required as part of public procurement contracts
- Available in some local small-scale outlets, including farm gate sales
- Available in some high-end restaurants
- Available in some overseas markets

Vision for how:

- An independently audited transparent certification process
- Strong demand from the consumer
- Established market-place where industry organisations coordinate supply and demand (finished product and animals (store/fat))

PfL Values:

- Healthy – good for you, good for planet, good for animals
- Sustainable and ethical
- Quality
- Premium
- Commercial proposition (for farmers and trade)

Common Goals

- **Delivery of Pasture for Life** to the consumer (certification service, farmer support, supply chain and market place development) [MARKET PUSH]
- **Consumer recognition** for Pasture for Life [MARKET PULL]
- **Financial stability** to ensure longevity, delivery of goals and maintain human resource
- **Build the evidence** to manage the argument and underpin messaging for Pasture for Life

Signed: Date:
(Chairman, Pasture-Fed Livestock Association)