

# Charlie Crotty

Evolution Farming Limited





**Evolution**  
Driving Profit Through Innovation **Farming**

# Charlie Crotty

Seizing the Opportunities



@crottycharlie



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Evo Farming

Norfolk Farming Conference -1<sup>st</sup> February 2018

# My Background



Strong practical and consultancy/  
financial background. Always try to  
work with the best people you can in  
any sector.



# History

2010

- Tom Rawson and Oliver Hall formed Evolution Farming. Started management agreement with Clever Cow Organics and started milking on a 20 year tenancy at Bleasby Grange in Lincolnshire

2011

- Began consultancy business providing dairy business management advice. Started a 3 year Contract Farming Agreement in Yorkshire.

2014

- Started 3 year Contract Farming Agreement in Ayrshire South West Scotland. Purchased own machinery to reduce contracting costs and bring in house.

2016

- Charlie Crotty bought into the business. Signed 15 year FBT in Leicestershire began purchasing cows for Cheshire Management Agreement. Purchased 500 cows for our own FBT in Leicestershire. Started buying cows at the height of the dairy downturn.

2017

- Started milking in Cheshire purchased cows for Norfolk Management Agreement. Oliver moved to Andersons Consultants taking the consultancy book with him.

A simple forage based system managed for quality with sustainable use of inputs

Healthy, thriving cows that calve in large seasonal batches with moderate output and high levels of animal welfare

**Our Farming System**

High speed low cost parlours and handling facilities, fencing, cow tracks and water-aim to maximise labour inputs and grass utilised

Relentless control of costs and interrogation of all areas of trading and capital expenditure

Try to implement this philosophy across all sectors we are now involved with- beef, sheep and organic arable.

# Current Locations



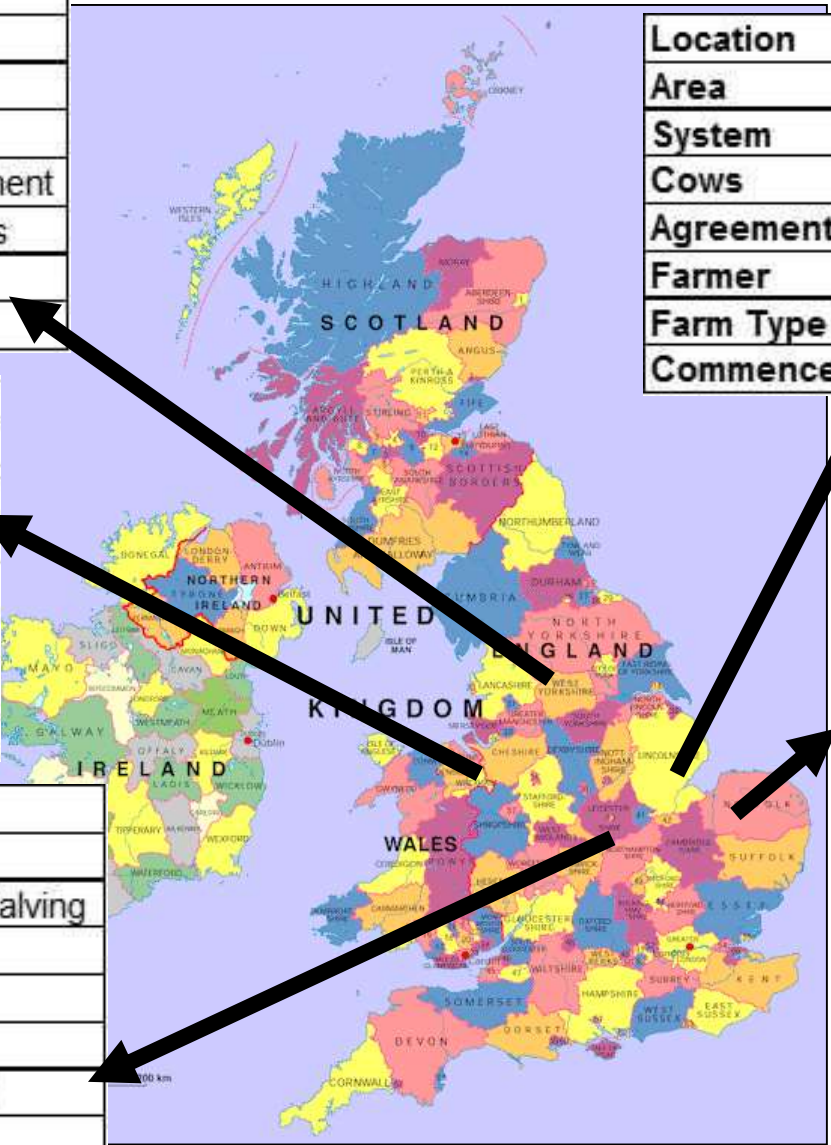
<b>Location</b>	Yorkshire
<b>Area</b>	132 Hectare's
<b>System</b>	Spring Calving
<b>Cows</b>	250 Cows
<b>Agreement Type</b>	Management Agreement
<b>Farmer</b>	Clever Cow Organics
<b>Farm Type</b>	Conventional Dairy
<b>Commenced</b>	2010

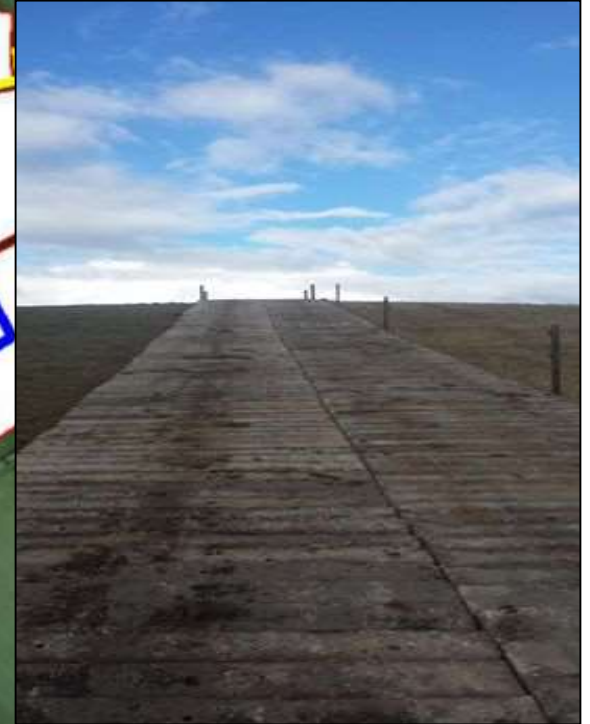
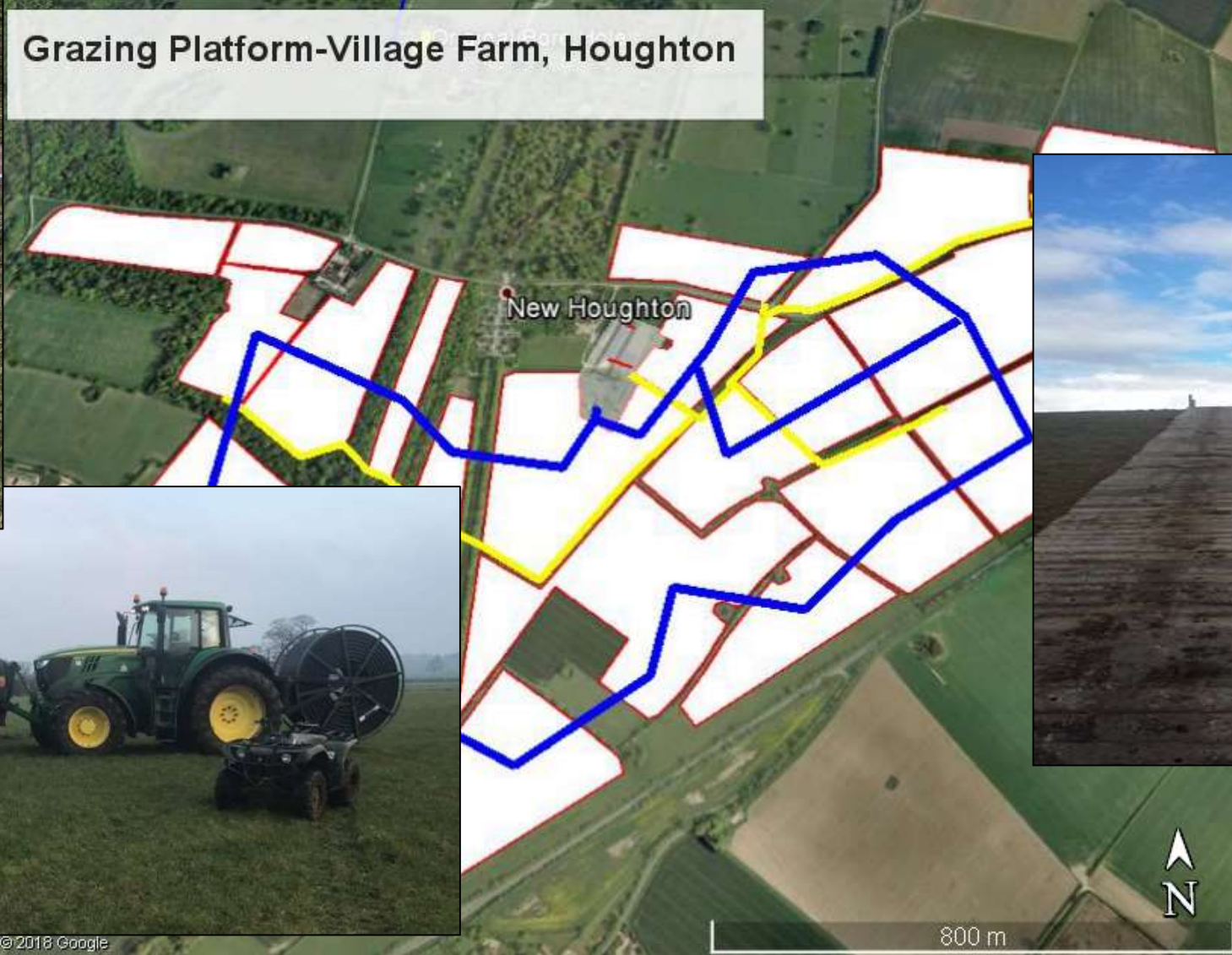
<b>Location</b>	Lincolnshire
<b>Area</b>	113 Hectare's
<b>System</b>	Spring Calving
<b>Cows</b>	300 Cows
<b>Agreement Type</b>	Tenancy
<b>Farmer</b>	Evolution Farming
<b>Farm Type</b>	Conventional Dairy
<b>Commenced</b>	2011

<b>Location</b>	Cheshire
<b>Area</b>	262 Hectare's
<b>System</b>	Spring Calving
<b>Cows</b>	500 Cows
<b>Agreement Type</b>	Management Agreement
<b>Farmer</b>	Cholmondeley Estates
<b>Farm Type</b>	Organic Dairy
<b>Commenced</b>	2017

<b>Location</b>	Norfolk
<b>Area</b>	1,211 Hectare's
<b>System</b>	Autumn Calving
<b>Cows</b>	500 Cows
<b>Agreement Type</b>	Management Agreement
<b>Farmer</b>	Cholmondeley Estates
<b>Farm Type</b>	Organic Dairy/Arable/Beef/Sheep/Let Pigs, Chickens, Irrigated Veg
<b>Commenced</b>	2018

<b>Location</b>	Leicestershire
<b>Area</b>	405 Hectare's
<b>System</b>	Spring & Autumn Calving
<b>Cows</b>	800 Cows
<b>Agreement Type</b>	Tenancy
<b>Farmer</b>	Evolution Farming
<b>Farm Type</b>	Conventional Dairy
<b>Commenced</b>	2016





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# Village Farm, Houghton Hall, Norfolk



# Cost control at Houghton, Norfolk...



New feedout machine from New Zealand for winter 2018/19. 1 tractor loader to feed 500 dairy cows + followers, 150 suckler cows plus stores and 1,300 deer. Sheep on stubble turnips.



Moved to bales in the field winter 2017/18. Bales plus crops in 2017/18



# Challenges so far...

- Limited personal savings
- Fixed capital charges or cow hire at 10%
- Paying back capital too fast
- Security and bank funding
- Taking all risk
- Cash

# Solutions...

- Down turn in the sector means a re-focus on cost control/cutting, reinforcing the power of the Spring Calving Model
- Bought the cow ownership into the business paying variable rate returns and strengthening the balance sheet. Cleaner and tidier
- Grow the contract farming and management agreements allowing reduced or shared risk
- Working with landlords to invest in their fixed assets and paying a return on these improvements (parlours/fencing/tracks/water)
- Expanded in the down turn giving us the scale to reduce debt on the up cycle

# The keys to success

- Profitability and Return on Capital (Don't spend too much!!!)
- People and relationships
- Win/Win situations
- Identify and articulate opportunity to all stakeholders and deliver on it
- Budgets and planning
  - Good management information keeping all stakeholders in the loop. This take a large amount of time and needs constant improving

# Keys to success...a good team



# The future of Evolution Farming

- Become more professional
  - Health & Safety
  - Human Resources (structured training program)
  - Investor Login via website
  - Ultimate transparency and traceability in Management Agreements
- Provide career progression and equity involvement to the best people in the industry. Low hour working weeks
- Grow the business in all areas-choosing the best opportunities



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