

FARM MANAGEMENT ASSOCIATION

YEAR BOOK

1974 - 1975

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fma

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FARM MANAGEMENT ASSOCIATION

National Agricultural Centre

Kenilworth, Warwicks. CV8 2LG

Telephone No. : Coventry 29525 (STD Code 0203)

PRESIDENT

The Earl of March, F.C.A.

MEMBERS OF COUNCIL

P. R. Street (Chairman)

G. E. Dalton (Vice-Chairman)

J. L. Beveridge, J. A. Craven, N. C. Forster, J. T. Harle, P. K. Hogbin,
P. Innes, J. N. Jones, W. N. Lawton, M. Lee, S. Meyler, B. P. W.
Morris, A. F. Paton, R. D. H. Rampton, W. W. Richardson, W. W.
Shaw, C. J. Whitmey, A. J. Williams. (Co-opted: J. M. A. Evans,
C. R. Ferens, J. S. Nix.)

EXECUTIVE COMMITTEE

Dr. P. R. Street (Chairman)

J. F. Birtles, G. E. Dalton, J. M. A. Evans, B. P. W. Morris, J. S. Nix,
R. D. H. Rampton.

TECHNICAL LIAISON OFFICER

R. G. Haines

SECRETARY

Miss P. C. Jukes

PERSONALITIES IN FMA

**PETER R. STREET**

Chairman, 1974-1975



Dr. Street was born in Hampshire in 1944. He was educated at the Grammar School, Brockenhurst, Hampshire, and subsequently at the University of Reading. His first degree was in Agriculture with specialisation in Farm Management. This was followed by a Ph.D. in Farm Management involving research into the application of computer modelling for management purposes and in particular with a model to assist with the problems of the design and control of the dairy enterprise.

In 1970 he joined ADAS as an Operations Research specialist in the Farm Management section, his work there involved computer modelling and statistical advice. In 1972 he became lecturer in Management and Economics at the University of Nottingham. During this period he published a number of papers on Farm Planning in particular in the areas of the Economics of the Nutrition of livestock, computer modelling and dairy enterprise and planning.

In the latter case he produced the Nottingham University Dairy Enterprise Simulator (NUDES) now used by many in the industry for dairy enterprise planning.

In January 1975, he joined the Tropical Products Institute as an Economist in the Marketing and Industrial Economics section. His work there is involved with advice to developing countries with post-harvest problems for renewable resources. During his career he has travelled extensively in Europe, Brazil and has tackled Consultancy assignments in South Africa, Iran and Malaysia.

Dr. Street became Chairman of the FMA Conference Committee in 1972 and organised the last three Annual Conferences. He was elected onto Council in 1973.

He is married and lives in Pangbourne, Berkshire, and spends as much as possible of his spare time at home where his interests include gardening and fishing.

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FARM MANAGEMENT ASSOCIATION

Minutes of the Ninth ANNUAL GENERAL MEETING of the Farm Management Association held at the Cairn Hotel, Harrogate, on Wednesday, 13th November, 1974.

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

1. MINUTES OF EIGHTH ANNUAL GENERAL MEETING

The minutes of the Eighth Annual General Meeting held on 14th November, 1973, were reviewed and signed by the Chairman as being a correct record of the meeting. The minutes, in printed form, had previously been circulated to the membership via the Year Book and further copies of the minutes plus the Statement of Accounts and Chairmen's Reports were available to members at the meeting.

2. MATTERS ARISING

Minute No. 12a (1973) Problems Facing Farm Managers

Mr. R. D. H. Rampton, a member of Council reported that he had been asked to Chair a committee called "The Farm Managers Sub-Committee", as a result of the questions raised at the 1973 AGM regarding problems facing farm managers. He introduced members of his committee, J. M. Fort, past Chairman of FMA, J. M. Atkinson a lecturer at Seale-Hayne Agricultural College, and M. D. Drew, a Farm Manager. Mr. Rampton also reported that Mr. A. K. Giles had been approached to join this committee but had had to decline due to pressure of work, but was available to the committee in an advisory capacity.

The committee felt that the feeling of insecurity amongst a lot of farm managers was caused in the first instance through lack of knowledge of the job conditions; to this end, the committee had compiled questions a prospective employee should ask a prospective employer before coming to a decision about an appointment. This was under the heading of "FMA Aids For Managers" — 1. Taking a New Job.

Mr. Rampton then explained another document the committee had compiled under the same heading of "FMA Aids for Managers" — 2. Contracts of Employment, Part A of this aid sets out suggested headings under which a contract can be drawn up. Part B contains supporting notes giving example conditions for each heading.

Both documents had been duplicated and given to members at the meeting.

A third document which had been prepared was "Code of Best Practice" incorporating The Code of Conduct, for use by the professional manager. The British Institute of Management, of which the Association was an affiliated member, had produced the Code of Conduct and had kindly agreed to the Association amending it for use by the membership. Sir Frederick Catherwood would be writing a preface to this booklet. Mr. Rampton asked for a vote of thanks to be recorded to BIM for their assistance to FMA and the close liaison with which they were

working with Mr. Rampton's committee, the Farm Managers Sub-Committee. Mr. Rampton stated that titles of Check Lists produced by BIM for Management would be notified to members so that they may purchase them if they wished.

Mr. Rampton reported his committee would be producing further documents under the heading of "FMA Aids for Managers": "Choosing between Investments", "Job Specification" and "Man Specification"; Mr. W. Mitchell of ADAS had kindly agreed to liaise with the Committee.

It was hoped to hold a Press Reception late January, before the Oxford Farming Conference—when all these documents would be in printed form. They would then be forwarded to all members of the Association free of charge, additional copies would be available to members for a minor cost. This work would not be available to non-members of the Association.

Mr. Rampton stated his committee would welcome members comments on the work being produced.

Mr. Rampton went on to report that ADAS are also currently producing similar material and the Committee would be liaising with them to avoid any duplication.

The Committee were also considering details of various Pension Schemes which may be advantageous to farm managers, and a seminar to be held annually with farm managers in mind, to deal with subjects covering house purchase, job security, etc. The Committee also had details of a Fellowship Scheme being offered by the RASE which members may wish to take advantage of. Mr. Rampton stated that the BIM had carried out a salary review of managers in industry, and the committee were having further talks to discover whether BIM might be persuaded to carry out a similar survey in the Agricultural Industry.

A member asked for a vote of thanks to be recorded to Mr. Rampton and his committee. It was the general opinion of members present that the work being carried out by this committee would produce results of real benefit to members of the Agricultural Industry.

Minute 12b (1973) Institute of Agricultural Management

Mr. Paton reported that an Appeal Letter had been drafted to seek finance to enable the Association to employ a Technical Director. If the Appeal was successful, he felt it would be the first step towards inaugurating an Institute of Agricultural Management.

Minute 12c (1973) Sponsorship for Courses

Mr. Paton asked that a vote of thanks be recorded to the Agricultural Training Board who had supported the Association's three courses during 1974 by £340 per course.

Mr. K. G. Neilson, Manager of the ATB Training Centre at the NAC and a member of the FMA Education Committee, acknowledged the Chairman's thanks and reported that he felt the Agricultural Training Board would be pleased to continue their support of the Association's courses as he was to continue his duties on the Education Committee.

3. STATEMENT OF ACCOUNTS AND BALANCE SHEET FOR YEAR ENDED 31ST MARCH, 1974

All members were in possession of the accounts. Mr. J. M. Fort proposed that the accounts be accepted and approved. Mr. P. R. J. Ellis seconded the proposal.

4. CHAIRMEN'S REPORTS

REPORT OF THE JOURNAL COMMITTEE

Mr. R. G. Norman, Vice-Chairman of the Journal Committee paid tribute to Mr. J. S. Nix, Chairman of the Committee, who was ill and unable to attend the conference. Mr. Norman stated that Mr. Nix was responsible for 90% of the work involved in producing *Farm Management*, and spent many hours re-writing articles and editing.

Mr. Norman said that the Journal Committee does not receive any guidance from the membership as to whether the type of articles/authors used were what members wanted and it was essential that they knew this, otherwise they were working in the dark and producing a Journal that might not fulfil members' requirements. To this end a questionnaire had been designed asking members' opinions of the Journal and for suggestions for articles and authors. All members at the conference and AGM had received a questionnaire and Mr. Norman asked that they be completed and returned to the Secretary before the end of the conference.

Mr. P. J. M. Aston suggested to Mr. Norman that the Journal should carry a correspondence column. Mr. Norman stated that this had been discussed many times by the Committee, but as there could be a seven month duration between a letter being printed plus a reply, it was considered impractical.

Mr. N. Coward, who had been an author for *Farm Management* reported that members sometimes wrote direct to authors on an item of interest or query regarding an article. He felt letters such as these, plus the author's reply would be of interest and worth publication.

Mr. Norman promised this aspect of member participation would be put forward for discussion by the committee.

Mr. Norman was asked to accept a vote of thanks on behalf of the Journal Committee.

5. APPOINTMENT OF AUDITORS

Mr. P. R. J. Ellis proposed that Messrs. D. A. Owen & Co., of Leamington Spa, Warwickshire, be once again appointed Auditors for the Association for the ensuing twelve months. This proposal was seconded by Mr. M. J. Davison.

6. ELECTION OF COUNCIL MEMBERS

Mr. Paton announced that five members were retiring from Council having completed their term of office; Mr. M. J. Davison, Finance Chairman, Mr. J. M. A. Evans who had completed one year on behalf of a previous council member, Mr. J. S. Nix, Chairman of the Journal Committee, who had completed three years on behalf of a previous council member, Mr. A. Wade, and Mr. D. I. Watkins who had completed a two year term of office vacated by a previous council member. Mr. Paton also reported that Mr. J. F. W. McConnel, who still had one year to serve on Council had tendered his resignation due to pressure of work.

There were five vacancies to be filled for the full four year period of office and one vacancy to be filled for a one year period of office, vacated by Mr. McConnel.

Mr. Paton reported there had been five nominations for Council:

Mr. N. C. Forster, Berkshire	— Farm Management Services Manager
Mr. P. K. Hogbin, Derbyshire	— Farmer
Mr. W. L. Lawton, Dorset	— Lecturer in Farm Management
Mr. C. J. Whitmey, Hereford	— Management Consultant
Mr. A. J. Williams, Cleveland	— Agricultural Economist

Mr. Paton proposed that these five nominations fill the five vacancies for a four year period of office.

This Was Agreed.

Mr. Paton then asked if there were any nominations from the floor for a member to complete the one year term of office vacated by Mr. McConnel.

Mr. J. M. Fort proposed Mr. J. N. Jones.

Mr. J. M. Stansfield seconded this nomination.

Mr. Jones kindly agreed to accept this post for the ensuing twelve months.

Mr. Norman asked if he could propose Mr. J. S. Nix, Chairman of the Journal Committee as a co-opted member of Council for twelve months.

This Was Agreed — Mr. R. J. Dancey seconded the proposal.

7. COUNTY BRANCH/NATIONAL MEMBERSHIP

Mr. Rampton reported he had received differing points of view from branches regarding county members being suspended from attending branch events after a two year period, if they were still not national members.

Many branch secretaries had pointed out that non-national members paid a higher fee to attend meetings than national members and some branches depended on the extra revenue these members contributed. Other secretaries had stated that non-national members were not accepted.

Mr. Rampton stated he had received a letter from the Dorset secretary, Mr. W. Lawton, who had outlined a plan for a membership drive, utilising the non-national members in that area. Mr. Rampton hoped to have further discussions with Mr. Lawton, who had that evening been elected on to Council. Mr. Rampton felt that if the scheme to utilise non-national members into the Association was successful in one area, it could well form a plan of campaign for a membership drive throughout the country.

8. FINANCE

Mr. M. J. Davison, retiring Finance Chairman, reported that the financial situation of the Association was under stress, due to the £5.00 membership subscription not keeping abreast with inflation.

The Association had had to consider ways of curbing its outgoings, to this end, all branches had been asked whether they could manage without receiving the 50p headage payments for members. Mr. Davison reported that branch opinions were divided, some secretaries had stated their branches were self supporting and others had replied they needed the 50p payments to keep going.

A wide and varied discussion arose from the floor with conflicting viewpoints. Mr. J. M. Stansfield summed-up the discussion and it was decided that payments to branches should continue on the present basis whilst the Association had the resources.

Mr. Stansfield stated he felt it was a matter of principle that was being discussed, not just a 50p payment. This payment was a most important link between headquarters and the counties.

This Was Agreed.

9. FMA ACCOMMODATION AT THE NAC

Mr. Davison then reported he had some good news to impart which would considerably help the Association's financial situation.

Midland Bank Limited had very kindly provided the Association with rent free accommodation at the National Agricultural Centre in their Bank Pavilion. This could result in a saving of nearly £1,000 in next year's budget. The Association would have to vacate the Pavilion for three weeks in July for the Royal Show.

N.B. (Midland Bank have put a caravan at the disposal of the FMA for this period and discussions would take place regarding the finance that would be involved in renting space for a caravan on the show-ground for this period. If ground rent would be too high, then the Association would be closed down until after the Show. Members would be notified via the news bulletin).

A vote of thanks was recorded to Dr. Bruce and his staff at Midland Bank.

Mr. Davison hoped that an increase in subscription for 1975/76 could be avoided by careful budgeting, but envisaged an £8.00 membership subscription in 1976/7. Regrettably the previous increase two years ago had resulted in a loss of 500 members.

Mr. Davison reported that Mr. B. P. W. Morris had accepted the unenviable position of Finance Chairman of the Association and he asked members to contact him, via the secretary, if they had any ideas likely to contribute to either raising the income of the Association or how more finance could be saved.

10. VOTE OF THANKS TO RETIRING CHAIRMAN

Dr. P. R. Street asked for a vote of thanks to be recorded to Mr. A. F. Paton who had served the past twelve months as Chairman of the Association. Mr. Paton thanked those present and stated he had had an enjoyable and interesting year.

11. 1975 ANNUAL CONFERENCE THEME

Members were asked to let the secretary know of what theme they would like used for next year's conference; no one present had any suggestions.

12. SECOND INTERNATIONAL CONGRESS

Mr. Paton reported that the Congress held in Canada in July had been well attended by delegates from the UK.

During the Congress, delegates from the various countries had met and formed an International Farm Management Committee. Mr. Paton had been elected Chairman, Mr. K. Lantz of Canada, elected Vice-Chairman, and Mr. P. James, ADAS Berkshire, had kindly accepted the position of Secretary.

13. THIRD INTERNATIONAL CONGRESS

Mr. Paton announced that there would be a third International Congress taking place in 1977. It would be held in Germany in either Munich or Kiel, and would be organised by the DLG. Details would be available for members that wished to attend.

14. OXFORD FARMING CONFERENCE

Mr. D. Tagg read programme details to members of the 1975 Oxford Farming Conference "Farming for Survival".

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

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ANNUAL REPORTS AND STATEMENT OF ACCOUNTS

of the

FARM MANAGEMENT ASSOCIATION

for Year to 31st March, 1975



CHAIRMAN'S REPORT

During 1975 the membership of your association has grown to almost 1,700, of which 62% are farming members (35% Farm Managers, 27% Farmers). Of the remaining 38% of the membership, the breakdown of the major groups is given below:

(1) Lecturers	6%
(2) Commercial Advisers	6%
(3) Managers in ancillary industries	5%
(4) Commercial Consultants	5%
(5) ADAS Advisers	4%
(6) Land Agents and Surveyors	2%
(7) Agricultural Advisers and Lecturers from Scottish Colleges	2%

These figures illustrate the wide interest within our association. During the last year we have strived to increase the professionalism of our discipline and to progress further with our objective of increasing our knowledge of and comprehension in the principles and practice of Management in Agriculture. To this end, 1975 saw the introduction of the "Code of Conduct" and the launching of a new series of publications "Aids to Farm Management"; continued support of the FARMSCAN Competition and representation on the panel of judges; support for further courses and seminars on various farm management topics; efforts to produce with Kluwer-Harrap Handbooks, a farm management manual; and for the first time representation with our own stand at The Royal Show.

1975 has been a difficult year financially due to the high rate of inflation. We managed to maintain services at the old subscription rate which has existed since 1971. This was made possible by using rent-free accommodation provided at the NAC by the Midland Bank to whom we are deeply indebted; by reducing our secretarial staff; by temporarily suspending the 50p repayment to branches. The latter decision was made with great regret and we intend to

reinstate this payment in due course when the subscription is increased.

As the organisation has grown it has become increasingly difficult for the various committees to shoulder the increasing workload by voluntary effort. We have at last launched an appeal to fund a Technical Director to co-ordinate and augment the activities and services of the association and in particular to extend the work and services of our committees down to branch level. I feel that this development if successful is probably the greatest step forward that we can make at this time, to enable the Farm Management Association to make an even greater contribution to business management in agriculture.

My thanks are due to all of those persons who do so much to make our association function effectively. In particular, thanks are due to our President, Lord March, for his continued interest in the association and for agreeing to continue in this role for a further term. His wide interest in agriculture and in development are highly relevant to our association.

My thanks are also due to our committee chairmen without whose enthusiasm and hard work the national activities would be severely curtailed. Brian Morris has so ably controlled our finances during a most difficult period. John Evans has tackled the problem of arranging conferences, stimulating branch activities and co-ordinating with other organisations with great enthusiasm and ability. Graham Dalton has continued our association's important work in the area of Education and training with courses financed by Massey-Ferguson and the ATB. We are indebted to these two organisations for their financial assistance. John Nix has continued to chair the Journal Committee and to produce the Journal and Year Book. Our journal is known and respected internationally and is a credit to John and his committee.

I would like to thank the retiring members of Council (Lawrence Beveridge, Neville Jones, Dick Rampton, Bill Richardson, Bill Shaw, John Evans, John Nix and C. R. Ferens) and also Guy Haines, head of the ADAS Unit at the NAC whose help and enthusiasm for the association is invaluable.

I would like to thank our Secretary, Pearl Jukes, whose enthusiasm and hard work form the mainstay of our organisation.

Finally, I would like to thank you, our members, who are the association and who cause it to evolve and to make an essential contribution to the long term development of our industry.

PETER R. STREET

for the Year ended 31st March, 1975

INCOME AND EXPENDITURE ACCOUNT

1974	EXPENDITURE	1974	INCOME
2,543	Staff Salaries and National Insurance	3,079.90	Members' Subscriptions
133	Contribution to Staff Pension Scheme	25.00	Less Refunds to County Branches
97	Hire of Halls for Meetings	42.53	
	Office Expenses:		
	RASE: Use of Office, Lighting, Heating and Maintenance	620.51	3,342 Income from Autumn Conference
625	Printing, Stationery, Postage and Duplicating	579.83	93 Bank Interest on Deposit Account
1,035	Telephone	212.61	232 Interest (Gross) on 7% British Savings Bonds
138	Sundry Expenses	8.77	281 Interest (Gross) on 8½% British Savings Bonds
14			256 Central
		4,569.15	
51	Insurance	50.66	Sales of Farm Management Survey:
	Travelling and Subsistence for Council and Committee Members	658.68	2 Part 1
663	Subscriptions	95.00	3 Part 2
27	Accountancy Fee	108.00	
85	Multiple Accounting Services	146.72	31 Sales of International Congress Papers
90			11 Sales of "Employing Farm Manager"
	Autumn Conference Expenses	1,059.06	— Interest on Investment with National Westminster Bank
2,911	1,793 Journal: Costs	3,321.12	— Subscriptions Received for BIM
	990 Less Receipts	2,659.16	— Less Refunded
1,103	Newsletter Costs	2,017.11	
415	Publicity	298.14	Massey-Ferguson Receipts
387	Subscription Reminder Letters	—	Agricultural Training Board Receipts
7	Expenses of Guests at Annual Dinner	30.07	
156	583 Year Book: Costs	49.00	— Less Training Expenses
	140 Less Receipts	860.98	
		151.50	
443	County Branch Office Seminars	709.48	
379	Cost of Courses written off	—	
19	Second International Congress — Speakers' Fees	—	
—	Royal Show Expenses	243.33	
—	Depreciation — Office Equipment	13.89	
56	Excess of Income over Expenditure Transferred to General Fund	47.00	
16		150.12	
11,393		12,597.47	11,393
			12,597.47

BALANCE SHEET

as at 31st March, 1975

[illegible]

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, 1975.

LEAMINGTN SPA,
25th June, 1975.

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

REPORT FROM THE FINANCE COMMITTEE CHAIRMAN

The Association accounts for the year to 31st March, 1975, show a small surplus of income over expenditure of £150. The 70 new members in the year produced an increase in subscriptions of £444 after refunds to branches, and together with a profit from the Annual Conference of £700 made a substantial contribution towards offsetting the increased costs that inflation produced. Inflation and its effect has possibly been blamed for much bad management, but like it or not we have a position where no responsible company would budget forward at a figure of less than 20%. It is the effect of this increase in our costs that I would like to cover in some detail.

Firstly, a breakdown of our subscriptions over the last three years — the period of the £5 subscription — with my predictions for 1976 and budget proposals for 1977, the next year in which subscriptions can be increased. I have assumed, in estimating the 1976/77 figures, that membership will continue to increase at the rate of the past three years, i.e. 100 new members per year.

	Actual 1973 £ p	Actual 1974 £ p	Actual 1975 £ p	Est. 1976 £ p	Est. 1977 £ p
Salaries & National Insurance	1.41	1.72	1.90	1.45	1.66
Printing, Stationery, Postage & News					
Bulletin Expenses	.60	.93	.36	.43	.50
Office Rent & Telephone	.44	.49	.51	.27	.30
Journal	.53	.71	1.26	1.39	1.64
Year Book		.28	.45	.48	.57
Newsletter			.18	.21	.22
Staff & Council Travelling & Hire of Rooms for Meetings	.40	.49	.42	.48	.53
Remittances to County Branches & Awards	.33	.66	.36		.53
Office Equipment depreciation, subscription reminders, Annual Dinner guests & sundries	.22	.16	.10	.08	.10
Bank Charges, Accountancy & Legal Fees	.10	.11	.15	.16	.20
Insurance & Subscriptions	.05	.05	.10	.11	.10
Publicity	.21	.25	.30	.32	.37
	<u>£4.29</u>	<u>£5.85</u>	<u>£6.03</u>	<u>£5.37</u>	<u>£6.72</u>

It is obvious, as my predecessor foresaw and virtually every other club and association with fixed costs to bear have found, that subscriptions must be increased. You will have already been notified of our short term decision to withhold repayment of the 50p to County branches for this year 1975/76. This, together

with a very considerable saving that has been made in expenditure arising from the move in office accommodation and a reduction in staff, have allowed us to reasonably expect to cover costs in the year, assuming the Conference breaks even. The long term decision affecting the year 1976/77 and beyond is to increase the subscription substantially. The refund to branches will be re-continued at the previous rate or more if it is considered essential for increasing membership. Expenditure has already been reduced to the bare minimum for the central organisation to exist at its present level. Therefore accepting these costs I set out a simple table relating membership to subscription rate which I believe will bring home the need and rate of increase required.

M/ship.	£5.00	£5.50	£6.00	£6.50	£7.00	£7.50	£8.00	£8.50	
1000	5000	5500	6000	6500	7000	7500	8000	8500	1975/76 budget
1100	5500	6050	6600	7150	7700	8250	8800	9350	
1200	6000	6600	7200	7800	8400	9000	9600	10200	
1300	6500	7150	7800	8450	9100	9750	10400	11050	
1400	7000	7700	8400	9100	9800	10500	11200	11900	
1500	7500	8250	9000	9650	10500	11250	12000	12750	1976/77 proposal
1600	8000	8800	9600	10400	11200	12000	12800	13600	
1700	8500	9350	10200	11050	11900	12750	13600	14450	
1800	9000	9900	10800	11700	12600	13500	14400	15300	
1900	9500	10450	11400	12350	13300	14250	15200	16150	
2000	10000	11000	12000	13000	14000	15000	16000	17000	

As this table shows, increased membership is essential in keeping subscriptions down and also, I suggest, for the future of the Association. We cannot afford losses in membership that occurred in 1972, when subscriptions were last increased.

I would like to thank all those who directly, or indirectly help the Farm Management Association financially. Their support is greatly appreciated. My thanks also to Mark Davison, my predecessor for the last three years for introducing me so smoothly into the job, John Birtles of Multiple Accounting Services, and our auditors, D. A. Owen & Co.

B.P.W.M.

REPORT FROM THE CONFERENCE COMMITTEE CHAIRMAN

I will start this report by thanking, most sincerely, all those members who have been involved in organizing the conferences and regional events this year. Particularly I would like to thank the members of the committee for their active and enthusiastic support in preparing this year's annual conferences. So often this "Thank you" is left until the end of a report that it appears as a postscript or after-thought.

Harrogate was the venue for the 1974 Annual Conference, "Capital in Agriculture", over 150 delegates enjoyed an excellent series of papers covering many aspects ranging from The Sources of Capital in UK and in the EEC, through intersectorial competition for Funds to The Use and Control of Capital on the Farm.

The Cairn Hotel will once more be the focus of attention in November for the 1975 Conference entitled "Farm Management in Action". Sandwiched between an "Industrialist's view of management" and a "Look at the Future", the proceedings will be divided into three main sessions, "Planning the Strategy", "Execution — Getting the Job done", and "Maintaining Control". The Speakers will be showing how those subjects which have been studied in depth at the past five conferences can be applied in practice on the farm.

The committee is delighted to report a number of events, open to national membership, that took place during the year and also to mention some planned for the future. The committee's role is not confined to organizing the annual conference, but to assist and advise with these regional activities.

RASE/ADAS/ATB/FMA jointly sponsored a two-day conference to consider the training and education needs for Farm Business Management held at Stoneleigh in March. This was well supported and dealt thoroughly with the requirements of the industry and the provisions available at Universities and Colleges throughout the country.

There were two Regional Events during February. Berkshire branch arranged a one-day Seminar "Coping with the Cash Flow Crisis" at the end of the month. Earlier "Men, Money, Management — The Farmer's Dilemma" was the theme for the South Eastern event organized by Kent branch with ICI Ltd. The 100 delegates wrestled effectively with syndicate problems and provided a lively audience for Malcolm Stansfield, Philip Bolam and Christopher Maddra.

Already three events are planned for the early Spring of 1976. In January "Which Way Cereals?" is the question to be posed

by the East Midlands branch, and Hereford and Lincolnshire (Holland) branches are holding events in February.

I would urge all members to support the activities of the association so that you may reap full benefit from your membership.

J. M. AGARD EVANS



REPORT FROM THE EDUCATION COMMITTEE CHAIRMAN

Inflation has increased the cost of running our courses and, as our income has not risen, only two courses have been run this year, namely the Seale-Hayne course at Easter on Managing the Human Resource and the Reading course in July on Farm Business Management.

Lack of support for the courses in terms of applications received also meant that the Newcastle course on Agricultural Marketing would not have gone ahead even if the finance had been available. The Committee were therefore placed in the embarrassing position of having arranged for the course to be put on but only receiving two applications. A less serious state of affairs also occurred with the Seale-Hayne course where only 8 members attended. This course, according to the participants' comments is highly relevant and worthwhile and it would be a pity to drop it in the future.

Our sponsors, Massey-Ferguson and the ATB have had their own share of cash problems and they too would find it easier to increase their grants if there was more evidence of interest in the courses we put on. One bright spot remains, namely the Reading course where we are oversubscribed. This year some 14 people were financed through FMA, more than ever before, primarily because of the lack of interest in alternatives. The selection committee were also most impressed with the very high standard of the applicants this year. It was especially interesting to receive applications from people with a wide range of background and interests, all bent on improving their knowledge and abilities. We are indebted to our sponsors for providing us with more than £2,400 this year, to all applicants and to all lecturers and organisers of courses.

G. E. DALTON

REPORT FROM THE JOURNAL COMMITTEE CHAIRMAN

In 1974/75, as in previous years, two issues of the Journal were produced covering a variety of topics, the Winter issue, for the fourth consecutive year, being devoted to a number of articles on a single, if broad, subject. This time the theme related to planning controls as they affect farm management, together with environmental and amenity aspects. Eight articles were included, and the widespread interest in this subject was proven by the fact that all the surplus copies printed were sold shortly after publication. In addition, the second copy of the Year Book was published.

Inevitably, publication costs have increased considerably during the past year or so. Attempts have been made to try to reduce the extent of these increases, at a time when FMA finances are under general pressure, by reducing the journals to a length comparable to the earlier issues, the tendency having been for the contents to expand in recent years. In particular, the Year Book has had to suffer, the contents of the issue in which this report will appear being substantially less than in the first two issues. Although some revenue is obtained from advertising, this does not compensate for the fact that no receipts are received for the Year Book from the 220 or so non-member subscribers to the Journal (largely libraries). An increased charge to the latter will have to be considered, the last increase (of 50%) being made at the end of 1972. The inclusion of advertising in the Journal has often been discussed by the Committee, but when the extra costs of printing, paper and postage are taken into account, it has not appeared to have been worthwhile. It has not been easy to find many advertisers for the Year Book. However, the possibilities will be kept under review.

During the year Richard Bevan and Roger Stokes have retired from the Journal Committee, and I should like to place on record my thanks for all their considerable efforts over a number of years. We have been fortunate in persuading Brian Camm and John Harle to replace them. I am indebted also to the other members of the Committee, and, as ever, to our Secretary, Pearl Jukes.

J. S. Nix

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REPORT FROM THE FARM MANAGERS' COMMITTEE CHAIRMAN

The committee presented the Association with the first fruits of its deliberations at the 1974 Annual General Meeting. These were, in draft form, a Code of Best Practice for members and the first two of what is seen as a continuing series — aids for managers. At the request of the meeting, these have now been printed, and a lot of the committee's time over the last year has been spent arranging publication and publicity for these new services. Notable help has been given in this by ICI Limited, who are printing the "aids" series for FMA, and also by Mr. Norman Hicks, of the ATB, in helping to get us some publicity at the launch of this new venture.

The Code of Best Practice is a code of conduct with guidelines to the standards of practice expected of the good business manager. In adopting such a code, we believe the Association will show the farming industry that our members work to the highest standards and are prepared to adopt a professional attitude to their careers. The code has been derived almost entirely from, and with the permission and encouragement of the British Institute of Management, to whom we are deeply indebted. It is the committee's view that in time the code should be made an article of membership to FMA.

The Aids for Managers is a series of brief, concise checklists, designed for quick reference, to increase the effectiveness of the farm business manager. The first, entitled "Taking a Job", etc.

It has been the committee's intention not to make these checklists attributable to individuals, but we do gratefully acknowledge the help of many FMA members with the contents of this series.

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 Wilson, G. R.
 Wilson, R. D.

Cumberland

Auld, A. R.
 Hector, G. O.
 Palmer, J. C.
 Preston, D. R.
 Shannon, R. S.

Clwyd

Barritt, M. E.
 Critchlow, K. P.
 Dickens, L.
 Evans, R. P. W.
 Graham-Palmer, R. H. W.
 Jones, D. H.
 Jones, E. E.
 Jones, J. R.
 Jones, Mrs. M. L.
 Lees, S. B.
 Lowther, Sir W. G.
 Matheson, J. R.
 McKay, J. W.
 Owen, M.
 Owens, D.
 Shaw, W. W.
 Vernon-Roberts, N.
 Williams, O. G.

Devon

Ansell, K. G.
 Atkinson, J. M.
 Bowden, R. J.
 Bryant, S.
 Butler, B. S.
 Camm, B. M.
 Caren, G. J.
 Carter, J. S.
 Compton, J. G.
 Coombs, R. M.
 Cowan, A. J.
 Cox, D. K. W.
 Croft, A. R.
 Evans, G. O.
 Greenwood, K.
 Hailey, S. P.
 Hallett, G.
 Hendy, O. J.
 Hopkins, B. P.
 Horrocks, A. P.
 Hough, P.
 Howe, K. S.
 Huntington, F. P. H.
 Joyce, M. H.
 Kerr, G.
 Kingham, J. F.
 Laptain, M.
 Lee, B. J.
 Lloyd, R. J.
 Luxton, H. W. B.
 Morris, S. T.
 Murray, C. J. B.
 Nixon, B. R.
 Pennington, F.
 Persey, R. L.
 Peters, D. G. W.
 Quicke, J. G.
 Rampton, R. D. H.
 Rowe, F.
 Royle, M. A.
 Rye, C. J.
 Salkfield, A. M.
 Sampson, R. H.
 Scobie, J. E. G.
 Spence, D.
 Spence, H. J.
 Staines, P. F.
 Stratton, R.
 Street, A. J.
 Taylor, M. R.
 Turpin, P. J.
 Wallis, W. J.
 Watson, J. R.
 Wendover, N. J.
 Williams, J. H.
 Wonnacott, W. J.

Dorset

Anderson, J. R.
 Bending, I. N.

Dorset (contd.)

Bown, T. F. C.
 Boyt, P. T.
 Crane, P. A. T.
 Crutchley, W. V. P.
 Dunk, J. M.
 Eccles, R. W.
 Evans, R. K.
 Fidoe, K.
 Frost, T. C.
 Graham, B. C.
 Hayward, A. B.
 Hicks, A. M. D.
 Hosford, D.
 Hughes, R. G.
 Ironmonger, J. D.
 Lewis, P. R.
 Maitland, I. A.
 Mackie-Smith, F. G. M.
 McFarlane, I. B.
 Measures, M.
 Medley, C. A. B.
 Panes, C. F.
 Pigdon, A.
 Powne, J. D.
 Robinson, M. A.
 Rose, P. H.
 Simon, O. S. L.
 Snook, J. N.
 Stanley, P. E.
 Streatfeild, Comm. C. E. J.
 Thomas, P.
 Tory, M. A.
 Tuck, P.
 Webb, P. J.

Durham

Butterworth, K.
 Carter, P. G.
 Cobham, R. O.
 Dryden, W. R.
 Hall, J. G.
 Heddle, S. G.
 Henderson, A. C.
 Heslop, J. W.
 Hollinshead, F. C.
 Maddra, C. G.
 Nelson, J. K.
 Oates, R. G.
 Shield, W. R.
 Smith, E.
 Snowdon, N. I.
 Stephenson, J. P.
 Stott, R. N.
 Vernon, M. S.
 Wade, A.
 Waite, B. T.
 Walford, T. D.
 Willis, F.
 Wilson, A. C.

Eire

Bourke, T.
 Connolly, J. A.
 Coveney, P. N. M.
 Cox, E. W.
 Cunningham, E. J. A.
 Dean, B. G.
 Hickey, J. F.
 Power, L.
 Rountree, J. H.
 Twomey, D.
 Walker, M. W.
 White, E. K.

Essex

Adcock, A. E.
 Allison, R. P. J.
 Batchelor, J. T.
 Bunting, J. H.
 Cole, R. L.
 Cottis, P. J.
 Crees, E. J.
 Curtis, P. J.
 Devereux-Cooke, R. C.
 Dixon Smith, J.
 Fisher, T. H. N.
 Fleming, J. D.
 Foster, M. T. T.
 Francis, R. T.
 Garon, N. T.
 Gray, J. A.
 Greasley, J.
 Harman, A. E.
 Hawkes, R. J.
 Haynes, J. R.
 Hendrick, A. E. E.
 Holden, P. R.
 Innes, P.
 Johnson, C. P.
 Jordan, L. A.
 Keyworth, J. R.
 Law, F. M.
 Longbottom, G. A.
 MacDonald, L. J.
 Mackie, J. M.
 Marriage, E. P.
 Mason, R. C. F.
 Matthews, R. J.
 Matthews, T. T.
 Mayne, D. M.
 Muirhead, W. J.
 Mussett, A. M.
 Nichols, F.
 Nissim, D. L.
 Nott, N. M.
 Payne, J. S.
 Pitt, T. P.
 Rasch, S. A. C.
 Richmond, B. H.
 Roberts, D. M.
 Roberts, J. D.
 Rook, J. A. J.

Essex (contd.)

Rushton, M. P.
 Seggons, B.
 Sellens, P. H.
 Simper, N. P.
 Stedman, I. G.
 Thomson, C. R. M.
 Tinney, F.
 Upson, J.
 Watt, H.
 Whiting, P.

Glos.

Adam, J. C.
 Barlow, R.
 Beale, R. E.
 Bernays, R. E. J.
 Berryman, T. M.
 Biddulph, S.
 Birchall, P. D.
 Bond, S. D.
 Bridel, W. H. C.
 Brodie, S. G.
 Bubbs, M. H.
 Bullock, W. A.
 Chamberlayne, H. J.
 Chamberlayne, J. R.
 Chapman, R. T.
 Coombe-Jones, A. B.
 Davison, M. J.
 Dearing, W. J.
 Ellis, D. A.
 Ellis, J. R.
 Fair, M. T. R.
 Fitzgerald, M. G. M.
 Fleetwood, J. F.
 Forsyth, T.
 Garwood, A. V.
 Gilbey, S. R.
 Godsell, E. U.
 Hawkes-Reed, A. J.
 Herman, P. C. M.
 Howes, R. C.
 Hughes, H. V.
 Jones, Sir Emrys
 Knight, R. E. B.
 Lawrence, W. J.
 Lee, B. G.
 Lewis, C. G.
 Lockhart, J. A. R.
 Marland, P.
 Mason, T. J.
 Mastrangelo, L. R.
 Moody, D. J.
 Morgan, H. E. G.
 Morris, N. P.
 Norman, A. J.
 Padfield, G. K.
 Peace, H. K.
 Phillips, K. R.
 Pile, R. E. L.
 Potter, R. M.

Glos. (contd.)

Powell, K. W.
 Price, J. H.
 Price, N. D.
 Rowe, C. J.
 Ryan, M. C. G.
 Stephenson, J. G.
 Thomas, D. J. C.
 Thompson, C. J.
 Tibbs, P.
 Ursell, D. J.
 Warren-Swettenham, J.
 Webb, A. S.
 Weston, W. C.
 Wilson, J.

Hampshire

Arnison-Newgass, M.
 Atwell, T. W.
 Backhouse, E.
 Bacon, R.
 Baird, R. N.
 Baker, E. G.
 Bare, D. I.
 Bessant, J. M.
 Bowen, J. N.
 Burge, J. H.
 Burnett, A. C.
 Butler, G. W.
 Clough, P. A.
 Dabinett, A. E.
 Dally, A. E. H.
 Dampney, T. D.
 Dolbear, J.
 Fairry, J. N. F.
 Fielding, D. F.
 Foot, B. S.
 Fowler, D. F.
 Giles, R. D. P.
 Griffiths, E. K.
 Hall, C. M.
 Hall, P.
 Hawkins, J. L.
 Herdman, R. H. L.
 Jackson, M. R.
 Jervoise, J. L.
 Jones, N. R.
 Kaye, D. M.
 Kemsley, T.
 Lawford, M. A. A.
 Light, N. W.
 Lowry, M. P.
 McCowen, J. S. B.
 Mitchell, D. S.
 Moffat, F. E.
 Newman, O. G.
 Nightingale, M. A.
 Norman, L.
 Oldroyd, D. C. L.
 Parker Smith, R. H.
 Paterson, R.
 Pilcher, R. C. H.

Hampshire (contd.)

Probyn, G. H.
 Race, M. G.
 Rennie, I. J.
 Rosen, A.
 Rowsell, J.
 Sarsfield-Hall, P. C.
 Shaw, R. G.
 Smail, J. A.
 Smith, P. C.
 Smith, S. C.
 Snow, D. R.
 Stacy, A. T.
 Tomlinson, M. R.
 Tozer, T. C.
 Trigg, T. E.
 Turner, R. A. E.
 Van der Feltz, L.
 Weeks, S. C. G.
 Welsh, M. J.
 Wilson, P. N.
 Winter, D.
 Young, H. S.

Herefordshire

Alington, G. W.
 Bird, D. S.
 Brimacombe, R. W.
 Bullen, B. S.
 Collins, J. R.
 Darlington, D. J. W.
 Edwards, J. W.
 Gill, A. B. N.
 Hoddell, F.
 Hunter-Blair, G. T.
 Jenkin, G. A. O.
 Jewell, P. W.
 Pendlebury, J.
 Perry, A. W.
 Purvis, R. G.
 Rigby (Miss), M. A.
 Roskill, T. W.
 Scudamore, P. H.
 Strevens, P. J.
 Thompson, E. B.
 Thornley, P. A. D.
 Tipper, B. C.
 Wareham, D. A.
 Wright, H. A.

Hertfordshire

Cane, T. P. S.
 Castle, D. M.
 Cockayne, A. H.
 Conder, K. J.
 Coslett, D. A.
 Hall, C. F.
 Hardy, D.
 Hotz de Baar, O. F. A.
 Komlosy, G. T.
 Legerton, S. M.

Hertfordshire (contd.) Kent (contd.)

Orr, J.
 Salwey, J. D. de G.
 Slater, M. J.
 Street, S. G.
 Wallace, A. S.
 Waugh, A. R.
 Webb, J. F.

Hunts. & Peterborough

Baines, D. C.
 Beckingham, J. R.
 Beeby, T. R.
 Bird, R. W.
 Blackhurst, W.
 Brassey, The Rt. Hon. P. E.
 Curnow, P. J. M.
 Edwards, R. A.
 Garner, A. C.
 German, D. B.
 Godfrey, J. G.
 Granger, A. J.
 Halford, M. J.
 Ingham, J. S.
 Lambkin, J. B.
 Loweth, R. B.
 Manson, J. C.
 Odam, J.
 Oxtoby, K. N.
 Perkins, T. H. R.
 Powell, D. O.
 Racey, D. W.
 Racey, P. N.
 Rouston, A.
 Tapper, A. M.
 Thurlby, J.
 Whitton, S. W.
 Wright, W. J.

Northern Ireland

Curry, W. P.
 Falconer, P. J.
 Furness, G. W.
 Guthrie, W. E.
 Hamilton, S. G.

Kent

Amos, P. D.
 Amos, R. C.
 Bagshaw, T. W.
 Bell, C.
 Betts, S. R.
 Butchart, J. E.
 Butler, D. F.
 Calcutt, T. J.
 Carr, H. R.
 Carroll, P. R.
 Chater, R. M.
 Clarke, P. W.
 Coombe-Jones, J. K.
 Corin, S. H.
 Cox, D. W. F.

Curtis, J. R.
 Daley, N.
 Derovet, T. P.
 Edwards, J.
 English, M. P. O.
 Faulkner, G. M.
 Freeman, S. G.
 Geden, W. A.
 Hadfield, A. M.
 Harland, P. H.
 Hobcraft, R. L.
 Hodge, A. R.
 Hoey, P. M.
 Holdstock, H. J.
 Hoskins, M. D.
 Howley, P.
 Hukins, S. R.
 Knight, D. J.
 Loder-Symonds, R. F.
 Mackrill, D.
 Macwatt, C. S. H.
 Martin, R.
 Meyler, S.
 Michelmore, G. P.
 Miller, P. D.
 Montgomery, R. A. C.
 Mott, D. K.
 Neame, B. D.
 Nicholson, J. A. H.
 Nix, J. S.
 Older, C. D.
 Pearson-Wood, A. J.
 Percival, S. R.
 Phillips, T. B.
 Pick, M. C. E.
 Pickard, Professor D. H.
 Pope, V. V.
 Pugh, C. L.
 Reid, I. G.
 Reynolds, C. R.
 Roberts, D. J.
 Romney, P. F.
 Shepherdson, B. J.
 Shoesmith, F. J.
 Smith, C. B.
 Smith, C. J.
 Somerville, H. T. B.
 Springett, P. J.
 Steven, H. J.
 Stoneham, C. M. R.
 Stonham, G. H.
 Swift, N. P.
 Taylor, M. J.
 Thomas, K. R. H.
 Tompsett, P.
 Tonks, C. E.
 Tremlett, J. D.
 Tustian, A. R.
 Walker, M. G.
 Wall, J. G. L.
 Webster, J. P. G.

Kent (contd.)

Werts, D. M.
Wharton, R. E.
Withnall, M. E.
Woodhouse, D. M.
Woollven (Miss), V. J.
Young, J. W. O.
Young, T. G. P.

Lancashire

Allen, J. R.
Bennett, T. M.
Birkby, J.
Fawdry, G. E.
Hughes, H. C.
Key, J. M.
Kirkman, R. F.
Millen, W.
Parrett, J. H.
Richardson, W. W.
Riding, F.
Rushton, R. T.
Swarbrick, N. J.
Swarbrick, R. N.
Watt, J. A.
Weymouth, M. J.

Lincs. Holland

Atkin, W. J.
Austin, R. W.
Barwell, M. G.
Beadle, B.
Birkett, F. H.
Burns, J. A.
Casswell, J. R.
Fletcher, W. S.
Hearth, F. G.
Hoyles, P. G. W.
Keeling, A. G.
Piccaver, D. J. T.
Poston, A. B.
Proctor, A. H.
Riggall, M. R.
Scarr, P. W.
Shepherd, P. H.
Spence, F. A.
Tinsley, M. P.
Walker, D. C.
Wallace, P. J.
Watts, R. J.
Waugh, R. M.
Willingham, R. S.
Wilson, G. D.
Wilson, M.
Woods, F. G.

**Lincs. Lindsey/
Kesteven**

Andrew, R. E.
Brearley, B. M.
Challis, D. C.

**Lincs. Lindsey/
Kesteven (contd.)**

Dean, P. W. M.
Dorrington, J. R.
Dorrington, S. P.
Dyson, J. N.
Gaunt, W. C. E.
Heald, J. M.
Hodgson, P. N.
Ireland, A. C.
Johnson, J. R.
Jones, M. J.
Key, P. M.
Knowles, A. J. W.
Large, Alderman Mrs. M.
Louth, R. W.
Morgan, D. P.
Osborn, S. B.
Parker, E.
Parker, J. P. M.
Parker, R. W.
Patrick, R. W.
Robertson, E. A.
Roughton, A. L.
Scott, J.
Smart, J.
Stones, A. M.
Tatam, M. B.
Thompson, J. M.
Turner, J.
Vigne, R. L. St. B.
Watt, J. A. L.
Wilkins, P. L.

Lincolnshire

Barribal, W. H. P.
Battle, R. M.
Baxter, G. S.
Bichan, P. I.
Booth, R. H.
Bowman, J. T.
Casswell, C. M.
Clark, H. E.
Creasey, D. J.
Day, J. O.
Farley, V.
Fell, H. R.
Findlay, J. O.
Fordyc, M. W.
Fort, J. M.
Fowler, E. I. B.
Fox-Robinson, W. H.
Gibbons, P. H.
Gillett, G. S. W.
Good, J. S.
Handbury, J. D.
Harrison, R. A.
Hoff, W. G.
Holmes, M. G.
Howden, B. W.
Jacques, J. C.
Lambert, L. J.

Lincolnshire (contd.)

Leak, J. H.
Maplethorpe, A. M.
Moulds, P. R.
Musgrove, S. G.
Neate, D. J. H.
Newton, R.
Nickless, W. H.
Ottewell, E.
Pope, J. R.
Quibell (Miss), E. M.
Rainthorpe, J. J.
Rattray, W. F.
Read, D. A.
Reeve-Cox, D. R.
Scott Gunn, P.
Sneath, M. J.
Stones, J. C.
Stott, C. A. P.
Thomson, R.
Tweddle, G. J.
Vinter, D. W.
Waite, L.
Walkinton, R. H.
Walshaw, R. F.
Wilkinson, R. G.
Williamson, R.
Wright, J. W.

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.
Luckin, P. S.
McOran-Campbell, A. G.
Morton, J.
Peart, B.
Roberts, W. P.
Sparrow, T. D.
Travers-Legg, A.

**East Midlands
(Derby/Leics/Notts)**

Adams, G. M. H.
Archer, P. L.
Aston, P. J. M.
Bakel, B. F.
Barker, H.
Benton, A. G.
Bessell, J. E.
Binder, P. T.
Bird, P. C. J.
Blundy, D.
Bower, J. S.

East Midlands (contd.) East Midlands (contd.) Norfolk (contd.)

Brocksopp, K. E.
 Brooke, M. D.
 Brooks, V. R.
 Churms, S. N.
 Clements, H. A. B.
 Corbett, W. H.
 Cotton, R. F.
 Cowling, R. J.
 Crookes, F. G.
 Croxton, D. A.
 Dakin, I. E.
 Dancey, R. J.
 Drury, D. J.
 Fort, J. D.
 Frisby, G. F. G.
 Gibbs, H. W.
 Grainger, M. M.
 Haggie, G. D.
 Harrison, R. G.
 Hasted, G. W.
 Hay, R. C.
 Hayes, L. H.
 Hill, A. J.
 Hiron, W.
 Hoyland, B. T.
 Hoyland, S. T.
 Hughes, D. S.
 Hughes, J. C.
 Hurst, D. W.
 Husselbee, P.
 Jackson, J. C.
 James, D. R.
 Johnson, G. W.
 Keene, A. C.
 Kerr, H. W. T.
 Kerswell, D. M.
 Land, S. J. J.
 Lane, E. M.
 Lilwall, R. W.
 Lovett, J. J.
 Matthews, P. M.
 McDonald, J. E.
 Mortensen, Cdr.
 R.N. (Rtd.), A. S.
 Murch, P. S.
 Noble, G. W.
 Pack-Drury-Lowe, S. J.
 Parker, A. J.
 Pollett, J. L.
 Pridmore, J. P.
 Rigby, K. W.
 Sail, R.
 Sawyer, D. W.
 Scott, A. C. M. B.
 Seabrook, M. F.
 Senior, W. S.
 Skepper, G. H.
 Smith, A. C.
 Smith, W. J.
 Smithers, R. S.
 Summers, T. H.

Thorneycroft, W. J. B.
 Thorley, H. B.
 Throup, G.
 Waltho, J. K.
 Westlake, H. J.
 Wilbraham, R. J.
 Wright, C.

Monmouthshire

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

Norfolk

Agar, N. S.
 Allen (Mrs.), J.
 Alston, J.
 Alston, W.
 Archibald, W. I.
 Arnott, J. C.
 Barrett, C. F.
 Batey, C. G.
 Beddie, G. H.
 Boyt, E. F.
 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.
 Cuttall, G. P.
 Dalton, R. R.
 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.
 Guyer, N.
 Hance, D. J.
 Harris, B.
 Hill, D. W. J.
 Hoff, R. H. G.
 Hollies, J. D.
 Huggins (Miss), A. L.
 Hutchings, M. E.
 Johnson, D. C.
 Knowles, W. H.
 Lewis, C. D. M.
 Mack, L. F.
 Mallett, R. J.
 McClintock, I. W. T.
 McHarg, G. W.
 Morgan, K.
 Morris, A. B.
 Mutimer, R. I.
 Papworth, P. D.
 Pearce, D. G.
 Pepper, R.
 Place, J. M.
 Pooley, D. R.
 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.
 Wilson, J. M.

Northants.

Barnes, M. P.
 Lyon, T. S.
 Moutrie, G. A.
 Thompson, G.

Northumberland

Armstrong, H. J.
 Bowie, R. S.
 Clark, J.
 Davies, T. S.
 Jackson, A.
 Mallen, R. T.
 Noble, K.
 Salmon, G. D.
 Sanderson, H.
 Storrar, R. M.
 Warner, R. M.
 Wheeler, R.

Oxfordshire

Beresford-Stoke, P. M.
 Birtles, J. F.
 Bond, A. C. H.
 Bruce-Fielding, R. M.
 Daniels, R. M.
 Duncan, C. J.
 Drew, M. D.
 Fox, C. R. M.
 Garson, J. L.
 Gasson, D. R.
 Gill, F. M.
 Graham, A. R. W.
 Hall, M. R.
 Hall, P. R.
 Harlow, M.
 Hitchings, F. S.
 Hoare, G. J.
 Hood, C. J.
 Milne Home, A. J.
 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.
 Black, W. H. M.
 Blyth, A.
 Bone, J. S.
 Brewis, T. H.
 Bridges, D.
 Brook, P. M.
 Bruce, C.
 Bruce, J. M. E.
 Bruce, W. P.
 Burns, J. C.
 Cairns, I. H.
 Cheyne, J. M. T.
 Colebrook, P. M.
 Courts, W. S.
 Cranston, A. G.
 Crawford, L. D.
 Darling, I. M.
 Dawson, W. H. M.
 Donald, J. S.
 Dunlop, J. R. C.
 Fisher, B. W.
 Fleming, T.
 Forrest, J. B.
 Free, E. F.
 French (Miss), J. P.
 Gray, G. B. R.
 Gray, J. F.
 Gray, P. H. B.
 Halcrow, J. N.

East Scotland (contd.) North Scotland (contd.)

Hamilton, M. J.
 Hardie, M.
 Harkins, J.
 Hume, A.
 Innes, A. P.
 Kane, J.
 Laing, D. A.
 Lord, R. F.
 Mackenzie, C. G.
 Mackenzie, G. H.
 Malcolm, C. J.
 McHattie, I.
 McKinnon, E. E.
 Miller, A. R. J. D.
 Mordaunt, F. D.
 Murray, L.
 Neely, A. M.
 Newlands, W. W.
 Pate, D. C.
 Pate, E. T.
 Riddett, J. M. Jnr.
 Rowe, C.
 Sloan, R.
 Smith, R. S.
 Stevenson, J. M.
 Stirling, J.
 Taylor, A. J.
 Taylor, W. J. C.
 Tennant, T. W.
 Todd, E. C.
 Towler, P. D.
 Tracey, A. B. K.
 Tullis, K. W.
 Usher, C. J.
 Wailes-Fairbairn, A. G.
 Wardrop, J. C.
 Watson, I. M. L.
 Watt, C. M.
 Weir, I. C.
 Wemyss, A. G.
 Whitehead, G.
 Wilson, R. M.
 Wilson, R. T.
 Wyllie, J. H.
 Wyllie, W. A. S.
 Yeadon, M. H.
 Young, C. G.

North Scotland

Adam, J. D.
 Alexander, G. G.
 Anderson, A. C.
 Arbuckle, J. W.
 Beedie, W. G.
 Butler, J. G. P.
 Calder, J. M.
 Chalmers, G. C. W.
 Clark, H.
 Clark, J. G.
 Coutts, A. A.
 Duncan, J. C.

English, P. R.
 Fleming, G. W.
 Forbes, A. D.
 Forbes, I. Y.
 Forbes, J.
 Fraser, D. W. M.
 Gall, J. M.
 Gill, A. J.
 Grant, C. M.
 Hamilton, G.
 Hamilton (Mrs.), I.
 Hayes, S.
 Henderson, G.
 Innes, J. A.
 Johnston, G. S.
 Joughin, M.
 Macbean, J. T.
 Macdonald, J.
 Macdonald, J. P.
 McConachie, J.
 McMartin, I.
 Marwick, J. G.
 Millar, R. K.
 Muir, D.
 Philip, G.
 Reid, R. B.
 Rennie, L. J. C.
 Rhynas, G. A.
 Rhynas, R. G.
 Robertson, N.
 Rose, J.
 Rose, J.
 Rose, W.
 Shearer, W. B.
 Shuttleworth, D. E. M.
 Templeton, W. G.
 Vallance, J. R.
 White, J. A.
 Whittle, C. D. R.
 Wilson, A. R.
 Young, A. D.

North East Scotland

Allathan, R. E.
 Allen, F. S.
 Anderson, R.
 Argo, W. J.
 Auton, E. H.
 Barclay, L. G. D.
 Barclay, R. A.
 Bell, J. W.
 Bishop, C. K.
 Brown, D.
 Bruce, G. R.
 Bryce, G. R.
 Buchan, A.
 Buchan, R. D.
 Calder, G.
 Caldwell, W. M.
 Campbell, A. H.
 Campbell, W. H. M.

**North East Scotland
(contd.)**

Caspell, N.
Catt, D. C.
Craig, D. J.
Critchley, R.
Cruckshank, I. A.
Davidson, W.
Dawson, K. E.
Dempster, D. G.
de Winton, A. C. P.
Dick, B. N.
Dingwall-Fordyce, J. A.
Drybrough, W. G.
Ferguson, W. J.
Forbes, The Rt. Hon. Lord
Forbes, P. J.
Fyfe, M. H. D. F.
Gilbert, J. M.
Gooch, J. D.
Graham, T. C.
Harle, J. T.
Haughs (Miss), M. A.
Howie, A.
Hutcheon, W. G.
Irvine, Maj. F. C. Q.
Irvine, Q. H. R.
Isaacs, R. J.
Jones, J. N.
Kennedy, D. S.
Kerr, D. M.
Leith, J. D. M.
Lunney, D. C.
Lynes, S. B.
MacBain, H.
MacCallum, J. L.
Macdonald, A.
MacFarlane, A. R.
MacIntyre, I. M. M.
Mackel, C. J.
Mackie, B. S.
Mackie, M., Jnr.
Manson, A. R.
Marr, I.
Massie, A. W.
McCubbin, A.
McKilligin, P. F.
McWilliam, N. J.
Michie, W.
Mitchell, P. J.
Mitchellhill, S.
Mudie, W. J. I.
Pack, B. S.
Pelham-Burn, A. M.
Pemberton, J. T.
Pirie, G. W.
Robinson, T. W.
Seton, J. R.
Shiach, J. G.
Sinclair, J. A. Y.
Steele, R. J. G.
Stephen, J. G.

**North East Scotland
(contd.)**

Still, J. D.
Strachan, W. R.
Sutherland, R. M.
Taylor, A.
Thomson, C. J.
Wallace, G. M.
Winning, B. T.
Yates, R. E. B.

West Scotland

Armstrong, G. J.
Blair, J. H.
Buchan, D.
Campbell, I. G.
Clark, J.
Colwell, H. T. M.
Duncan, M.
Elder, W. B. R.
Fergusson, C.
Fraser, I. R.
Gilzean, J. A.
Hunt, R. W. T.
Kerr, J. A.
Lennox, R. A.
Mackay, A. J. D.
Marshall, D.
McAuslan, J. T.
Metcalf, J. D.
Moore, W. T.
Morrison, A. J.
Murray, R. D.
Parkinson, A. E.
Reid, D. A.
Robertson, K. J.
Sargent, E. D.
Shaw, D.
Smith, P. G.
Taggart, W. J.
Thomson, J.
Torrance, J. H. S.
Wilson, J. V. T.
Yates, K. C.
Young, M. J. R.

Shropshire

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

Somerset

Austin, A. J.
Baker, R. H.
Beechey, D. M.
Brown, D. B.
Brown, R.
Butler, H. J.
Carter, C. M.
Castle Stewart, The Rt.
Hon. Earl
Clench, S. F.
Elder, A. H.
Evans, D. H. T.
Harrison, P. T.
Hughes, N. J.
Lamont, R. A.
Lees, J. W.
Longman, R. J.
Major, J.
Miller, T. L. E.
Mills, M. J. B.
Paton, A. F.
Pouncey, S. J. G.
Robertson, B. A.
Sayce, R. B.
Scott, H. E.
Sparkes, P. R.
Thornton, K.
Trotter, C. J. R.
Whitaker, M. J.
White, A. J.
White, R. C.

Suffolk

Adshead, R. J.
Agnew, G. K.
Allerton, D. M.
Ashburn, M. J.
Barnard, D. J.
Batchelor, J. R.
Bolton, T. H.
Brandon, K. D.
Coe, H. P. G.
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.
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.

Suffolk (contd.)

Roberts, J. W.
 Ryder, R. S.
 Simmonds, V. J. E.
 Slater, D. J.
 Stacey, D. C.
 Surah, M. S.
 Upton, R. J.
 Vellacott, A. R.
 Vellacott, P. G.
 Walker, C. J. S.
 Wallace, A. D.
 Wright, T. L.
 Youngman, P. H.

Surrey

Allen, R. C.
 Boddie, C. J.
 Clarke, C. E.
 Clark, R. W.
 Cleveland, R.
 Clothier, R. J.
 Codd, M.
 Dengate, H. V.
 Dutton, J. M.
 Flecchia, P. E.
 Gibson, D. W.
 Green, J. P.
 Hicks, T. P.
 Ireland, F. J.
 Poulson, 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, Maj. 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.
 Coomber, D. H.
 Coward, N.
 Cragg, T. A.
 Crowley, M. St. L.
 Daniel, P. D. W.
 Duke, G. C.
 Eager, R. N.

West Sussex (contd.)

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.
 Shaw, P.
 Shaxson, M.
 Shepherd, R. W.
 Sherlow, J. A.
 Spofforth, M. G.
 Stiles, R. A. G. B.
 Swarbrick, O.
 Tomlinson, R. C.
 Tupper, D. H.
 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, D. A.
 Lewis, P. R.
 Moses, H.
 Phillips, A. S.
 Roberts, B. H.
 Weston-Arnold, J. G. F.
 Williams, D. G.
 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.

Warwickshire (contd.)

Mathias, C. H.
 Neilson, K. G.
 Nott, W. H. M.
 Rayner, M. J.
 Sharpe, P. R.
 Thomas, M.
 Thompson, H. D.
 Thornhill, B.
 Upton, D. A. J.

Westmorland

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

Wiltshire

Baker, G. E. A.
 Barlow, J. R.
 Barron, R. J.
 Brake, R. A.
 Bucknell, M. J.
 Carter, D. V.
 Cooke, D. G. W.
 Fitzherbert-Brockholes, R.
 Fortt, R. B.
 Grice, P. D.
 Hartwell, R. M.
 Hurd, S. A.
 Hutchinson, M. E.
 Naumann, N. C.
 Phipps, C. N.
 Randle, R. M.
 Rowland, M.
 Waine, A. T.
 Wilder, J. G.
 Williams, T. M.

Worcestershire

Allright, K. J.
 Archer, T. W.
 Fawcett, A. G.
 Fletcher, D.
 Hopkins, J.
 Hopkins, S. W.
 Mackellar, D. J.
 Smith, R. F.
 Stott, P. R.

Yorkshire

Appleyard, J. W.
 Arnold, R. L.
 Atkinson, J. A.
 Barrett, J. R.
 Bates, R.
 Bloore, D.
 Bowles, E. B.
 Brooke, C. N.
 Brown, J. L.
 Buckley, H.
 Bullock (Mrs.), J. A.
 Calvert, M.

Yorkshire (contd.)

Cowell, B. H.
 Cremer, R. P. B.
 Crozier, J. F.
 Dalley, J.
 Deeks, G. W.
 Dent, J. H.
 Dodgson, M. H.
 Doyle, M. W.
 Earl, J. J. C.
 Elmhirst, R. N.
 Fraser, G. S.
 Gaudie, M.
 Gilbertson, P.
 Goodhart, J. H.
 Hall, D. D.
 Handley, E.
 Harding, A.

Yorkshire (contd.)

Hesk, P. C.
 Hore, J.
 Humphrey, D. W.
 Joce, E. H. B.
 Johnston, J.
 Keeble, M. L.
 McKnight, A. A.
 Milburn, J. J.
 Mitchell, W.
 Morford, A. H.
 Murray, C. J.
 Parkin, W. K.
 Pearson, A. M.
 Perry, D. B.
 Potter, A.
 Proctor, G. W.

Yorkshire (contd.)

Reeves, R. A.
 Sellars, P.
 Shackleton, J. E.
 Smith, D.
 Smith, H. T. E.
 Snell, C. B.
 Stockley, I. A.
 Tagg, D. W.
 Trowbridge, J. R.
 Turner, P. A.
 Webster, S. G.
 Welford, G. R.
 Welford, J. D.
 Williams, A. J.
 Winson, J. R.
 Worsley, G. O.

Overseas

Callow, A. V.—New Zealand
 Crawford, J. B.—Australia
 Dent, J. B.
 Fairley, J.—New Zealand
 Giles, G. M.
 Grant, G. L.—Jamaica
 Hagstomer, E. J. J. A.
 Harrison, J. E.—Africa
 Heydon, D. L.
 Hopper, M. E.—Kenya
 Hubert (Miss), A. F.—Africa
 Hughes, C. W. F.—Australia
 Kendrick, A. R.—Swaziland
 McKinlay, W. W.—Swaziland
 McSween, G. J.—Jamaica

Overseas (contd.)

Nec, B.—Africa
 Nelson, B. O.—Sweden
 Nkwocha, A. O.
 Pateman, R.—Australia
 Pease, M. W. L.—Sierra Leone
 Rene, le R.
 Rhodes, J. J.—Swaziland
 Scott, I. R.
 Shaw, B. G.—Australia
 Taylor, J. R.—Zambia
 Thompson, S. C.—Canada
 Wallace, C. A.
 Wharton, E.—Cyprus
 Wickham, J. R.—Kenya

