

FARM MANAGEMENT ASSOCIATION

YEAR BOOK

1973 - 1974



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HOW FMA OPERATES

P. R. Street

Introduction

One of the frequent questions posed by branch members is "What does the National body do for us?" We can only answer this question by a consideration of the aims of the Association and the methods used to satisfy them.

Essentially these aims are to increase the understanding and practice of management in the Agricultural Sector. This is achieved by the dissemination of management knowledge, experience and expertise through the Journal and News Bulletin and by the organisation of conferences, seminars and meetings.

Whilst considerable steps forward can be made at branch level in respect of these objectives more ambitious projects, the Journal and Education Courses must be handled at a National level since only the strength of a larger National body can offer a large enough membership to justify these courses and seminars, attract top speakers and support a journal which will attract high quality articles from informed authors. Accepting that this is so we must then ask how can the branch members make such a National body work most effectively for their benefit.

In the 1972-73 Year Book, R. G. Norman aptly stated that "the main motto of the Association must be self help. If members do not ask for the services that they require then the headquarters staff (all acting in honorary capacities with the exception of the Secretary) can only rely on their own estimates of what members require". This is still essentially true, and in this article I intend to describe briefly the structure of the Association and explain how it works to satisfy the above-mentioned objectives. More importantly, however, I hope to show that whilst a formal organisation exists it is flexible and capable of change and evolution with respect to the changing requirements of the membership. Since this organisation exists solely for the benefit of its members it should be used and guided by them for their mutual benefit.

The Organisation and Structure of the Association

The formal organisation of headquarters is a three-tier structure of Committees. (Figure 1.) This indicates the lines of communication which exist but which are highly flexible and by-passed in most directions. The Council, being elected by the membership, is essentially responsible for policy whilst the Executive deals with the general management of the Association, relying on Council

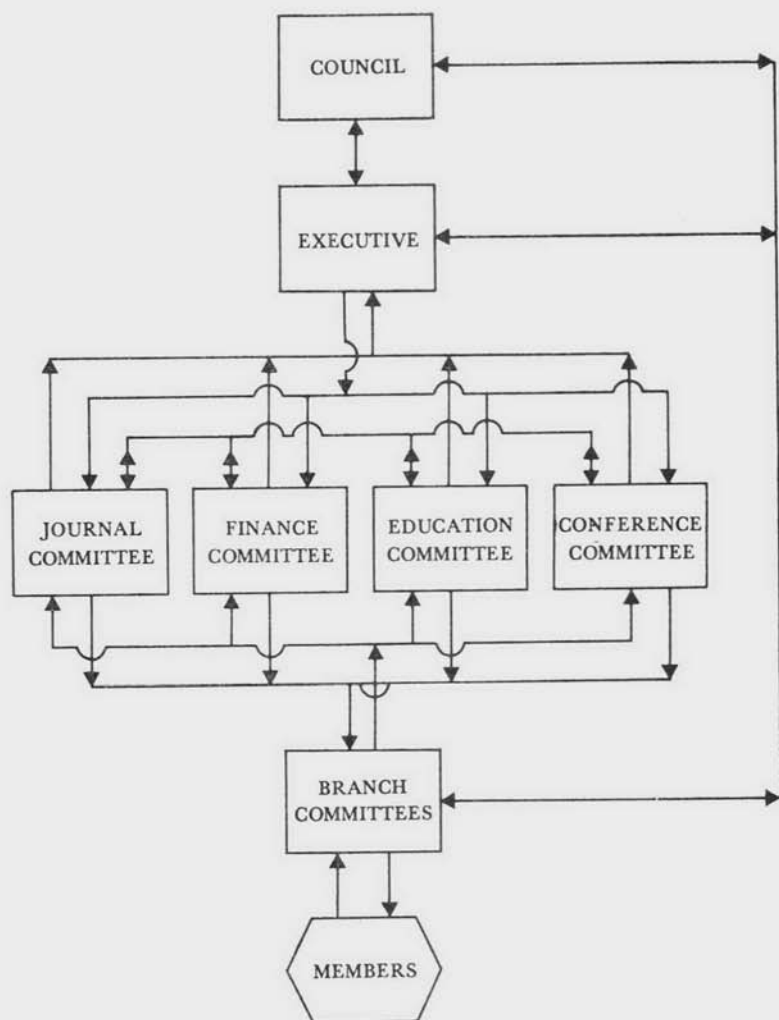


FIG. 1

to sanction its decisions. A sub-group of committees forms the lower tier of the hierarchy and is responsible for planning and development in specific areas, namely education, conferences and seminars, finance and the production of the journal. Each of these latter committees is headed by a chairman who often co-opts members with particular knowledge and expertise onto his committee. He in turn sits on the Executive Committee.

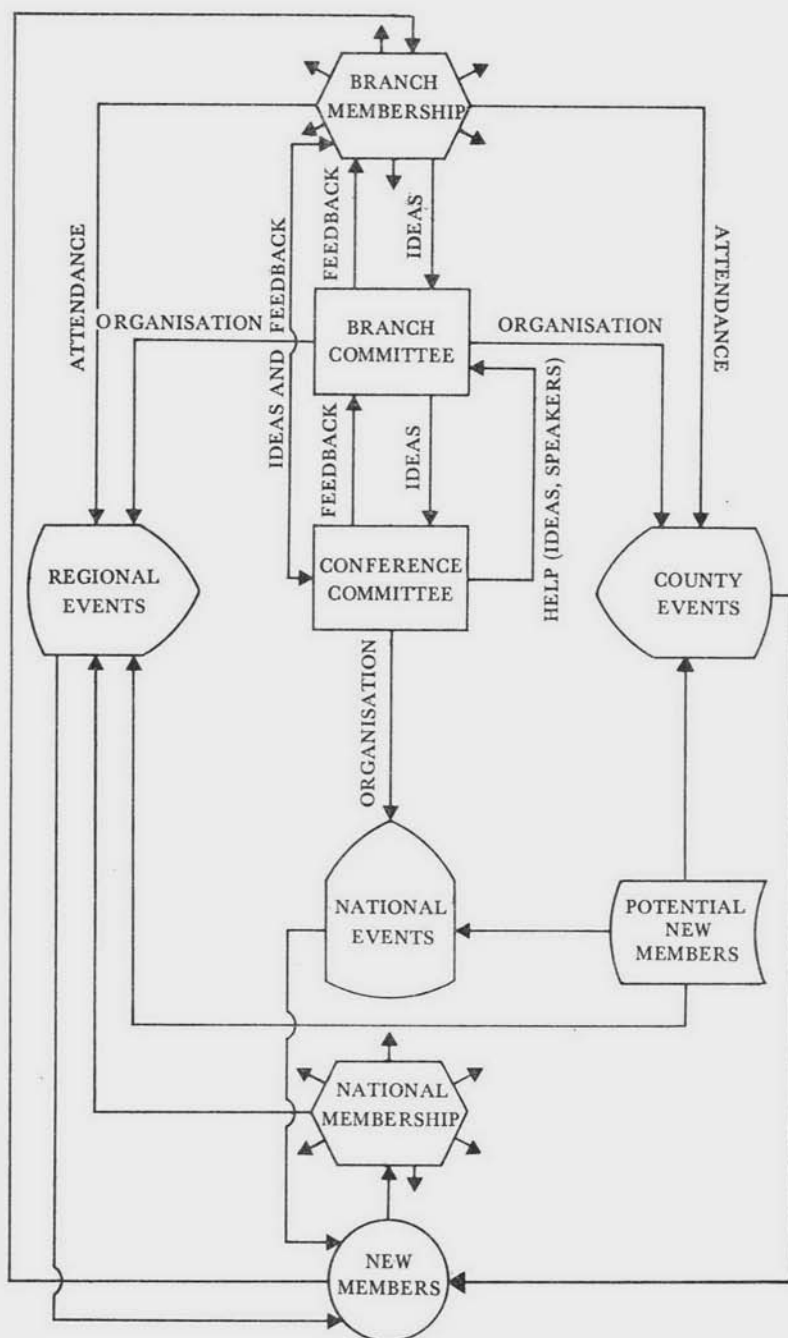


FIG. 2

The significant facet of this organisation is that it relies on a feedback to the members, but more importantly depends upon stimulation from them. This mechanism ensures that the association can evolve and continue to reflect the true requirements of its members.

It is relevant at this point to explore in greater depth the means by which this organisation can be exploited to the mutual benefit of members at both the branch and national levels.

Using the Organisational Structure of the Association

Figure 2 sets out the possible lines of communication and transfer of help and information which are possible between headquarters and the branches through the committee structure of figure 1.

The example relates more specifically to the mechanism for organising conferences and seminars using the Conference Committee. The same lines of communication would be equally applicable to the services offered by the Education and to some extent the Journal Committees. The diagram does not require discussion in depth. The main point to notice is that branches can both stimulate thinking at the national level and obtain help from the headquarters organisation, especially in the organisation of regional conferences, seminars and education courses. These more ambitious projects can result in co-ordination between different branches of the national organisation, and influx of new members. Success in this field is self-perpetuating, since as branch membership expands more funds are available at the national level and in turn these can be made available to enhance the services offered to the branches.

Final Remarks

This article has indicated how the Association is organised and run. More importantly, it has shown that it is a Dynamic Organisation capable of changing as the requirements of the members change.

The Mechanism exists. It is up to you to use it.

PERSONALITIES IN FMA



LORD MARCH

President of FMA

The Earl of March and Kinrara, heir to the Ninth Duke of Richmond and Gordon, was born in 1929. He was educated at Eton and William Temple College, and served in the 60th Rifles from 1949-1950. He is a Chartered Accountant. He is the Chairman of the Board of Governors of Dunford College (YMCA); he is a Church Commissioner and a member of the General Purposes Committee; a member of the General Synod of the Church of England for Chichester Diocese and Chairman of the Board for Mission and Unity of the General Synod; Chairman of the Finance Committee of the World Council of Churches and a member of the Executive and Central Committees, and was Vice-Chairman of the Archbishop's Commission on Church and State, whose final meeting was held at Goodwood in 1970.

In 1951 he married Susan Monica, daughter of Col. C. E. Grenville-Grey and they have four daughters and one son, Lord Settrington.

Lord March is now Chairman of the Goodwood Group of Companies and moved with his family into Goodwood House in May 1969.

Lord March is Chairman of:

- Goodwood Estate Company Limited
- Goodwood Terrena Limited
- Goodwood Racecourse Limited
- Goodwood Estate (Pensions) Limited
- Dexam International Limited
- Goodwood Metalcraft Limited
- Invecteco Overseas Holdings Limited

Lord March is also a Director of Africa Confidential, a fortnightly newsletter on African affairs.

Lord March is a shareholder in a number of ventures in Africa.



A. F. PATON

Chairman 1973-1974

Frank Paton was born in 1929 in Cheshire. His father was an engineer and he was educated at Oundle School and Pembroke College, Cambridge.

After National Service, 1947-1949, he started farming on a small hill farm in West Somerset where he developed a keen interest in livestock farming and a particular interest in beef cattle and beef production. In 1957 he was awarded a British Memorial Foundation Scholarship to visit Australia to study beef production, and spent 10 months in Australia visiting cattle stations and meat processing plants throughout the whole continent. It was in Australia that his interest and the realization of the importance and problems of meat marketing were awakened. Whilst in Australia he judged the Devon cattle classes at the Melbourne and Brisbane Royal Agricultural Society shows, becoming the youngest British livestock judge to officiate overseas. Whilst in Australia he bought and imported the first Australian polled Herefords. The bull he imported subsequently won the polled Hereford championship at the 'Three Counties' show in 1958.

In 1962 he started his veal enterprise and during the following decade built up the largest privately owned veal production and marketing business in Europe, selling veal weekly to the meat trade in London and Paris. He was Chairman of the Veal Producers' Association 1964-67.

In 1972 he became the first Chairman of Taurus Livestock Marketing — a producers' group marketing beef calves and carcass meat in the UK and abroad. This group has pioneered the overseas sale of weaned beef calves to Greece, Canary Isles, Italy, Cyprus and Portugal.

During the course of his farming life and the development of his meat and livestock business Frank has travelled widely in the Common Market countries, and has many contacts in the fields of farming, agricultural research and marketing on the European mainland.

He was first elected a Council Member of the Farm Management Association in 1966 and was responsible for the development and successful running of the First International Congress at Warwick in 1971.

He was a Parliamentary Labour candidate in the General Election of 1964 and 1966, but, he says, "since then my farming interests have precluded me, at least temporarily, from developing an active political career further". He is currently a director of ACMS Limited, and one of the Farmscan judges.

He has 5 children, 2 boys and 3 girls, and spends as much of his spare time as possible at home where his interests and hobbies include gardening, antique furniture and collecting Château-bottled French wines.

R. G. E. STARLING

Founder Member, FMA

It was 35 years ago, when he was only 17, that Bob Starling decided to make himself a professional agricultural estate manager, and apart from 5 war years in the RAF he has been learning and practising his trade ever since.

He began at Low Laithes Farm near Barnsley, in his native West Riding. This was one of the first farms in the county to bottle and retail TT milk (from a herd of over 200 cows in 1938), to pioneer grass drying on the earliest of those ICI tray driers and to dabble in AI techniques. It was here, he says, that he learnt to base actions on recorded facts rather than prejudices.

Out of the Air Force in 1946, he spent a year before his B.Sc. (Agric.) course at Leeds with Mr. Harold Haigh on the 10,000 acres Lockinge Estate in Berkshire. Despite the extent to which the units were treated as farms in their own right, and with their own problems, the discipline of estate management was superimposed thereon. This, he feels, is still the basis of successful farm and estate management.

Out on his own after Leed University (where he was Chairman of the Agricultural Society), he spent 4 years managing Harcombe Estate in Hampshire. From there he went nominally as an assistant, but with wide managerial responsibilities, to one of the great farm managers, the late Mr. Stephen Robinson, at the 4,500 acres Stoughton Estate, Leicestershire.

He then moved to the Chatsworth Estate, Derbyshire, as head of the farms' department, and with the opportunity for some solid work on the touchline of the agricultural field, chairman of the progressive local "grassland circuit", a member of the Ministry's Northern Committee and the local Rural District Council. He believes that farming and rural local government are mutually dependent.

After 7 years at Chatsworth, he joined the *Farmer and Stock-breeder*. As was described in last year's Year Book, it was in 1963 that he first conceived the ideas of the organisation which, after considerable work and effort, was eventually to become the Farm Management Association.

Since June 1970 Bob has been Agent to His Grace The Duke of Grafton's Estates in Suffolk, Norfolk and Northamptonshire. The main estate is 11,000 acres, with its resident headquarters at Euston, on the Norfolk-Suffolk borders. The Estate Home Farms are in hand, allowing Bob Starling to enjoy his farming interests over 3,500 acres of Suffolk farmland, with pedigree herds of Hereford and Friesian cattle. He feels that he probably has the least enviable

job in estate management in one way, and in another way the best. As Resident Agent on a large tenanted estate, any mistakes he makes will be on the most public sort of view, but on the other hand his successes will also be exhibited.

In his present position at Euston, with a wide range of estate enterprises to manage and enjoy, he tries to combine his work with active village and district life. He is a councillor, and Vice-Chairman of the Housing Committee of the new St. Edmundsbury District Council.

Bob has two children. Robert, now 23, is at Queen's University, Ontario, reading for his Ph.D., after a B.Sc. Hons. degree at Southampton and a M.A. at Colorado. Jill, now 20, is in her final year of a Home Economy course. His wife, Jean, who was the first Hon. Secretary of the FMA, is in charge of their lovely Breckland flint house, with a ready welcome to all their old friends. He reports his main hobby to be trying to keep up with his old pals who were on the Worshipful Company of Farmers' "Vintage 1967" course.



R. GUY HAINES

ADAS Liaison Officer

Guy Haines was born in Gloucester in 1926. Although the son of a surgeon, a medical career never attracted him. Educated at Cheltenham College Junior School and Kelly College in Devon, he obtained the C.D.A. and N.D.A. at Seale-Hayne Agricultural College. Realising he still lacked practical experience, he spent the next two years working on a farm in the Totnes area of Devon, firstly as tractor driver, then as a cowman with a herd of Ayrshire cattle being milked three times a day.

He joined NAAS in 1948 and spent the next 13 years as an adviser in his home county of Gloucester, partly in the Cirencester district and partly in West Gloucester covering the Forest of Dean and the intensive arable areas on the Herefordshire border.

It was inevitable that, working with "W. E." Jones (as he was then) and Derek Barber as County Officers, Guy Haines became deeply involved and interested in Farm Management; he recalls one of his earliest "clients" as being the manager of the Bathurst Estate, Cirencester — Derek Pearce!

Promotion in 1961 brought a move to the barley, beet and potato farms in the Vale of York. 1966 saw the exchange of the White Rose for the Red when he was appointed Deputy County



Lord March



A. F. Paton



R. G. E. Starling



R. Guy Haines

Officer in Lancashire. This move was the first part of a coincidence in that on his appointment to Lancashire he was replacing Ray Carter who was moving to the National Agricultural Centre. Five years later Guy once more followed Ray at the NAC.

Many people regard Guy as Ray's successor at the Centre. This is what he thought until he arrived to find that he was not on secondment to the RASE but was to be given the job of establishing and leading the ADAS Unit of ten specialists to be permanently stationed at the Centre. This Unit has now been established for over two years and has become an integral part of the Centre. When Ray left for Norfolk the FMA lost its Technical Director, but at least close liaison with ADAS has been maintained by Guy being co-opted to Council and Conference Committee.

Golf and shooting are amongst his interests, but time and opportunity limits these. Three daughters, the eldest in her early teens, and a resentment of paying others to do jobs in the house that he can do adequately himself, seems to occupy most of his free time.

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PROCEEDINGS OF THE FMA

MASSEY-FERGUSON FARM MANAGEMENT AWARDS, 1973

Details of delegates to the first course in 1973, Advanced Farm Management at the University of Reading, were given in Vol. 1 of Year Book. Details of the two other courses sponsored under the kind auspices of Massey-Ferguson during 1973 are as follows:

One-week course in Labour Management, Seale-Hayne Agricultural College, Newton Abbot, Devon, 10th to 13th July, 1973.

Sixteen members attended this course, "Managing the Human Resource": P. T. Boyt, D. Brown, T. A. Cragg, R. Critchley, B. Cuddeford, J. M. Dunk, P. R. Hall, J. Harris-Robinson, G. C. Jones, M. H. Joyce, M. A. Robinson, J. R. Trowbridge, P. J. Turpin, M. Watson, I. G. Wharton, C. J. Whitmey.

*One-week course in Agricultural Marketing, 15th to 21st July, 1973.
University College of Wales, Aberystwyth.*

Nine members attended this course: R. Anderson, M. I. Cooper, J. M. A. Evans, D. J. Greasby, S. W. Hopkins, D. M. Kaye, C. F. Mason, H. K. Peace, G. Whitehead.

MASSEY-FERGUSON FARM MANAGEMENT AWARDS, 1974

One-week course in Advanced Farm Management, University of Reading, 31st March to 6th April, 1974.

Eleven members attended: R. A. Brake, B. M. Brearley, B. S. Bullen, Rt. Hon. Earl Castle Stewart, D. F. Harbottle, M. R. Hastings, A. J. D. Mackay, A. McCubbin, R. P. Morrow, J. R. Seton, R. J. Willy.

One-week course in Labour Management, "Managing the Human Resource", 2nd to 5th April, 1974, Seale-Hayne Agricultural College, Newton Abbot, Devon.

Twelve members attended: J. S. Agnew, S. F. Clench, P. I. Cockburn, N. V. Elcock, R. G. Eyres, W. N. Lawton, K. Morgan, F. G. M. Smith, Dr. W. J. Taggart, R. A. E. Turner, D. I. Watkins, R. Weston.

One-week course in Agricultural Marketing, University of Newcastle, 1st to 5th July, 1974.

Fifteen members attended: J. W. Arbuckle, Mrs. J. A. Bullock, W. M. Caldwell, L. H. Carter, C. J. Duncan, A. H. Elder, Miss J. French, M. R. Jackson, C. D. M. Lewis, R. W. Louth, K. W. Powell, I. A. Stockley, I. G. Wharton, C. J. Whitmey, J. V. T. Wilson.

FMA REGIONAL EVENT, 25th SEPTEMBER, 1973

This event was held at the Dorset College of Agriculture from 11 a.m. to 7.30 p.m.

The event was organised by the South West Regional FMA Committee, detailed arrangements being carried out by the Dorset Branch.

250 people attended and seemed well pleased by what they learned from the displays. During the day they were able to see demonstrations of business machines, discuss farm secretarial and value added tax problems, and see the range of costing and financial services offered by consultants and some of the banks.

On balance this was a very worthwhile exercise which could be run with some financial advantage to the branches in other regions. Further details regarding organisation of the event from: W. N. Lawton, Esq., Hon. Sec. Dorset Branch FMA, Dorset College of Agriculture, Kingston Maurward, Dorchester, Dorset.

It is hoped to run a similar event in the South West in 1974; if the representatives of any firms who missed the opportunity to exhibit at the first event are interested, they should contact the organisers. The next event will probably include displays on Farm Recording/Measuring/Identification systems and Marketing Services.

LEADERSHIP COURSE, 1973

A seminar for County Branch Officers and members of FMA from areas with no branch activities was held in Leamington Spa, Warwickshire, on Thursday and Friday, 3rd and 4th October, 1973.

Some thirty members attended the seminar in order to consider the content of County Branch programmes and methods of presenting them. A paper on participative methods was presented by Mr. Ken Neilson of the Agricultural Training Board. These methods were well tried out during the course of the seminar. The roles of County Branch Officers were discussed by Mr. Malcolm Stansfield and Mr. Christopher Whitmey. The potential of the National Conference at the county level was also put forward by Dr. Peter Street, Chairman of the Conference Committee.

The seminar was attended by Mr. Neville Jones (then Chairman of FMA), who opened the seminar and chaired many of the sessions. Several council members were also present.

NINTH ANNUAL CONFERENCE

13th to 15th November, 1973

CAIRN HOTEL, HARROGATE

"Theme:

"MANPOWER IN AGRICULTURE"

Tuesday, 13th November, 1973

Paper I — "THE FUTURE OF MANPOWER IN INDUSTRY"

Miss Joan Maynard.

Chairman: J. N. Jones, Chairman FMA.

Open-ended Discussion.

ASSOCIATION'S NINTH ANNUAL DINNER — Principal Guest Speaker, Sir Roger Falk, O.B.E., Chairman of the Central Council for Agricultural and Horticultural Co-operation — "MANAGEMENT AND MANPOWER RELATIONS". Other guests were J. A. Pickard, A. F. Dawe, J. Brocklebank, J. L. Gould, P. Wormell, Mr. and Mrs. J. Cherrington, M. Keene, E. S. Dobb.

Wednesday, 14th November, 1973

Paper II — "MANNING THE INDUSTRY IN THE FUTURE"

Miss Ruth Gasson, Dept. of Land Economy, University of Cambridge.

Paper III — "PREPARING TO TACKLE THE WORKLOAD OF THE FUTURE"

R. C. Swan, Chief Training Adviser, ATB.

Paper IV — "MAN'S CAPACITY FOR WORK"

B. A. May, Head of Environmental Control and Processing, National College of Agricultural Engineering.
Discussion Forum.

Session Chairman: B. Peart.

Paper V — "MONITORING HUMAN RELATIONS"

Dr. D. H. Lloyd, Senior Lecturer in Agriculture, Management and Labour Science, University of Reading, and J. Armstrong, M.B.I.M., Consultant in Human Relations.

Paper VI — "A PRACTISING MANAGER'S EXPERIENCES IN PERSONNEL MANAGEMENT"

J. N. F. Fairey, Manager, Manor Farms & Stud, Alresford, Hants.

Paper VII — "STAFFING AND MECHANISING THE FARM AND MONITORING WORK OUTPUT"

P. J. James, ADAS Regional Farm Management Advisory Officer, South East Region.

Discussion Forum.

Session Chairman: B. Neame.

ASSOCIATION'S EIGHTH ANNUAL GENERAL MEETING

Thursday, 15th November, 1973

Paper VIII — "THE EMPLOYEES VIEW OF THEIR FUTURE IN EUROPEAN AGRICULTURE"

D. F. Hodsdon, International Federation of Plantation, Agriculture and Allied Workers, Geneva, Switzerland.

Discussion.

Session Chairman: L. Norman.

Paper IX — "THE PRACTICAL APPLICATION OF THE PRINCIPLES OF PERSONNEL MANAGEMENT"

D. E. Tagg, Industrial Relations Manager, Massey-Ferguson Manufacturing Company.

Discussion.

Session Chairman: J. M. A. Evans.

Paper X — "THE CHANGING SOCIOLOGICAL ENVIRONMENT OF THE FARM"

H. Newby, Department of Sociology, University of Essex.

Discussion.

Session Chairman — M. J. Davison.

SUMMING-UP OF CONFERENCE — J. Clark, Head of Economics Division, West of Scotland Agricultural College.

CLOSURE AND THANKS — Mr. A. F. Paton.

15th and 16th January, 1974

DUKES HEAD HOTEL, KINGS LYNN

Theme:

"THE FARMER AND HIS CEREAL MARKETING"

This highly successful conference was organised by the Lincs. Holland branch of FMA.

Paper I — "ADVANTAGES OF SELLING TO A MERCHANT, THE REQUIREMENTS, LEGISLATION AND DENATURING"

G. Semper, Kenneth Wilson (Grain) Ltd.

Discussion.

Paper II — "VARIETAL AND HUSBANDRY ASPECTS OF QUALITY, NEW VARIETIES AND SEED LEGISLATION"

W. E. H. Fiddian, National Institute of Agricultural Botany.

Discussion.

Paper III — Two speakers.

"THE GENERAL EUROPEAN GRAIN MARKETING SCENE"

Messieur Legret.

"FRENCH GRAIN CO-OPERATIVES FROM THE FARMERS' POINT OF VIEW"

Messieur Dallut.

Discussion.

Session Chairman: J. E. Piccaver, J.P.

Conference Dinner Speaker: Graham Rose, *Sunday Times*.

Paper IV — "GRAIN CO-OPERATIVES IN THE UK, THE ECONOMIC ADVANTAGES, SETTING UP, CENTRAL STORAGE, EXAMPLES AND PROGRESS REPORTS"

W. Niven, A.C.M.S., NFU Headquarters.

Discussion.

Paper V — "PRESENT AND FUTURE PROSPECTS OF THE CEREAL MARKET"

I. Sturgess, Agricultural Adjustment Unit, Newcastle upon Tyne.

General Discussion.

Session Chairman: M. Kerrigan.

GENERAL SUMMARY OF CONFERENCE — CLOSURE.

"THE DEVELOPMENT AND CONTINUATION OF THE FARM BUSINESS"

A Study of Capital and Business Organisation

Wednesday, 6th February, 1974

Approximately 150 people attended this conference which was a joint effort between the Association RASE and ADAS. Papers were given by J. Dunford of the Economics Dept., Exeter University; R. H. Grimsley, a Taxation Consultant of the University of Aston Management Centre, Birmingham; Dr. A. R. Mellows, Alexanders, Solicitors, London; and F. Clive de Paula of the Agricultural Mortgage Corporation. Mr. J. S. Nix of Department of Economics, Wye College, was Chairman.

THIRD JOURNAL COMPETITION FOR YOUNG AGRICULTURALISTS

During 1973 a third Journal competition was held for young agriculturalists. The Winning paper was "A Review of Computerised Management Aids Used in Dairy Farming" by R. A. Smail. Bob Smail is at present on VSO in Malawi working as a Livestock Development Officer in an Agricultural Development Project. A cheque for £25.00 and an inscribed tankard was forwarded to him. The Winning article appeared in *Farm Management* Spring 1974.

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"QUALITY PIGS AT A COMPETITIVE PRICE"

MASSEY-FERGUSON FARM MANAGEMENT AWARDS

There is an increasing need for farmers, farm managers and advisers to attend advanced courses in various aspects of farm business management.

Recognising this, Massey-Ferguson annually makes awards which are available to members of the Farm Management Association to enable them to attend suitable full-time advanced courses.

These Massey-Ferguson Farm Management Awards were first made in 1969 when the FMA selected a number of its members to attend various existing courses. However, the length, timing and sometimes other aspects of existing courses were found to create problems and so the farm management section of the Department of Agriculture of the University of Reading was asked to create a suitable one-week course in "Agricultural Business Management".

This course has been held each year since 1969 and has now become well established. It is considered by many in the industry to be one of the most valuable short courses available. Numbers attending the course are restricted to about 15 in order to ensure the close involvement of all concerned. Massey-Ferguson has usually sponsored ten to twelve members each year.

Emphasis has increasingly been placed on financial aspects of business management, particularly taxation and capital planning, with lecturers drawn from within and outside Reading University. Particular importance is attached to course members discussing their own experiences, and lectures are largely in the form of seminars.

The M-F Awards have pioneered new courses on two more occasions. In 1971 a course was inaugurated at University College of Wales, Aberystwyth, entitled "Marketing Management in Agriculture". This was designed for the practising farmer and adviser and aimed to give an appreciation of the principles of marketing as they affect him and his business and so to enable him to adapt to a changing market. Like the Reading course, this was a "first ever" devoted to a subject becoming more and more important to those engaged directly in the farming industry.

A particular feature of this course is the number of case studies undertaken and the emphasis on the "participation" approach which encourages everyone to discuss the problems of marketing affecting their own farming business. Fears of the course being "too theoretical" have always been quickly dispelled. The course has now been published as a book which is available from the

University College of Wales, Aberystwyth. The venue for the Marketing Course for 1974 has been switched to Newcastle University and will be held during the first week in July.

The third new and pioneer course was held in July 1973 and April 1974 at Seale-Hayne College, Devon, on the subject of "Managing the Human Resource". It was inaugurated at the request of the FMA and was designed specifically for farmers and farm managers as a practical course in man-management. It is proving to be a great success.

Managing the Human Resource in a farm business is one of the most rewarding parts of a farmer's or manager's job. The aim of the course is to develop the ability to manage people in the farm business. Drawing up job specifications and man specifications, conducting effective selection interviews, identifying and satisfying staff needs and the planned training and development of staff are all covered.

Massey-Ferguson Awards will, it is hoped, be available again next year. Applicants will be required to appear before a selection board of the FMA, which also embodies representation by Massey-Ferguson. The awards are used to cover all tuition and residential costs, but do not cover travelling expenses. Full particulars of the awards can be obtained from the Secretary of the FMA.

Programmes for two courses held this year follow this introduction; details of the third course were included in the 1973 Year Book. A report from one participant on each course is also included.

MANAGING THE HUMAN RESOURCE

Seale-Hayne College, 2nd to 5th April, 1974

Aims of the Course

To develop ability in managing people in the farm business:

- skill in drawing up a job specification, man specification and conducting an effective selection interview.
- skill in identifying and satisfying staff needs which influence job satisfaction, motivation and sense of achievement.
- skill in planning training and development of staff.
- skill in leadership and influencing team effort.

Tutors

J. M. ATKINSON, Senior Lecturer in Farm Management. Course Director.

E. J. SOBEY, Academic Registrar and Lecturer in Business Studies. Studies.

Introductions to the various sections of the programme will be given by individual tutors according to their speciality. However, the tutors will work as a team in organising and running group work.

Speaker

K. G. ANSELL, Senior Training Adviser, South West Region, Agricultural Training Board.

PROGRAMME

Tuesday, 2nd April

- 9.00 Introduction and outline of course.
- 9.15 The man manager.
- 11.00 Setting targets for staff.
- 2.00 The man manager as a leader.
- 4.00 Why people work.
- 8.00 Speaker.

Wednesday, 3rd April

- 9.00 Motivation.
- 11.00 Conditions of employment and incentives.
- 2.00 Selection and recruitment I.
- 4.00 Selection and recruitment II.
- Evening Preparation for interview practice.

Thursday, 4th April

- 9.00 Selection and recruitment III — interview practice.
- 11.00 The new worker — induction.
- 2.00 Training — what is skill?
- 4.00 Providing correct training.

Friday, 5th April

- 9.00 Solving human problems.
- 11.00 Man management in practice.
- 2.00 Action plans.
- 3.30 Course disperses.

A Report on the Labour Management Course, "Managing the Human Resource", at Seale-Hayne Agricultural College, 2nd to 5th April, 1974, by an FMA member that attended.

In reporting on the course I have tried to evaluate it on the basis of its relevance to me, and in particular to my work.

My general impression is that the domestic arrangements were more than adequate. We were certainly kept very busy. I was

sorry that on occasions there was not more time; this was particularly evident in the practice interviews. This is not a criticism, just a regret. In fact I have no criticism to make on the course at all.

The "Manager as a Leader" was particularly interesting. So often I have blamed others for my mistakes, and for me there was a lesson here. As a manager I spend a lot of time getting people to do things more effectively, and one is conscious of the fact that this does not always happen. All this really came home to me when I took part in the management game of building a stick tower. I felt like a mental streaker, but I am glad to have taken part in the exercise. The second management game was, I felt, consequently more interesting.

Why people work is so important. Here we were really looking at why, in spite of low wages and at times poor working conditions, young men still want to come on to farms to work and why later, when insufficient money becomes a problem, they leave. I can't help wondering if we shall be able to avoid the problems that other industries have. I can now see how we should be able to motivate staff, but I do find there is still a barrier of "them and us".

The need for a more definitive approach to selecting and interviewing prospective employees is becoming more apparent as we are replacing staff from outside our own area. So often the "nice" young man has been appointed, and it was very interesting to learn that an absolute scale could be applied to people. The evening spent on interview preparation took longer than some anticipated. This, I think, underlined its importance.

The training of workers is an increasing problem as labour becomes more mobile and as young men come on to the farms. So often a worker has been given a new machine, a field and an instruction book, and just left alone to find out what he can. This is now a thing of the past. We can now give a proper instruction course.

So much of what we were being told at Seale-Hayne was to apply logic to apparently illogical problems. This I feel was an important lesson. We so often get the answer we want rather than the correct one. Perhaps we now will keep asking "why".

The method of carrying out the course was interesting. Most of us are used to formal teaching where we listen and don't necessarily receive. Group discussion, where we tossed up ideas and questioned them, I felt covered more ground quicker and was certainly effective. When one ran out of ideas another was thinking out aloud with some more.

I am conscious of having been on the course, and, I hope, a more effective manager.

Any course is only as good as its application. I value this course very highly. So much of what took place has every day application. People are becoming more important.

There are some areas of benefit I find hard to evaluate, such as meeting other people. I have more confidence in myself and feel better equipped to deal with problems. I hope I can now adopt a more logical approach.

I would like to pay tribute to Ken Ansell, and in particular to Mike Atkinson. It is difficult to give an adequate appreciation of all they have done.

I would like to conclude by sincerely thanking Massey-Ferguson (UK) for making the course available. I feel there is a very real use for this course.

K. MORGAN

AGRICULTURAL BUSINESS MANAGEMENT

Reading University,
Department of Agriculture and Horticulture,
Farm Management Section

31st March to 6th April, 1974

Course Lecturers

- R. BISHOP, ICI. Farm Management Representative, Berkshire and Oxfordshire.
- J. BURNS, Lecturer, Department of Agricultural Economics and Management, University of Reading.
- DR. P. J. CHARLTON, Lecturer in Farm Management, Department of Agriculture and Horticulture, University of Reading.
- N. COWARD, General Manager's Assistant (Agriculture), Midland Bank.
- DR. G. E. DALTON, Lecturer in Farm Management, Department of Agriculture and Horticulture, University of Reading.
- DR. R. J. ESSLEMONT, Research Fellow, Department of Agriculture and Horticulture, University of Reading.
- A. K. GILES, Senior Lecturer, Department of Agricultural Economics and Management, University of Reading.
- R. H. GRIMSLEY, Management Accountant and Taxation Consultant.
- P. J. JAMES, Head of Farm Management Team, ADAS, MAFF, Reading.

- DR. D. H. LLOYD, Senior Lecturer in Farm Management, Department of Agriculture and Horticulture, University of Reading.
- J. S. MARSH, Reader, Department of Agricultural Economics and Management, University of Reading.
- DR. J. PEARCE, Senior Lecturer in Farm Management, Department of Agriculture and Horticulture, University of Reading.
- W. H. M. RAWLINS, MLC. Research Fellow, Department of Agriculture and Horticulture, University of Reading.
- J. M. STANSFIELD, Lecturer and Deputy Director of Farms, Department of Agriculture and Horticulture, University of Reading.

PROGRAMME

SUNDAY 31st March

- 7.45 p.m. J. PEARCE
Introduction and Outlines of Projects
 An introduction to the ideas behind the design of the course and to the practical projects.
- J. M. STANSFIELD
The Practice of Management : a Farm Manager's View
 The application of the principles of management objectives, optimum use of resources, priorities and limitations to success in the farm situation.

MONDAY 1st April

- 9.15 a.m. J. PEARCE
Management Objectives
 The importance of Objectives and the influence these may have on farm management decisions.
- 11.00 a.m. D. H. LLOYD
Effective Staff Management
 Recruitment and selection of staff. The duties of the employer. Handling men.
- 1.45 p.m. J. PEARCE
Programme Planning and Investment
 Logical approaches to short and long-term investment decisions.
- 3.30 p.m. G. E. DALTON
Investment Appraisal—I
 An introduction to the practical use of capital discounting techniques.
- 5.00 p.m. J. PEARCE
Introduction to Syndicate Projects
 Groups of participants will be allocated to management projects and will present their reports on the final day of the course.
- 7.45 p.m. W. H. M. RAWLINS
Current Trends in Product and Input Prices

TUESDAY 2nd April

- 9.15 a.m. *Visit to Churn Estate*
The University's 1,800 acre Churn Farm, at Blewbury, will be used as the basis of the syndicate projects. The visit will give syndicate members the opportunity to study the problems on the ground and to discuss details with the Deputy Director of the University Farms.
- 1.45 p.m. G. E. DALTOON
Investment Appraisal — II
The financing of investment projects.
Mortgages and long-term loans. The principles underlying loan repayment calculations.
- 3.30 p.m. R. J. ESSLEMONT
Costs and Benefits of Sound Livestock Husbandry Techniques
With the expansion of livestock units, attention to the individual animal cannot be neglected. A demonstration of the economic benefits of better oestrus detection and other components of good management.
- 7.45 p.m. N. COWARD
Banking and Agriculture
A banker's view of the changing relationship between the banks and their agricultural customers. Banking policy as it affects the farmer.

WEDNESDAY 3rd April

- 9.15 a.m. D. H. LLOYD
Budgeting for Development
- 11.00 a.m. R. H. GRIMSLEY
Taxation and the Farmer — I
Tax favours the continuous improvement of assets.
- 1.45 p.m. R. H. GRIMSLEY
Taxation and the Farmer — II
Tax problems affecting the farming business, including estate duty considerations.
- 3.00 p.m. R. H. GRIMSLEY
Taxation and the Farmer — III

THURSDAY 4th April

- 9.15 a.m. A. K. GILES
The Manager's Use of His Own Time
The elements of management and the need for management to organise its own time in the long-term interests of the business.
- 11.00 a.m. A. K. GILES
Budgetary Control
The use of the whole farm and enterprise budgets in identifying and correcting, or exploiting, deviations from a chosen plan.
- 1.45 p.m. W. H. M. RAWLINS
The Growth of the Farm Business — I
A case study of investigating the financial growth of a large

intensive pig unit and the factors which affect its profitability. The difference between planning for steady production and planning for growth. Physical growth and its relationship to financial growth.

- 3.30 p.m. G. E. DALTON
Capital Investment Problems
Tackling investment problems on the farm. Particular emphasis on the replacement of machinery and equipment and the phasing of capital expenditure.
- 7.45 p.m. J. S. MARSH
European Agriculture and the Common Market

FRIDAY 5th April

- 9.15 a.m. R. BISHOP
The Application of Computers to Farm Planning
A description of some practical advisory tools which are currently available to farmers.
- 11.00 a.m. P. J. JAMES
Growth of the Farm Business — II
Problems associated with large-scale capital investment, illustrated by the setting up of a large dairy herd.
- 1.45 p.m. J. BURNS
The Role of Marketing in Farm Management Decisions
Methods of marketing and the role of specialist marketing agencies. The impact of good and bad marketing decisions on farm profitability.
- 3.30 p.m. *Presentation of Project Reports — I*
- 7.45 p.m. *Presentation of Project Reports — II*
General course discussion.

A Report on the Advanced Farm Management Course, University of Reading, 31st March to 6th April, 1974, by an FMA member that attended.

Massey-Ferguson and the Farm Management Association should be congratulated on providing such a worthwhile and useful course. I found it of particular value as I had not attended any course on farm management since I left Seale-Hayne College, some nine years ago.

The course content provided an updating of previous management techniques that I had learnt, as well as putting forward a considerable number of new concepts and useful ideas for my own functions as a Farm Manager. I do not propose to comment on all the papers, which were of a very high standard, but would suggest one or two points from the overall theme that come to mind. The examination and classification of Farm Management was dealt with very effectively in the early papers and, above all,

the paper dealing with Effective staff management I found to be most beneficial.

The welcome relief of a visit to a College Farm, Churn Estate, for a short period of time allowed our minds to think back to the more practical ways in which we are all involved on our own units. The syndicate project which was based on the next five years' development of Churn Estate was in itself a mammoth task, if it was to have been carried out in the greatest detail. I do feel that the syndicate project played a major part in bringing all the members of the course together into small, as the Agricultural Training Board would call it, "Buzz Groups". It would be hard to see ways in which the syndicate projects could be altered; perhaps a visit to a farm outside the university group would offer more scope!

For the rest of the course, Investment Appraisals, Farm Taxation and Budgeting Control, there just was not enough time to cover everything on these subjects. A course in themselves!

From this course it was reassuring to realise that not only ourselves but also the experts have great difficulty in budgeting and making plans for the economic profitability and future of any enterprise in these quickly fluctuating economic times that we live in!

To sum up, I should like to thank the Farm Management Association and all the lecturing staff who gave us so much of their time and experiences, I am most grateful to them! I am also grateful for the associations that I have made with other colleagues who attended the course. I myself came away realising that there is so much more that one should find time to do in one's own management sphere, and I believe that this course has given one the impetus to do it.

B. M. BREARLEY

ANNUAL REPORTS AND STATEMENT OF ACCOUNTS

of the

FARM MANAGEMENT ASSOCIATION

for Year to 31st March, 1974



CHAIRMAN'S REPORT

A steadily increasing membership, a closer liaison with the Young Farmers' Clubs, a monthly news bulletin, a successful Second International Congress, representation on the judges' panel of the National Farmscan Competition and the consolidation of our position and importance at the National Agricultural Centre are the achievements of your Association during 1974. It has not been an easy farming year, European uncertainties, political instability at home, vagaries of the weather and 18% inflation have all contributed to the sense of uncertainty that has crept into our industry during the year, contrasting so sharply on the excitements and euphoria of 1972-73; but despite this our membership now stands at 1,600 and grows daily. Our connections and influence within the industry, internationally, continues to develop and earn respect, and we are able to claim with some pride that we are the largest organisation of its type within the UK.

I would like to welcome as our new President, Lord March, who succeeds Sir Emrys Jones, Kt. Lord March has many interests in agriculture both at home and overseas and will make a great contribution to the thinking of the Association.

My thanks are due to our committee chairmen who have served the Association with ability and loyalty. Mark Davison retires this year as Chairman of the Finance Committee after four years. He has done a tremendous job in consolidating our financial position and we thank him for all his work and for an onerous task well accomplished. Peter Street has chaired the Conference Committee with enthusiasm, imagination, flair and tact. Much depends on the success of our Annual Conference and we are most grateful to Peter for all he has done to ensure the success of our last two annual conferences. Graham Dalton, as Chairman of the Education Committee, has continued the Association's important work in the field of Education Training and has successfully organised courses for members under the Massey-Ferguson Award Scheme. John Nix has continued to chair the Journal Committee,

which produces the Journal and the Year Book. These publications are a feature of the Association and very much part of John's personal contribution.

I would like to thank the five retiring members of Council, John Evans, John Nix, whom we hope will continue as Chairman of the Journal Committee, Alan Wade, Ivor Watkins and Mark Davison. They have all made important contributions to our thinking and evolution during their time on Council.

I would like, too, to thank Guy Haines, head of the ADAS unit at the NAC, for his help, support and guidance.

On Council this year we have been fortunate to have the help and advice of Harry Helme, Chief Farm Management Advisory Officer, ADAS; Ken Neilson, Manager of the ATB Training Centre at the NAC; and James Paice, representative of the Young Farmers' Clubs. It is one of the great strengths of our Association that we are able to turn to Government-sponsored bodies for help and advice that is always willingly and freely given.

To Pearl Jukes, our efficient and enthusiastic secretary, and her assistant Miss Taylor, I would like to express my personal thanks, not only for what they do for every member of the Association but also for their help, advice and guidance to me during my year in office as your Chairman.

A. F. PATON



REPORT FROM THE FINANCE COMMITTEE CHAIRMAN

Committee Members :

M. J. Davison (Chairman), J. F. Birtles, B. P. W. Morris.

This year the Association's accounts show that we have just managed to operate within our total income. They also show a £510 reduction in subscriptions after a 25% increase in refunds to active County Branches.

The Allocation of Subscription table below shows which were the major cost items. The FMA is unlike most other specialist societies, because it not only maintains its own staff in rented premises but also does not receive any large donations to meet "fixed costs", these being covered by subscriptions.

The Balance Sheet shows that the Association at 31st March, 1974, was worth about £3,800, after deduction of the *Farmer and Stockbreeder* interest free loan, which we continue to repay at

£250 a year. The Education Committee continue to administer the Massey-Ferguson Award, and also a grant from the Agricultural Training Board. The Association is most grateful to these organisations who feel that our aims and objectives are worth financial assistance.

I am very pleased to report that since the year end, Brian Morris, who has just been elected to Council, has joined the Finance Committee.

This year, I would very much like to thank John Birtles again. He is an enthusiastic supporter of the Association and his Company continue to produce our Monthly Cash Flows. I should also like to thank D. A. Owen & Co. for their prompt work in auditing our annual accounts.

The Journal Committee Chairman has asked me to explain the work of our Committee.

Our task is that of drawing up an annual budget, monitoring the finances of the Association throughout the year, and informing both the Executive and Council of our conclusions. This has been a relatively easy task in the past, but the present high rate of inflation and the reluctance of members to be prepared to pay for the Association's services at present prices, is making our task considerably more time consuming.

Allocation of the Subscription

	1973	1974
	£ p	£ p
Salaries & National Insurance	1.41	1.72
Printing, Stationery, Postage & News Bulletin Expenses	.60	.93
Office Rent & Telephone	.44	.49
Journal	.53	.71
Year Book		.28
Staff & Council Travelling & Hire of Rooms for Meetings	.40	.49
Remittances to County Branches & Awards	.33	.66
Office Equipment depreciation, subscription reminders, Annual Dinner guests & sundries	.22	.16
Bank Charges, Accountancy & Legal Fees	.10	.11
Insurance & Subscriptions	.05	.05
Publicity	.21	.25
	£4.29	£5.85

M. J. DAVISON

REPORT FROM THE JOURNAL COMMITTEE CHAIRMAN

Committee Members :

J. S. Nix (Chairman), R. G. Norman (Vice-Chairman), D. Brown (Editor), R. A. Bevan, R. J. Dancey, R. A. Stokes.

The appearance of the first (1972-73) Year Book was the main innovation during the last year. It was very well received by members and it is hoped that the second Year Book will be equally acceptable. It will not be easy to keep including new interesting material, however, unless members themselves send in contributions.

The Winter 1973-74 issue was devoted to various aspects of farming capital and created widespread interest. The remaining two issues, as in previous years, contained articles on a variety of subjects. A third Journal Competition for Young Agriculturalists was held, the winning article appearing in the Spring 1974 issue. This competition will be given a rest this year but will probably be revived later, possibly in a different form.

Along with other chairmen I have been asked to describe the work of the Committee. Normally it meets just three times a year. The main items for discussion are obviously those relating to Journal content, but miscellaneous items, such as possible changes in format, circulation, copyright, arise periodically.

We usually start by reminding ourselves of the contents of the previous issue and commenting on last-minute decisions that might have had to have been taken in this regard by the Editor and the Chairman. Its cost is also scrutinised and compared with those of earlier issues and the budget. The main item on the agenda, however, is the content of the next edition. Articles that have already been received and circulated to Committee members are discussed and decisions made as to whether they should be rejected or accepted as they stand, or whether they need additions or revisions, major or minor editing, before publication.

Sometimes articles which it is hoped to include in the next edition have not been received in time. Failure of authors who have promised material to meet deadlines is, of course, a major bugbear to anyone involved with organising any publication. It causes us difficulties because articles that come in late have to be hurriedly circulated to members and decisions hastily made as a result of written or telephoned comments instead of after full consultation over the table. Sometimes, if a late article is particularly wanted, additions or revisions that might have been desirable cannot be made because of lack of time.

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SPECIALISTS FROM MAS AT NO COST OR OBLIGATION
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Where it is considered that no improvements or alterations are practicable or where, for some reason, the suggested action is thought undesirable then no costs are incurred on an enquiry.

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1. Writing a cheque.
2. Completing a cheque counterfoil.
3. Listing items for checking against the bank statement.
("Total" column in the analysed cash book).
4. Analysing the accounts into a ledger or analysed cash book.
("Analysis" column in the analysed cash book).
5. Calculating outline gross margins and costing records.
6. Assembling VAT records for parts A and B of VAT Return.
7. Assessing forward cash flow figures.
8. Adding, balancing and transferring individual analysis figures
and balancing the accounts throughout.

However many of these functions you do you need only complete one if you use the latest "6-action cheque writing system"
(Using your own ordinary cheques).

A similar "6-action pay-in slip system" operates for receipts.

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Advertiser's Announcement

1. The Service does not replace your Accountant, and though it is an independent professionally supervised bookkeeping operation it does not undertake audit or taxation work. The systems are approved and recommended by auditors and accountants throughout the country. The service is, of course, strictly confidential.
2. No capital is required, nor capital equipment or special printing.
3. The service completely frees you and your staff from routine bookkeeping and recording work.
4. The training of new staff is very easy as the system is so simple.
5. Errors are virtually eliminated.
6. There is a big increase in immediately available management information clearly and accurately presented.
7. The systems are versatile and trained accounts supervisors are responsible for each account.
8. The accounts are balanced and completely up-to-date within days of the end of the year and are ready to be sent to your accountant with no year end rush and balancing problems.
9. You receive help and advice on the best systems for you.

IT IS NOW A FACT that these systems are in use in farm offices and estate offices throughout England, Scotland and Wales, responsible for just under 600,000 acres of agricultural land.

TYPICAL COSTS

An individual estimate is supplied for every account. As an indication of the level of costs that might be associated with your account it can be taken as a rule of thumb that farming and estate accounts can average anything between 3p to 15p per acre per annum in total, i.e. a 500 acre farm might cost £75 per annum and a 5,000 acre estate might cost £150 per annum. The 3p to 15p figures are the widest range that one would normally find.

For further details write to:

MAS,
Farm & Estate Department,
N.W. Bank Chambers,
16A Market Place,
Chipping Norton,
Oxfordshire OX7 5NA.
Tel. : Chipping Norton 2900.

or

MAS,
Farm & Estate Department,
Matmer House,
Hull Road,
York YO1 3JW.
Tel. : York 23170.

Finally, the Committee turns to editions further ahead — usually the following two — and discusses possible future topics and authors. Sometimes it is easy to think of good topics but much more difficult to think of appropriate authors — people who are likely to be both able and willing to write a worthwhile article, and preferably keep to their deadlines! Committee members share the responsibility for contacting authors, outlining requirements, sending them reminders, and sometimes editing the contributions — or asking authors to make, or agree to, certain revisions. To exert pressure on authors to send in their articles or make changes is not always easy — especially as they are unpaid!

The Editor has, of course, much more work to do. He has to see to all the final editing and checking, liaison with the printers, obtaining biographical details and summaries from authors (not always as easy a job as it sounds!), circulating and checking proofs, and so on. In all this, too, the role of Pearl Jukes as Secretary must not be forgotten. Much of the contacting and correspondence is left in her very capable and ever willing hands, as well as subsequent sales and general queries. She plays a particularly large role in compiling material for the Year Book.

Like giving birth to anything, the whole process can be wearing, worrying and frustrating, particularly when the contents of an issue look uncertain because of recalcitrant authors and publication delays look imminent as a result. However, the appearance of the end-product usually makes it all seem very well worthwhile, and when nice comments are received from members the warm, glowing feeling inside is something to be envied!

J. S. Nix



REPORT FROM THE EDUCATION COMMITTEE CHAIRMAN

Committee Members :

G. E. Dalton (Chairman), R. McD. Graham, R. M. Clarke, A. H. Cockayne, A. K. Giles, K. G. Neilson, L. Norman.

The FMA Education Committee meets as and when necessary. Our main task is to produce an educational programme which will meet the requirements of the members of FMA, which is feasible in terms of time and other resources, and which will satisfy the requirements of our sponsors.

It is a difficult task to ascertain the demand for education by the members of FMA. We fully realise that there are many varied interests within the membership. So far, we have tended to repeat courses that have aroused interest and which continue to attract applicants.

A lot of comment springs from the timing of our courses. Let it be said that the main determinant of the timing is the fact that teaching staff are relatively free in the Christmas, Easter and Summer vacations. We rely heavily on such staff and the Year Book is an appropriate place to express our gratitude to them.

Our sponsors have various aims in providing us with funds. These aims include publicity of course, but support is also given because of a real interest in the development of the FMA. Some applicants complain of the need for interviews, but this is a requirement of the award, laid down by our main sponsor, Massey-Ferguson. Such a requirement is perfectly understandable in so far as they wish to ensure that their money is being well spent.

The Committee have two other important duties to perform. Firstly, there are mundane administrative matters to take care of, ranging from the design of application forms, correspondence, interviews to arrange and attend, and publicity. The Chairman represents the FMA on the Agricultural Training Board's Managerial and Supervisory Training Working Party. Secondly, and most important, the Committee has a policy role in so far as it is continually seeking new ideas and opportunities for the education of its members.

The Committee organised short courses for 37 members of the FMA, who were supported by the Massey-Ferguson and ATB Awards:

- April 1973 — Reading University course in Agricultural Business Management. 12 members.
- July 1973 — Seale-Hayne Agricultural College course on Managing the Human Resource. 16 members.
- July 1973 — University College of Wales, Aberystwyth, course on Agricultural Marketing. 9 members.

All the courses were very successful through the efforts of all the people who contributed to them, including the participants themselves. The Committee were particularly pleased to see the new course at Seale-Hayne get off to such a good start.

In addition to the above activities, a two-day Seminar for County Branch Officers was held at Leamington in October. Some 30 members attended in order to consider the content of County Branch Programmes and also to learn of the use of participative methods in a meeting.

The year 1974-75 has got off to a good start, with the Reading and Seale-Hayne courses completed. The venue of the Agricultural Marketing Course has been switched to Newcastle University and will be held in July.

We look forward to receiving your support and suggestions in our goal of improving your skills. It would please our sponsors and us if we received more applications and suggestions for future events.



REPORT FROM THE CONFERENCE COMMITTEE CHAIRMAN

Committee Members :

Dr. P. R. Street (Chairman), J. M. A. Evans, R. G. Haines, G. O. Hector, A. Brown, N. Coward, J. N. Jones.

The Annual Conference was again held at Harrogate. The theme was "Manpower in Agriculture" and the programme attracted over 150 delegates. The papers given were of a high standard, covering projections for the size and structure of the manpower force and the level and type of remuneration that it is likely to see. Manpower was considered as an evolving resource, the availability of which depended very much on intersectoral competition. Methods of obtaining, retaining and planning for the effective use of this manpower in the agricultural sector were considered. There is no doubt that the conference helped to ensure a greater understanding in the industry of the problems that exist and are likely to arise in connection with manpower.

The 1974 Conference is again to be held at Harrogate and will carry the theme of "Capital in Agriculture". The papers will cover various aspects of planning for the effective use of this resource, the distribution of the various types of capital found in our industry and a consideration of the intersectoral competition for funds and the priority that should be given to the agricultural sector. The Proceedings of the annual conferences are available to all members from our Secretary.

A Joint Conference with ADAS and the RASE was held in February at the NAC and dealt in depth with the implications to our industry of legislation in respect of taxation and company law. This was attended by over 130 delegates, who considered the event very worthwhile.

The Committee has continued with its efforts to encourage branches to hold events open to the national membership. Consider-

able success has been achieved in this respect and special mention must be given to the following events:

1. Dorset branch Open Day on 25th September, 1973, was highly successful and 250 people attended to see demonstrations of business machines, discuss farm secretarial and VAT problems, and see the range of costing and financial services offered by consultants and some of the banks.
2. The Lincs. Holland branch held an excellent two-day Residential Conference, "The Farmer and His Cereal Marketing". Details of this conference are documented more fully in the Proceedings of FMA.

I am pleased to see such enthusiasm by some branches, since events of this type can be more ambitious and draw on a wider section of our membership. More than this however, this is what being in a national organisation is about.

For the future, the Committee is attempting to help branches to organise national events and establish follow-up events, using the theme of the national conference as a basis for deeper study. A further Joint Conference with ADAS and the RASE is being planned for the Spring. The theme is to be "Business Management — Education & Training for British Agriculture".

The Chairman of the Journal Committee has asked me to mention briefly how my committee functions: some half a dozen people are contacted, usually suggested by Council, and asked to sit on the Conference Committee. Surprisingly it only meets approximately three times a year.

At the Annual Conference, I and members of my committee consult a cross section of delegates attending and ask them for ideas and suggestions for a theme for the conference the following year. These suggestions are then discussed with Council and a theme decided upon.

A full brief on the conference theme is then forwarded to members of the committee so that they may do their homework and arrive at the first meeting with suggestions for speakers. Each member leaves the meeting with specific tasks to perform, i.e. contacting the suggested speakers and session chairmen.

At the next meeting all loose ends are tied up and a budget prepared for the Annual Conference.

This committee does not meet again until after the November conference when a post mortem is held and a discussion on a theme and speakers for the following year. Annual Conference arrangements are usually complete by January/February.

I would like to thank the Committee and all those involved in the organisation of regional events for their enthusiasm which

had made this year's conference events so successful. I would also like to thank those members who attended and gave us their support and to remind you all that we can only provide our estimates of the service that you require, unless you make specific requests.

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Telephone : Thetford 3281.

FARM MANAGEMENT ASSOCIATION

INCOME AND EXPENDITURE ACCOUNT

for the Year ended 31st March, 1974

EXPENDITURE		INCOME	
1973	1973	Members Subscriptions	7,794.65
2,268	2,542.96	Less Refunds to County Branches	652.26
133	132.50		
37	96.75	Income from Conferences:	
		196 Spring	—
		4,180 Autumn	3,342.02
625	625.00	Professional Registrar Application Fees	3,342.02
637	1,035.36	189 Bank Interest on Deposit Account	3,342.02
93	138.14	100 Interest (Gross) on 7% British Savings Bonds	93.45
45	13.90	— Interest (Gross) on 8½% British Savings Bonds	231.57
		— Interest (Gross) on Investment with Lombard	281.19
50	4,564.61	— North Central	255.82
	50.50	Sales of Farm Management Survey:	
615	663.14	3 Part 1	2.50
22	27.00	5 Part 2	2.50
85	85.00		
80	90.45	285 Sales of International Congress Papers	5.00
		— Sales of "Employing Farm Manager"	30.98
185	—		11.50
3,108	2,911.35		
	—		
57	1,793.22		
869	690.57		
	1,102.65		
65	—		
350	414.92		
342	386.60		
10	—		
129	—		
43	7.23		
84	156.50		
	582.97		
	140.00		
	442.97		
	379.31		
	19.39		
65	56.00		
	16.30		
2,629	11,393.92	Excess of Expenditure over Income Transferred to General Fund	—
12,626			11,393.92

BALANCE SHEET

as at 31st March, 1974

1973	GENERAL FUND	1973	FIXED ASSETS		
	Balance at 31st March, 1973	3,970.43	OFFICE EQUIPMENT at 31st March, 1973	373.00	
	Add Balance from Income and Expenditure Account	16.30	Less Depreciation	56.00	
3,970					317.00
	INTEREST FREE LOAN:		INVESTMENTS		
	<i>Farmer and Stockbreeder</i>		British Savings Bonds 7% at cost	5,000.00	
	Balance at 31st March, 1973	1,250.00	Less Redeemed in Year	5,000.00	
	Less Repaid in Year	250.00	British Savings Bonds 8% at cost	5,000.00	
1,250			Less Redeemed in Year	5,000.00	
	Costs of Courses in Year	1,593.76	Lombard North Central Investment	5,000.00	
	Less Contributions to Courses in year	700.00	Less Redeemed in Year	5,000.00	
	Balance available for Costs of future Courses brought forward	784.37			
		1,484.37	CURRENT ASSETS		
784	Written off to Income & Expenditure Account	19.39	Sundry Debtors and Payments in Advance	30.00	
			National Westminster Bank Ltd.:		
	Cash Received on Account of Farm Management Survey, Balance at 31st March, 1974		Deposit Account	5,137.66	
103	Contribution to Second International Congress		Current Account	—	
33	Balance at 31st March, 1974		Stock of Plastic Folders	37.30	
455	Sundry Creditors	102.76	Stock of Paper	453.12	
	National Westminster Bank Ltd. —Current Account	22.11			5,638.08
		217.50			
		645.98			
6,595		5,975.08			

TO THE MEMBERS OF THE FARM MANAGEMENT ASSOCIATION

We have prepared the above Balance Sheet and the attached Income and Expenditure Account from the books and records of the Association and the information given. We certify that the Accounts are in accordance therewith and give a fair view of the affairs of the Association as at 31st March, 1974.

LEAMINGTON SPA.
21st June, 1974.

D. A. OWEN, & CO.,
Chartered Accountants.

FARM MANAGEMENT ASSOCIATION

Minutes of the Eighth ANNUAL GENERAL MEETING of the Farm Management Association held at the Cairn Hotel, Harrogate, on Wednesday, 14th November, 1973.

THOSE PRESENT: Chairman	— Mr. J. N. Jones
Vice-Chairman	— Mr. A. F. Paton
Finance Chairman	— Mr. M. J. Davison
Association Accountant	— Mr. J. F. Birtles
Secretary	— Miss P. C. Jukes
Members	— Approx. 150

1. APOLOGIES FOR ABSENCE: Mr. W. R. B. Carter, Norfolk.
2. MINUTES OF SEVENTH ANNUAL GENERAL MEETING

The minutes of the Seventh Annual General Meeting held on 8th November, 1972, which had been previously circulated to members, were reviewed and signed by the Chairman as being a correct record of the meeting.

3. MATTERS ARISING

Minute 7(a) — 1973 Tour Abroad for Members

The Chairman reported that this tour to Northern France had taken place and twenty-nine members had participated. The tour had been organised for FMA by STITA Farms' Tours in close liaison with Mr. R. G. Haines.

Minute 7(b) — FMA "Political Voice"

Mr. Paton reported that he had replied on behalf of the Association to the Barker Report, but nothing had since been heard.

4. STATEMENT OF ACCOUNTS AND BALANCE SHEET FOR YEAR ENDED 31ST MARCH, 1973

Copies of the accounts had been circulated to members prior to the meeting and were also available at the meeting. The Finance Chairman, Mr. M. J. Davison, reviewed the accounts and pointed out that the Association will require more members to be able to continue at the present annual subscription rate. It was hoped that these would be forthcoming during 1974.

The adoption of the accounts was proposed by Mr. J. M. Stansfield and seconded by Mr. A. F. Paton.

5. APPOINTMENT OF AUDITORS

It was Agreed—by all present—that Messrs. D. A. Owen and Company should again be appointed Auditors to the Association for the ensuing twelve months.

6. ANNUAL REPORTS 1972-73

The Chairman reviewed the Annual Reports and asked members if they would like the Chairmen, who were all present, to speak to them. Mr. Jones then thanked the Chairmen of the various committees for the amount of hard work they had contributed during the past year. He mentioned Dr. Graham Dalton, Chairman of the Education Committee who, with the kind backing of Massey-Ferguson, organised the three excellent courses provided free-of-charge for members. He also

mentioned Dr. Peter Street, who was responsible for the very high calibre seminars and conferences that the Association offered to its members. Mark Davison and John Birtles were also thanked for their guidance and handling of the Association accounts and budgets, making the subscription stretch to its utmost. Mr. Jones then thanked Miss Jukes for her loyalty and interest in the position she held as Secretary.

Lastly, the Chairman thanked John Nix and his Journal Committee for the splendid work they did with *Farm Management*, and the FMA Year Book which had recently been published. The latter drew a standing ovation from those present for Mr. Nix.

7. YEAR BOOK 1973-1974

Mr. Nix thanked those present for their enthusiasm and congratulations on the Year Book and asked for their assistance in providing material for next year's edition. He asked for contributions from County Branches and contributions from members that they felt would be of interest to the membership.

8. SECOND INTERNATIONAL CONGRESS ON FARM BUSINESS MANAGEMENT 14TH-19TH JULY, 1974, AT THE UNIVERSITY OF GUELPH, ONTARIO

Mr. Jones introduced Mr. Frank Paton, Vice-Chairman of the Association and Chairman of the International Congress Committee. Mr. Paton reported on the programme that the Canadians had organised, which would shortly be forwarded to members, entitled "Emerging Issues for Farm Managers". Cost of Congress, inclusive of Congress Fee and Accommodation, was £49.65.

Mr. Paton then reported that many airlines had been approached for the cheapest flight available. Laker Airways had been the most promising to date, offering a flight for a fourteen day stay in Canada for £87.00, they also offered a £4.00 insurance scheme which guaranteed a refund of air cost if cancellation was necessary due to illness. Laker Airways were quoting via Cooks. Unfortunately, for members that required to stay in Canada for the length of the Congress, possibly seven days, the air fare increased quite enormously to £245. Mr. Paton announced that the Secretary would continue contacting airlines to see if this might be reduced.

All members would be notified via the next News Sheet, and £20 deposits would be required, together with passport numbers, to retain seats on the aircraft.

Mr. Paton announced that he had approached the Ministry for some financial support for members that would like to attend the Congress but did not have the necessary finance. He reported that he had not yet received a definite "no" from the Ministry and would continue discussions with them if possible.

9. ELECTION OF COUNCIL MEMBERS

The Chairman reported that the following five Council members were retiring after completing their four year term of office, Mr. J. M. Fort, Mr. G. O. Hector, Mr. D. J. Roberts and Mr. D. W. Tagg, and the Chairman also had completed his term of office. Mr. A. C. Harrison had announced his resignation after completing only three years, due to pressure of work.

The Chairman explained that there was concern because of the fact that the six retiring members were all practising farm managers and it was desirable that members elected to take their places should be mainly in the same category to keep the right balance on Council.

Thirteen nominations had been received, their names and occupations were written on a blackboard and those present were asked to write up to a maximum of six names on the voting paper. The first five in the ballot would serve for four years and the sixth for one year. Nominees that were present were asked to stand and give a few details of themselves, and other members acted on behalf of those not present.

After the votes had been counted, the Chairman announced the successful applications:

Mr. S. Meyler, Kent	— Farming
Mr. J. T. Harle, Aberdeenshire	— Farming
Mr. P. Innes, Essex	— Farming
Mr. B. P. W. Morris, Sussex	— Farming
Mr. M. Lee, Devon	— Farming

These five members were elected for a four year term of office.

Mr. J. M. A. Evans, Kent	— Lecturer
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was elected for one year to conclude the four year period of office commenced by A. C. Harrison.

10. RETIREMENT OF PRESIDENT

The Chairman asked that a vote of thanks be recorded to the Association President, Sir Emrys Jones, Kt., who was retiring after completing a three year term of office.

11. NEW PRESIDENT

The Chairman reported that he was very pleased to announce that the Earl of March, Managing Director of Goodwood Estates, had very kindly agreed to accept the office of President. Lord March had expressed regret that he was unable to attend this year's conference and AGM due to the fact that his presence had been requested at the wedding of HRH Princess Anne.

The term of office for a President is a two year period, but can be extended to three years by mutual agreement.

12. ANY OTHER BUSINESS

The Chairman asked members if they had any other business:

(a) *Problems Facing Farm Managers*

Two members from Oxfordshire, Mr. M. D. Drew and R. Morrow, were concerned about the professional status and security of farm managers. They felt that not enough light had been thrown onto the problems facing farm managers, i.e. tied cottages, sudden unemployment, etc., problems which were usually through no fault of their own. Both Mr. Morrow and Mr. Drew felt that FMA was the only Association that was in a position to identify the problems that existed in this part of the industry.

It was Agreed — therefore — that a sub-committee of Council should be formed to analyse these difficulties. It was suggested that possibly Mr. A. K. Giles, who had carried out a lot of research work on farm managers should be asked to join the committee, and also one or two practising farm managers.

(b) *Institute of Agricultural Management*

A member asked what, if anything, had been done towards an Institute of Agricultural Management which had been one of the objectives of the Association since its inauguration.

The Chairman replied that he had recently attended a meeting,

at the invitation of the RASE, to discuss the National Agricultural Centre plans for the next five years. Mr. J. D. M. Hearth, Chief Executive of the RASE, had asked Mr. Jones how FMA/RASE could liaise to help each other. Mr. Jones had suggested that the formation of this Institute, to be run by the Association, might be a link between them. Further discussions had been arranged.

(c) *Sponsorship for Courses*

A member asked if organisations, other than Massey-Ferguson had been approached for money to sponsor courses for members. Dr. Dalton replied they had not. Dr. Dalton also reported that the sponsors were not happy with the support given to the courses by the membership and asked for more applications during 1974. Several members present had attended courses during 1973 at Reading, Seale-Hayne and Aberystwyth and all agreed they were first rate. It was hoped that more members than ever would apply for a course during 1974, thereby safeguarding the £1,000 grant received through the kind auspices of Massey-Ferguson.

(d) *Thanks to Retiring Chairman*

Mr. David Tagg asked that a vote of thanks be recorded to Mr. J. N. Jones, retiring Chairman for 1973, for the time and work he had donated to FMA during his three years as a member of Council and the past year he had worked as Chairman. Mr. Jones received an ovation from all those present.

There being no other business, the meeting was then closed.

SECRETARIAL WORK AT HEADQUARTERS

P. C. Jukes

FMA Headquarters consist of two offices rented from the RASE on the Royal Showground at Stoneleigh, virtually impossible to find by visitors to the Show! The staff of two handle the workload generating from sixteen hundred members with the help of a duplicator, addressograph machine, guillotine and, of course, the telephone and two typewriters.

The Secretary, Miss Pearl Jukes, whom many members have met at conferences, has been with the Association nearly five years and lives with her mother in a small bungalow some five miles from the showground, near Warwick. Both are watched over by Warpaint, the family's seven-stone Dalmation.

Miss Janet Taylor, assistant to Miss Jukes, her right hand in fact, came to the Association straight from college, some two years ago. She lives with her family at Balsall Common, twelve miles from Stoneleigh, and is the proud owner and rider of Spring Fair II, her seven-year-old bay mare.

Correspondence into the office each morning is heavy, ranging from notifications of changes of address (some members do remember to notify the office!), journal orders, some in foreign languages which take quite a bit of sorting out, enquiries about the Second International Congress, from all parts of the globe and — most welcome of all — enquiries about membership.

When an application form is received at the office, it is acknowledged with a letter of thanks and a note of the date of the next meeting when it will be considered. A list of new members and their occupations and addresses is then compiled, together with resignations, if any, and total membership figures, which are then presented to Council or Executive for approval and acceptance. The day after the meeting, each new member is written to informing him of his acceptance into the Association and is forwarded a constitution, the latest news bulletin and various other literature pertaining to the activities of FMA. A letter also goes to the branch secretary in that area informing him of the new member's name and address so that he may add this to his mailing list. A rotadex card is then made out and filed with all particulars, and also a branch card. Additions are then made in the books of county branch records, a glance at which will tell immediately how many members a branch has. Last of all, an addressograph plate is ordered, and, when received, filed alphabetically in branch order. These plates are counted, per branch, and checked with the books of records and branch cards.

The system has an unpleasant way of going slightly haywire at times (mainly because of members changing their address and not informing the office), and can result in the books, plates and county cards all giving a different number of members in the same branch. This situation can take an hour and a half to correct.

Orders from journal subscribers are treated in a similar manner — cards filed with date of payment, etc., and addressograph plates ordered. A list of the journal subscribers is also kept at the front of the file so we are able to see at a glance the number of subscribers we have and also the number of editions they receive. There are over two hundred of these in all parts of the world. Towards the end of the year when time for payment draws near each card has a coloured metal tab attached to the top and invoices sent out. As payment is received, the tab is removed. Payments for journals are made in advance; three requests are sent and subscribers removed from the records where payments are still outstanding. Every card is also stamped when each edition leaves the office.

Payments for conference and congress papers are also now requested in advance, the lesson having been learned from a University in Canada that took two years and numerous airmail letters to forward payment of £5.00 for a set of Congress Proceedings.

The Second International Congress, which the Canadians asked if they might organise, was supposed to result in the Association having only one operation to carry out, namely that of getting its members to Canada. Unfortunately this has not been the case. We were sent a list of topics and asked for suggestions for speakers. This meant the programme had to be duplicated and sent to numerous people in various sectors of the Industry with a covering letter asking for suggestions for speakers. This information was then collated and forwarded to Canada. Practically every airline in the country was contacted for the cheapest method of travel, and the entire membership issued with forms asking if they would be interested in attending. National correspondents, gained from the first Congress in all parts of the world, were also contacted by this office and sent details.

All members that decided to attend have had to be contacted for deposits, etc., before finally handing over to the travel agent, one of the largest and best known in the world, which after all arrangements were finally complete and the flight due to take-off in four months, informed the office they had the FMA party booked on a flight bound for New York! After several fits of apoplexy by the Secretary, the message was finally got across where the party was bound for.

Conferences and seminars generate a lot of work for headquarters, the Annual Conference in particular. Hotel bookings are fairly straightforward, once the number of rooms to be reserved in a hotel is established — by guesswork with a little help from previous experience. A plan is drawn up and pinned to the office wall, covered in small boxes, each box representing one room, a split box twin-bedded rooms, etc., and when a member forwards his conference application and payment, a receipt is forwarded and the member's name placed in a box on the chart relevant to his requirements. Last minute bookings (usually the night before the conference opens) can then be dealt with quickly by a glance at the chart to see how many, if any, empty boxes there are for accommodation.

All speakers have to be contacted for their accommodation requirements. Annual Dinner guests have also to be contacted and menus must be ordered. If speakers are bringing wives, or lady guests, corsages are ordered and placed in their rooms before their arrival.

Speakers' papers involve a lot of work, typing, duplicating, collating and packing for transportation to the hotel. Although speakers are always given a deadline date on which to submit their papers there are always the odd two or three who forward their papers to the office the day before the conference. All this is extra work to the usual daily round and staff work from 9 a.m. to 9 p.m. most evenings for some three weeks before a big conference. This once resulted in their being locked in the office building by the night watchman at the showground, and plunged into inky blackness when the master switch for electricity was turned off. They were thus locked in and blacked out in the middle of 500 acres. An escape was made by climbing out through a window, the Association's offices fortunately being on the ground floor.

The two staff always attend the Annual Conference, arriving the night before so that the whole organisation at the hotel can be checked, to ensure everything is ready by the time the delegates arrive. Staff are then on duty from 8 a.m. until retiring, dealing with small problems that crop up like hunting for a three-pin plug that has gone astray from a projector, making extra badges, attending to complaints from a member that has missed his early morning tea or been delivered the wrong newspaper. More important, last minute calamities have to be averted; for example, one speaker who should have been in the hotel in Yorkshire by the evening train, because he was first on the platform next morning, was located having dinner in a London restaurant completely oblivious of his commitment next day because his secretary had failed to remind him. The gentleman was very

quickly removed from the restaurant, put into his chauffeur-driven car and brought through the night to Yorkshire to be on the platform at 9 a.m., next morning, slightly sleepy, but then to give the best paper at the conference.

The Association is well-known for the excellent courses it runs for its members, who, with the backing of Massey-Ferguson, are able to attend completely free of charge. These courses are brought to the attention of the membership via the news bulletin and application forms sent on request. Forms are returned and acknowledged and interviews are arranged, each member being notified of time, place, and the names of the interviewers. The Secretary attends the bulk of the interviews and at the end of the day is told who has been successful. These members are then informed of the outcome of the interview and whether a place has or has not been awarded to them on the course of their choice. The Universities/Colleges where courses are taking place are then sent a list of course delegates and correspond with them direct, informing them of their time of arrival, etc., and programme details for the week of the course. On completion of the course, delegates are again written to from headquarters, and a certificate forwarded plus a request for a short report giving their opinions of the course. Obtaining these reports from members can result in some half a dozen letters, but when finally obtained, they are stencilled, reproduced and collated and forwarded to course organisers, Massey-Ferguson directors, and FMA Council. Criticisms of the courses are very few and minor. The odd member who has attended an £80 course completely free of charge sometimes does have the minor grievance that the bar was late opening one evening, or he had to work too hard with too little time for leisure!

The new monthly bulletin, which has proved so popular with members, is quite time consuming and has had its teething troubles. A deadline of the 10th of each month for the posting date has to be met, so as soon as one month's bulletin is away, work is started hunting information for the next. When all information is collated a dummy is made with the corners a perfect fit. There are usually ten sheets to be duplicated with 1,600 of each, and this is when the troubles usually start. It can take an hour to run one page through the duplicating machine, measuring every few sheets with the dummy to get the corner piece in the right place. Next comes the "chopping-off" process, which can also bring its catastrophies! The guillotine slices 15 sheets in one go, but if the top sheet is slightly out, the whole wad is wasted and can result in one page of the bulletin being 15 or 30 sheets short. Sometimes the stencil, already held together with sticky paper, sellotape, and correcting fluid on its wrinkles, has fallen to pieces on the long run, so that

another has to be typed and checked. When each sheet has been run off and cut off, then starts the process of putting them into sets and stapling. This process can take two people two days. Finally, each bulletin has to be folded twice and inserted into an envelope and the flap sealed. This is another process that can take possibly two days. The envelopes are stamped by hand in an addressograph machine which usually takes half a day. When the deadline day is reached they are loaded into a car belonging to one of the staff and taken to the post office five miles away and handed over for franking. Loading up the car with heavy parcels and unloading into a skip at the post office is no mean task and builds up muscles to equal those of an all-in wrestler.

Each committee holds a meeting at the Farmers' Club in London three times a year, with half a dozen people on each committee. The Council, made up of twenty-two members, meets four times a year. The Secretary attends all these meetings and prepares the minutes. Transcribing minutes from a large meeting can take a day. They are then sent in draft form to the Chairman of the relevant committee for perusal and amendment if necessary, before final typing, duplicating, and circulation to the Committee and Council members.

Most of the membership pay their subscription by banker's order in the week following the 6th April. During that time the staff and furniture are just about visible over the mound of banker's order slips, all of which have to be put into alphabetical order, and all cards on the rotadex stamped. To make things just a little more interesting, there are always a few dozen £5.00 slips with only the name of a company; a search then has to be undertaken through the entire membership records to find on whose behalf these amounts have been paid. There are also some with the same surname and initials, and only by tracing the bank code can we find out the payee. At least one hundred out of the sixteen hundred make duplicated payments, which means a hundred or so cheques have to be written out and posted back to members with a covering letter.

On production of a branch programme, fifty pence per head is paid for all fully paid-up members in that branch. Before the end of the Association's financial year, 31st March, all members who have joined the branch since the first payment was made are counted and a further cheque sent.

Notepaper and duplicator paper is printed with the heading of the Association but with no address. This is on sale to branches at 25p per hundred sheets. Addressed envelopes for branches are also available; some branches have six sets per annum, for circulation of events to their members. To some extent branch secretaries

can also obtain speakers, via Headquarters, for their branch meetings if they so desire.

It is hoped that what has been described above will give members some idea of the work that goes on at Headquarters. As may be surmised, the staff are never at a loss to find something useful to do! While much of the work detailed above can only be described as humdrum, not to say positively tedious, considerable job satisfaction is achieved (to use the relevant terminology!) through working in a lively and effective organisation, with plentiful opportunities for direct contact with members.

COUNTY BRANCH OFFICERS

COUNTY BRANCH	CHAIRMAN	SECRETARY
Bedfordshire		T. Griffiths, Esq., Shuttleworth College, Old Warden Park, Biggleswade, Beds. Tel.: Northill 351
NOT ACTIVE		
Berkshire	Mr. R. Clark, Marlston Farm, Hermitage, Newbury, Berks. Tel.: Hermitage 409	F. Robson, Esq., Berks. Inst. of Agric., Hall Place, Burchett's Green, Maidenhead, Berks.
Buckinghamshire	H. Dugdale, Esq., Myze Farm, West Wycombe, Bucks. Tel.: Land End 485	D. H. Yard, Esq., Dept. of Agriculture, Hampden Hall, Stoke Manderville, Aylesbury, Bucks. Tel.: S/Manderville 3391
Cambridgeshire		M. C. Thompson, Esq., c/o Dept. Land Economy, 16 Silver Street, Cambridge. Tel.: 55262
Cheshire	R. T. Matson, Esq., Twenlows Hall, Whitchurch, Salop. Tel.: Ash 3239	K. A. Slater, Esq., Hall Farm, Reaseheath, Nantwich, Cheshire. Tel.: Nantwich 60424
Cornwall	NOT ACTIVE	
Cumberland	NOT ACTIVE	
Clwyd		D. I. Smith, Esq., Llysfas Coll. of Agric., Ruthin, Denbighshire, LL15 2LB. Tel.: Llandegla 263
Derbyshire	NOT ACTIVE	

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Eire	B. G. Dean, Esq., Bonshaw, Ardmulchan, Navan, Co. Meath. Tel.: Beauparc 31	J. A. Connolly, Esq., Dept. of Applied Agric. Economics, Univ. Coll. of Dublin, Glasnevin, Dublin 9.
NOT ACTIVE		
Kent	Mr. R. M. Fuller, Sutton Court, Sutton-by-Dover, Kent. Tel.: Deal 5033	J. M. A. Evans, Esq., Hadlow Coll. of Agric., Hadlow, Tonbridge. Tel.: Hadlow 551/4

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NOT ACTIVE

Northumberland

NOT ACTIVE

Nottinghamshire

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Riggall, M. R.
Sneath, M. J.
Stones, J. C.
Stott, C. A. P.
Thomson, R.
Waite, L.
Walkinton, R. H.
Walshaw, R. F.
Wilkinson, R. G.
Williamson, R.
Wright, J. W.

Leics. & Rutland

Aston, P. J. M.
Bessell, J. E.
Brooks, V. R.
Clements, H. A. B.
Cowling, R. J.
Crookes, F. G.
Dent, J. B.
Fort, J. D.
Gibbs, H. W.
Hay, R. C.
Howard, R. W.
Hurst, D. W.
Johnson, G. W.
Keene, A. C.
Kerr, H. W. T.
Lilwall, R. W.
Pack-Drury-Lowe, S. J.
Pick, M. C. E.
Pridmore, J. P.
Seabrook, M. F.
Stops, M. G.
Street, Dr. P. R.

London

Abbott, G. J.
Bolam, P. M.
Clery, P. A.
Davies, A. J.
Dobb, E. S.
Ellis, P. R. J.
Hampton, D. M. S.
Hill, C. E.
Hunter, J. M.
Legge, A. M.
McDonald, I. D.

London (contd.)

McOran-Campbell, A. G.
Morton, J.
Roberts, W. P.

Monmouthshire

Armstrong, J. H.
Bennett, R. J.
Bracewell, W.
Chetwynd, H. W. J.
Davies, R. E.
Gibbons, J. P. L.
Greasby, D. J.
Grossey, M. C.
Hall, N. J.
*Hutchings, T. J. B.
James, J. W.
Jameson, F. W.
Jenkins, D. R. M.
Jenkins, H. T. J.
Jones, V. E.
Long, P. G.
McConnel, J. F. W.
Micklethwait, R.
Milne-Day, C. J. H.
Moore, E. O.
Newman, M. J.
Powell, W. J.
Price, C. F. R.
Reeves, M. J.
Shorney, B.
Wallace, G. R.
Walters, D. L.
Watkins, D. W.
Wheelock, R. H.
White, G.
Young, M. R.

Norfolk

Agar, N. S.
Agnew, S. W.
Allen (Mrs.), J.
Alston, J.
Alston, W.
Archibald, W. I.
Barrett, C. F.
Batey, C. G.
Beddie, G. H.
Buckingham, G. W.
Cairns, D. A.
Candler, B. W.
Cargill, C. D. R.
Carter, W. R. B.
Cook, D. M.
Crane, T. G.
Crocker, S. A.
Crowe, D. N.
Cuttell, G. P.
Dalton, R. R.

Norfolk (contd.)

Davies, J. E.
De Jager, L.
Dixon, R. G. J.
Durrell, W. J.
Ebbage, J. M.
Edmonds, P. J. K.
Elliott, B. R. M.
Emmett, R.
Gilmour, G. M.
Green, P. J.
Hance, D. J.
Harris, B.
Hill, D. W. J.
Hoff, R. H. G.
Hollies, J. D.
Holman, C. A.
Huggins (Miss), A. L.
Knowles, W. H.
Lambkin, J. B.
Lewis, C. D. M.
Mack, L. F.
Mallett, R. J.
McClintock, I. W. T.
McHarg, G. W.
Morgan, K.
Mutimer, R. I.
Papworth, P. D.
Pearce, D. G.
Place, J. M.
Pooley, D. R.
*Reynolds, G. H.
Riches, P. H.
Seligman, P.
Simpson, R.
Skinner, C. D.
Sloan, W. M.
Starling, R. G.
Steed, N. J.
Taylor, M. I.
Trendell, E. M.
Unwin, J.
Watkins, D. I.
Watkins, P. D.
Wilson, J. M.

Northants.

Barnes, M. P.
Callis, R. J.
Grainger, M. M.
Lyon, T. S.
Moutrie, G. A.
Thompson, G.

Northumberland

Armstrong, H. J.
Bowie, R. S.
Clark, J.
Davies, T. S.
Dickson, G. R.
Jackson, A.

**Northumberland
(contd.)**

Mallen, R. T.
Salmon, G. D.
Sanderson, H.
Storrar, R. M.
Warner, R. M.

Nottingham

Benton, A. G.
Brocksope, K. E.
Brooke, M. D.
Cotton, R. F.
Drury, D. J.
Harrison, R. G.
Husselbee, P.
Lane, E. M.
Lyth, P.
Mortensen, R. N.
Murch, P. S.
Scott, A.
Smith, A. C.
Smithers, R. S.
Wilbraham, R. J.
Wright, C.

Oxford

Andrew, J. F.
Beresford, J. R.
Beresford-Stoke, P. M.
Birtles, J. F.
Bruce-Fielding, R. M.
Clark, R. W.
Cleaver, A. G. H.
Drew, M. D.
Fox, C. R. M.
Garson, J. L.
Gasson, D. R.
Gill, F. M.
Graham, A. R. W.
Hall, P. R.
Harlow, M.
Hitchings, F. S.
Hoare, G. J.
Hood, C. J.
Hotz de Baar, O. F. A.
Morrow, R. P.
Pullen, E. W. H.
Rowland, P.
Simcocks, C. P.
Turner, D. M.
Watkiss, R. H.

East Scotland

Anderson, J. L.
Attenborough, J.
Ballantyne, A. D.
Barraclough, F. R.
Bateman, W. N. B.
*Beveridge, J. L.

East Scotland (contd.)	East Scotland (contd.)	North East Scotland
Black, W. H. M.	Usher, C. H.	Addison, W. G.
Blyth, A.	Wailes-Fairbairn, A. G.	Allathan, R. E.
Brewis, T. H.	Wardrop, J. C.	Allen, F. S.
Bridges, D.	Watson, I. M. L.	Anderson, R.
Brook, P. M.	Weir, I. C.	Argo, W. J.
Bruce, C.	Wemyss, A. G.	Auton, E. H.
Bruce, J. M. E.	Whitehead, G.	Barclay, L. G. D.
Bruce, W. P.	Wilson, R. M.	Barclay, R. A.
Burns, J. C.	Wilson, R. T.	Bishop, C. K.
Cairns, I. H.	Wyllie, J. H.	Brown, D.
Cheyne, J. M. T.	Young, C. G.	Bruce, G. R.
Colebrook, P. M.		Bryce, G. R.
Courts, W. S.	North Scotland	Buchan, A.
Cowe, R. B.	Adam, J. D.	Buchan, R. D.
Cranston, A. G.	Alexander, G. G.	Caldwell, W. M.
Dawson, W. H. M.	Anderson, A. C.	Campbell, A. H.
Donald, J. S.	Arbuckle, J. W.	Campbell, W. H. M.
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Fisher, B. W.	*Butler, J. G. P.	Caspell, N.
Fleming, T.	Calder, J. M.	Catt, D. C.
Forrest, J. B.	Chalmers, E. S.	Craig, D. J.
Free, E. F.	Chalmers, G. C. W.	Critchley, R.
French (Miss), J. P.	Clark, H.	Cruickshank, I. A.
Gray, G. B. R.	Coutts, A. A.	Davidson, W.
Gray, J. F.	Duncan, J. C.	Dawson, K. E.
Gray, P. H. B.	Fleming, G. W.	Dempster, D. G.
Halcrow, J. N.	Forbes, A. D.	de Winton, A. C. P.
Hamilton, M. J.	Forbes, I. Y.	Dingwall-Fordyce, J. A.
Hardie, M.	Forbes, J.	Drybrough, W. G.
Harkins, J.	Fraser, D. W. M.	Ferguson, W. J.
Hume, A.	Gall, J. M.	Forbes, The Rt. Hon. Lord
Innes, A. P.	Gill, A. J.	Forbes, P. J.
Kane, J.	Grant, C. M.	Fyfe, M. H. D. F.
Laing, D. A.	Grant, J. W.	Gilbert, J. M.
Lohar, W.	Hamilton, G.	Gooch, J. D.
Lord, R. F.	Hamilton (Mrs.), I.	Graham, T. C.
Macdonald, J.	Hayes, S.	Harle, J. T.
Mackenzie, C. G.	Henderson, G.	Haugh (Miss), M. A.
Mackenzie, G. H.	Innes, J. A.	Howie, A.
Malcolm, C. J.	Johnston, G. S.	Hutcheon, W. G.
McHattie, I.	Joughin, M.	Irvine, M. F. C. Q.
McKinnon, E.	Macbean, J. T.	Irvine, Q. H. R.
Miller, A. R. J. D.	McConachie, J.	Isaacs, R. J.
Mordaunt, F. D.	McMartin, I.	Jones, J. N.
Murray, L.	Marwick, J. G.	Kennedy, D. S.
Neely, A. M.	Millar, R. K.	Kerr, D. M.
Pate, D. C.	Muir, D.	Leith, J. D. M.
Pate, E. T.	Philip, G.	Lunney, D. C.
Rowe, C.	Reid, R. B.	Macbain, H.
Sloan, R.	Rhynas, G. A.	Macdonald, A.
Smith, R. S.	Rhynas, R. G.	Macfarlane, A. R.
Stevenson, J. M.	Robertson, N.	Mackel, C. J.
Stirling, J.	Rose, J.	Mackie, B. S.
Taylor, A. J.	Rose, W.	Mackie, J. T.
Taylor, W. J. C.	Shuttleworth, D. E. M.	Mackie, M.
Tennant, T. W.	Vallance, J. R.	*Maddox, J. M.
Thompson, J. M.	Watt, C. M.	Manson, A. R.
Todd, E. C.	White, J. A.	Marr, I.
Towler, P. D.	Wilson, A. R.	Massie, A. W.
Tracey, A. B. K.	Wyllie, W. A. S.	McCubbin, A.
Tullis, K. W.	Young, A. D.	McKilligin, P. F.

**North East Scotland
(contd.)**

McWilliam, N. J.
 Michie, W.
 Mitchell, P. J.
 Mudie, W. J. I.
 Pack, B. S.
 Pelham-Burn, A. M.
 Pemberton, J. T.
 Pirie, G. W.
 Rennie, L. J. C.
 Robinson, T. W.
 Seton, J. R.
 Shiach, J. G.
 Stephen, J. G.
 Still, J. D.
 Strachan, W. R.
 Sutherland, R. M.
 Taylor, A.
 Thomson, C. J.
 Wallace, C. A.
 Wallace, G. M.
 Warren, R. W.
 Winning, B. T.
 Yates, R. E. B.

West Scotland

Armstrong, G. J.
 Bicket, J. C.
 Blair, J. H.
 Buchan, D.
 Campbell, I. G.
 Clark, J.
 Colwell, H. T. M.
 Darling, I. M.
 Duncan, M.
 Elder, W. B. R.
 Ferguson, C.
 Fraser, I. R.
 Gilzean, J. A.
 *Gray, A.
 Hunt, R. W. T.
 Kerr, J. A.
 Lennox, R. A.
 Mackay, A. J. D.
 Marshall, D.
 Metcalfe, J. D.
 Moore, W. T.
 Murray, R. D.
 McAuslan, J. T.
 Parkinson, A. E.
 Reid, D. A.
 Robertson, K. J.
 Ross, J. R.
 Sargent, E. D.
 Smith, F. G. M.
 Smith, P. G.
 Thomson, J.
 Torrance, J. H. S.
 Watson, J. N.

West Scotland (contd.)

Wilson, J. V. T.
 Yates, K. C.
 Young, M. J. R.

Shropshire

Challinor, S. J.
 Cox, B. E.
 Cutting, N. D.
 Dadd, G. T.
 Eyres, R. G.
 Forsyth, H. A.
 Harland, H.
 Jones, J. R. P.
 Lewis, D. A.
 Lewes, D. S.
 Mathias, K.
 Millington, D. B.
 Monro, Lt.-Col. J. H.
 Mortimer, R. G.
 Riley, V. W.
 Shaw, P.
 Trickett, J. A.
 Whittingham, J. W.

Somerset

Austin, A. J.
 Baker, R. H.
 Boddie, C. J.
 Brown, D. B.
 Brown, R.
 Butler, H. J.
 Carter, C. M.
 Clench, S. F.
 Cribb, G. C.
 Elder, A. H.
 Evans, D. H. T.
 Gladwin, T. J.
 Harrison, P. T.
 Leach, J. D.
 Lees, J. W.
 Longman, R. J.
 Loveridge, R. J.
 Major, J.
 Miller, T. L. E.
 Mills, M. J. B.
 Paton, A. F.
 Pouncey, S. J. G.
 Robertson, B. A.
 Scott, H. E.
 Sparkes, P. R.
 Castle Stewart, The Rt.
 Hon. Earl
 Thornton, K.
 Trotter, C. J. R.
 *Wharton, I. G.
 White, A. J.
 White, R. C.
 Williams, D. G.

Staffordshire

Amies, S. J.
 Barker, H.
 Blundy, D.
 Bower, J. S.
 Dancey, R. J.
 Frisby, G. F. G.
 Haggie, G. D.
 Hill, A. J.
 Jackson, J. C.
 James, D. R.
 Lovett, J. J.
 Throup, G.
 Waltho, J. K.

Suffolk

Adshead, R. J.
 Agnew, G. K.
 Allerton, D. M.
 Ashburn, M. J.
 Barnard, D. J.
 Bennell, T. I.
 Black, R. J.
 Bolton, T. H.
 Brandon, K. D.
 Cross, J. S.
 Cuddeford, B.
 Fisher, J. C.
 Fiske, N. J.
 Fowler, E. L.
 Fowler, R. N.
 Hewett, J. D.
 Hordern, H. C.
 Hubert, G. C.
 Hyde Parker, Sir R. W.
 *Izzard, J. S. E.
 Johnson, R.
 Kelk, A. P.
 Leaman, J. R.
 Macrae (Miss), M. M. P.
 Milner, J. C.
 Miszewski, K.
 Peacock, C. D.
 Peake, H. V.
 Pollard, R. G.
 Roberts, J. W.
 Ryder, R. S.
 Simmonds, V. J. E.
 Slater, D. J.
 Stacey, D. C.
 Upton, R. J.
 Vellacott, A. R.
 Vellacott, P. G.
 Walker, C. J. S.
 Wallace, A. D.
 Wright, T. L.
 Youngman, P. H.

Surrey

Cleveland, R.
 Clothier, R. J.

Surrey (contd.)

Codd, M.
 Dengate, H. V.
 Flecchia, P. E.
 Gibson, D. W.
 Green, J. P.
 Hepworth, J. V. H.
 Hicks, T. P.
 Ireland, F. J.
 Poulsom, A. E.
 Powell, R. A.
 Rees, A. M. M.

East Sussex

Beilby, J. P.
 Bentley, H.
 Bradford, S. G.
 Bullock, S. C. B.
 Cox, C. M.
 Gussman, B. W.
 Harris-Robinson, J. H.
 Howard, F. L.
 McCutchan, J. R.
 Nickalls, N. J. D.
 Norman, R.
 Nowell, R. A.
 Pettet, E. D.
 Robinson, J. H.

West Sussex

Adams, N. H.
 Adorian, P. M.
 Bacon, J. K.
 Boyse, P. B.
 *Carslaw, K. S. E.
 Coomber, D. H.
 Coward, N.
 Cragg, T. A.
 Daniel, P. D. W.
 Duke, G. C.
 Eager, R. N.
 Green, J. R.
 Hammond, J. A.
 Harrison, J. E.
 Harrison, R.
 Haslett, T. G.
 Haydon, R. G. L.
 Hickey, G. J.
 Keen, D. E.
 Lambert, A. N.
 Limbrick, G. F.
 Monkhouse, M.
 Morris, B. P. W.
 Raikes, T. M. M.
 Reed, J. M. B.
 Sharpe, P. D. M.
 Shaw, H. E.
 Shaxson, M.

West Sussex (contd.)

Shepherd, R. W.
 Stiles, R. A. G. B.
 Swarbrick, O.
 Van der Borgh, J.
 Warren, I. O.
 Wilson, J. P.
 Wishart, L. B.

Wales

Brobson, R. C.
 Brown, W.
 Evans, J. E. L.
 Fitzgerald, D. J.
 Jones, T.
 Lewis, P. R.
 Moses, H.
 Noble, G. W.
 Phillips, A. S.
 Roberts, B. H.
 Slack, D.
 Smith, A. E.
 Weston-Arnold, J. G. F.
 Williams, J. A. P.
 Yates, E.

Warwickshire

Almond, G. W. J.
 Alsford, P. D.
 Bates, C. G.
 Brockway, B. N.
 Burrows, G. W.
 Carter, L. H.
 Ensor, B. L. G.
 Fenner, R. J.
 Graham, R. M.
 Grazier, E. G.
 Hamilton, I. D.
 Hastings, M. R.
 Hawkins, G. H.
 Jackson, G. H.
 Madge, W. E. R.
 Mathias, C. H.
 Neilson, K. G.
 Nott, W. H. M.
 Rayner, M. J.
 Sharpe, P. R.
 Thomas, M.
 Thompson, H. D.
 Upton, D. A. J.
 Whitaker, M. J.

Westmorland

Dewings, M. R.
 Dodd, A. P.

Wiltshire

Baker, G. E. A.
 Barlow, J. R.
 Brake, R. A.
 Bucknell, F.
 Carter, D. V.
 Cooke, D. G. W.
 Fitzherbert-Brockholes, R.
 Fortt, R. B.
 Goodall, J. C.
 Grice, P. D.
 Hartwell, R. M.
 Hurd, S. A.
 Hutchinson, M. E.
 Milne Home, A. J.
 Naumann, N. C.
 Phipps, C. N.
 Pigdon, A.
 Randle, R. M.
 Rowland, M.
 Waite, A. T.
 Wareham, D. A.
 Webb, P. J.
 Wilder, J. G.

Worcestershire

Allright, K. J.
 Angelbeck, E. N. J.
 Archer, T. W.
 Bowley, W. J.
 Dodds, W. H. A.
 Ecclestone, M. J.
 Edmonds, J. B.
 Edwards, B. J.
 Fawcett, A. G.
 Fletcher, D.
 Hopkins, J.
 Hopkins, S. W.
 Jones, T. W.
 Mackellar, D. J.
 Norbury, P. J. O.
 Smith, R. F.
 Walster, J.

Yorkshire

Appleyard, J. W.
 Arnold, R. L.
 Barrett, J. R.
 Bloore, D.
 Bowles, E. B.
 Brooke, C. N.
 Brown, J. L.
 Buckley, H.
 Bullock (Mrs.), J. A.
 Cowell, B. H.
 Cremer, R. P. B.
 Crozier, J. F.

Yorkshire (contd.)

Dalley, J.
Daniels, R. M.
Deeks, G. W.
Dent, J. H.
Doyle, M. W.
Earl, J. J. C.
Elmhirst, R. N.
Fraser, G. S.
Gaudie, M.
Gibson, R. A.
Gilbertson, P.
Goodhart, J. H.
Hall, D. D.
Hall, M. R.
Handley, E.

Yorkshire (contd.)

Harding, A.
Hesk, P. C.
Humphrey, D. W.
Joc, E. H. B.
Johnston, J.
Keeble, M. L.
McKnight, A. A.
Milburn, J. J.
Mitchell, W.
Morford, A. H.
Parkin, W. K.
Pearson, A. M.
Peart, B.
Perry, D. B.
Reeves, R. A.

Yorkshire (contd.)

Sellars, P.
Shackleton, J. E.
Smith, H. T. E.
Snell, C. B.
Stockley, I. A.
*Storey, A.
Tagg, D. W.
Trowbridge, J. R.
Turner, P. A.
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Welford, J. D.
Williams, A. J.
Winson, J. R.
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