

FARM MANAGEMENT ASSOCIATION

YEAR BOOK

1975 - 1976



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National Agricultural Centre

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PRESIDENT

The Earl of March, F.C.A.

MEMBERS OF COUNCIL

G. E. Dalton (Chairman)

P. Innes (Vice-Chairman)

J. M. A. Evans, N. C. Forster, J. M. Fort, J. Harkins, J. T. Harle,
G. O. Hector, P. K. Hogbin, P. J. James, M. Kerrigan, W. N. Lawton,
S. Meyler, B. P. W. Morris, A. F. Paton, C. Pink, P. R. Street,
C. J. Whitmey, A. J. Williams.

(Co-opted: J. M. Atkinson, C. R. Ferens.)

EXECUTIVE COMMITTEE

G. E. Dalton (Chairman)

J. M. Atkinson, J. F. Birtles, P. K. Hogbin, P. Innes, S. Meyler,
B. P. W. Morris, J. S. Nix, R. D. H. Rampton.

SECRETARY

Miss P. C. Jukes

PERSONALITIES IN FMA

**DR. G. E. DALTON**

Chairman, 1975-1976



Graham Dalton was recently appointed as Deputy Head of the Agricultural Economics Division of the North of Scotland College of Agriculture, Aberdeen. A farmer's son, he graduated with an honours degree in agricultural economics from Newcastle University in 1964 whereupon he studied for a master's degree in the same subject at Nottingham University. In 1966 he was appointed as Lecturer in Farm Management in the Department of Agriculture, Reading University, where he obtained his Ph.D. in farm management in 1970. During 1970-71 he was seconded to the University of Ghana to lecture in farm management. He was appointed a Council Member in 1972 and has served as Chairman of the Education Committee.

FARM MANAGEMENT ASSOCIATION

Minutes of the Tenth ANNUAL GENERAL MEETING of the Farm Management Association held at the Cairn Hotel, Harrogate, on Wednesday, 12th November, 1975.

THOSE PRESENT:	Chairman	— Dr. P. R. Street
	Vice-Chairman	— Dr. G. E. Dalton
	Finance Chairman	— Mr. B. P. W. Morris
	Association Accountant	— Mr. J. F. Birtles
	Secretary	— Miss P. C. Jukes
	Members	— Approx. 120

1. APOLOGIES FOR ABSENCE: W. R. B. Carter, P. J. Ellis, J. M. Fort, J. N. Jones, M. Kerrigan, L. Norman, J. S. Nix, P. Seligman, O. Swarbrick, D. I. Watkins, J. V. T. Wilson.

2. MINUTES OF NINTH ANNUAL GENERAL MEETING

The Chairman reviewed the minutes of the ninth annual general meeting, which had been circulated to members in the FMA Year Book. Mr. W. N. Lawton proposed that they were a true and accurate record of the meeting. Mr. J. Collins seconded this proposal. There were no matters arising.

3. STATEMENT OF ACCOUNTS AND BALANCE SHEET FOR YEAR ENDED 31ST MARCH, 1975.

All members had been circulated with the Statement of Accounts in the FMA Year Book, and extra copies were given out at the meeting. Mr. M. J. Davison proposed the accounts be accepted and approved, Mr. G. O. Hector seconded this proposal.

4. CHAIRMEN'S REPORTS

i) *Chairman's Report*

Dr. Street reported that 1975 had been a successful year for the Association, during which membership had continued to grow. Over 60% of the membership was farmers and farm managers.

Dr. Street thanked Mr. Rampton and his Farm Managers' committee for the amount of work they had carried out in producing the "Aids for Managers", "Contract of Employment" and "Code of Best Conduct". He reported that over 72 enquiries for membership had resulted from reports of this work being publicised through the kind auspices of Philip Hassall, Editor of "Big Farm Management".

Dr. Street also mentioned the success of the Association's Stand at the 1975 Royal Show using the Midland Bank caravan, which had been loaned free of charge. This had also resulted in gaining some twenty new members.

Financially, Dr. Street said, it had been a difficult year and with no rise in the subscription for several years it had been difficult to cope

with inflation. To stop the drain on the Association's limited reserves, it had been decided to temporarily cease the 50p payment to branches. Dr. Street stressed this had only been a temporary measure and branches that had been in difficulties without the payment had in fact received it.

Dr. Street reported that the Appeal launched to fund a Technical Director for the Association had been unsuccessful so far. However discussions with various Trusts were still taking place and Dr. Street felt quite hopeful that some financial assistance might still be gained.

Dr. Street then outlined plans for a working party to look at the direction of FMA and another was actively pursuing an idea of opening the Professional Register, or something similar to offer professional qualifications to members. The latter would hopefully be linked to the British Institute of Management.

The Chairman then thanked all the members that had supported the Association during the past year, his retiring members of Council, Committee Chairmen and the Secretary, Miss Jukes.

ii) *Finance Chairman's Report*

Mr. Morris spoke briefly to his report, namely that the Association had completed its financial year with a slightly better than break-even position, due to the very severest curbing of expenditure. Apart from suspending payments to branches, the permanent staff had been reduced to one and a change in offices had been made.

Mr. Morris paused here to give a very sincere vote of thanks to Midland Bank Limited, who for the past twelve months had housed the offices of the Association free of charge. Mr. Morris said this was only a temporary arrangement and finance would eventually have to be found for permanent office accommodation. Mr. Morris stated that the annual conference usually produced a small profit which went a long way to eking out the Association's resources. The latter was something however that could never be budgeted.

Mr. Morris ended his report by thanking the auditors, D. A. Owen & Co.

iii) *Education Chairman's Report*

Dr. Dalton said he had enjoyed his time spent as Education Committee Chairman and had especially enjoyed the interviews of delegates for the Massey-Ferguson Award. He said that regrettably, the Agricultural Marketing course held at the University of Newcastle had only attracted two applicants and as a result had been cancelled.

The Advanced Farm Management course at Reading University had been oversubscribed which was a more healthy and cheerful situation and more likely to impress the Directors of Massey-Ferguson, than possibly the poor response of eight delegates who attended the Seale-Hayne Labour Management Course. A member, Mr. W. N. Lawton who had attended the Seale-Hayne course urged members to go on this course and said he could not speak too highly of it. It was a wonderful opportunity for anyone to learn the strategy of labour relations and management. Dr. Dalton said most of the Seale-Hayne candidates this year were at the Unit Manager level which his committee had found most interesting and were most impressed with their high calibre.

Dr. Dalton was pleased to report that Massey-Ferguson had kindly indicated that they would be increasing their £1,000 Grant to £1,500 in 1976.

Dr. Dalton said the A.T.B. were not going to make a direct Grant in 1976, but has recognised the courses so that delegates may claim travelling and other expenses.

Dr. Dalton hoped that the Association would be liaising with the Training Board during the next twelve months in identifying management needs, which might mean a joint seminar to try and establish such requirements.

iv) *Conference Committee Report*

Mr. Evans thanked the members of his committee for their support in organising the 1975 annual conference. Mr. Evans said the FMA conference committee not only organised the annual event but helped with regional activities throughout the counties. He said that Berkshire held a one day seminar each year, which was open to the national membership, the Kent branch in alternate years.

A vote of thanks was accorded to Mr. Evans and his committee.

v) *Farm Managers' Committee*

Mr. Rampton thanked the members of his committee for the amount of work that they had combined during 1975. Mr. Rampton pointed out that two of his committee, Messrs. Fort and Atkinson had given papers at the conference that day. He welcomed a new member to his committee, Mr. L. Wishart, a farmer from Sussex.

Mr. Rampton thanked I.C.I. who had printed the "Aids" for the Association free of charge. He reported that an error had occurred at the printers, however, in the title of "Aids for Managers" 1 and 2; this should have read "Farm Management Aids". This would be corrected on the production of Aid No. 3. Mr. Rampton asked members to let him have ideas for new "Aids" which would benefit the membership. One new suggestion had been given to him entitled "Interview Technique".

Mr. Rampton asked that a vote of thanks be recorded to the British Institute of Management for their assistance in the production of the "Code of Best Practice" which had proved most popular with members.

Mr. Rampton then stated that his committee had the agreement of Council to make a reply to the MAFF Consultative Document on Tied Cottages which proposed to exclude farm managers from any future legislation. Mr. Rampton said his committee wished to make the reply that apart from anything else, farm managers should definitely be included in future legislation. No one present disagreed with this.

Mr. Rampton went on to say that a member of his committee, Mr. Drew, was liaising with "Big Farm Management" trying to finalise plans for a questionnaire to be sent out to some 3,000 farm managers in the form of a salary survey. He expected this to be underway in the next few months, and hoped as many members as possible would take part, as it would be completely confidential.

Finally Mr. Rampton said his committee was hoping to organise a seminar with the help of the conference committee entitled "Providing for Retirement".

vi) *Journal Committee Report*

Mr. R. G. Norman and Mr. R. J. Dancey, both speakers at the conference, and members of the Journal Committee were present. Mr. Norman was asked to carry a word of thanks to Mr. Nix, Chairman of the Committee. Mr. Norman said the committee had very little guidance from the membership as to whether the journal was to their liking or if it could be improved. He said there was also a lack of practical articles, none were forthcoming from the membership, and he wished that members would rectify this.

Mr. Norman said the cost of the journal was going to be raised in 1976 to £1.00 per edition. This would only affect the 250 subscribers outside the membership. Mr. Norman asked for articles, from managers particularly. No practical article had been received from a member of the Association for the past six years. He stated that the committee did not have difficulty in obtaining theoretical articles. Mr. Simper, a member from Essex stated he thought the FMA journal was the best one of its kind produced. There was much support for this statement from the audience.

5. POSTAL VOTING AND REGIONAL STRUCTURE

Mr. Meyler a member of the FMA Council explained that he had been asked by council to look into the question of postal voting. He felt that before this could succeed a member had to know, or know of, the person/s he was voting for. To this end Mr. Meyler felt that the Association should split into geographical counties and regional meetings held. Only in this way would members intermingle and become known to each other.

Mr. Cowe a member from Scotland had produced with the aid of a small committee, a document entitled "FMA — Where are you Going". Copies of this report, together with Mr. Meyler's report on the structure of FMA were distributed to members present, for discussion. Mr. Cowe spoke to the Scottish report, the purpose of which was to identify the underlying criteria by which the effectiveness of FMA can be appraised and to make general recommendations as to how it might develop to the mutual benefit of FMA, its members and the community.

Mr. Meyler reported that he had been asked to form a small sub-committee of Council to pursue this line of thinking and to define the direction of the Association, its needs and objectives. Mr. Cowe had been asked to join this committee which it was hoped would meet early in the New Year.

Mr. Joyce proposed that the Chairmen's Reports be accepted. Mr. Forster seconded this proposal.

6. FINANCE FOR 1976

Mr. Morris explained that £11,000 would be required to run the Association from 1976 onwards. He said that most branch members had to pay something like £1.00 to £2.00 per head to their local branch, on top of their national subscription. Mr. Morris therefore proposed that the membership subscriptions be raised to £9.50 per annum with £2.00 per head back to branches. After a long discussion on the needs of the FMA membership it was finally agreed that the subscriptions be raised to £7.50 per annum with £1 being returned to branches.

7. THE FUTURE OF FMA

A long and lively debate took place about the future of FMA which ended in a vote of confidence being proposed by Mr. James and seconded by Mr. Buckley. The motion was carried.

The topics discussed included the issue of a technical director, the location of the annual conference, branch subscriptions rates in relation to the National rate, professional status, closer association with the B.I.M., regionalisation and services to members. On most of these issues there was no general agreement but it was established that the main aim of council for 1976 would be to try and obtain a technical director. It was felt that a technical director could act as a catalyst to help run branch programmes, obtain speakers and tour the regions. Failing this, one member suggested that greater use be made of the services of past chairmen and council members in order to maintain continuity and contacts.

During the discussion it was frequently expressed that the Journal and the annual conference were excellent. It was also suggested that a new approach be made to the Kellogg Foundation for financial support.

It was also suggested that the minutes of the meeting be discussed at the next council meeting.

8. ELECTION OF NEW COUNCIL MEMBERS

The Chairman reported that there were fourteen nominations for seven places on Council. Five for four years, one for a one-year period and one for a two-year period.

Ballot sheets were issued.

Mr. Davison, ex Finance Chairman of the Association, asked that his nomination be withdrawn because he felt that members who had not been on Council before should be given the opportunity to put their ideas to the fore in the running of the Association.

The Chairman asked candidates to stand and say a few words about themselves with other members speaking on behalf of those not present.

9. APPOINTMENT OF AUDITORS

Mr. Davison proposed that D. A. Owen be engaged once again as the Association Auditors. Mr. Cockburn seconded this proposal.

10. SEALE-HAYNE COURSE

Dr. Street gave the date of the Labour Management course to be held at Seale-Hayne Agricultural College, Devon, as 5th to 9th April, 1976.

11. VOTE OF THANKS TO MIDLAND BANK

Dr. Street once again thanked Midland Bank for their support of the Association in providing free office accommodation.

12. VOTE OF THANKS TO MASSEY-FERGUSON

Mr. Lawton asked for a vote of thanks to be recorded to Massey-Ferguson, he felt much regret that this had been omitted at the Annual Dinner.

13. VOTE OF THANKS TO RETIRING CHAIRMAN

Dr. Dalton proposed a vote of thanks to Dr. Street the retiring Chairman. Mr. Birtles seconded this proposal.

There being no other business the meeting was then closed.

NEW COUNCIL MEMBERS

The result of the ballot was given the following morning:

J. M. Fort, Managing Director of Wold Farm Foods Ltd. Second time on Council—4 year term of office.

J. M. A. Evans, Lecturer at Hadlow College of Agriculture. Second time on Council—4 year term of office.

G. O. Hector, Managing Director Lowther Park Farms Ltd., Penrith, Cumbria. Second time on Council—4 year term of office.

C. Pink, Farm Manager, Arborfield, Berks.—4 year term of office.

P. J. James, Regional Farm Management Adviser, ADAS, Berks., and Secretary of the International Farm Management Assoc.—4 year term of office.

J. Harkins, Senior Lecturer in Farm Management. Edinburgh University—2 year term of office.

M. Kerrigan, Financial Director, Farm Partners Ltd., part of the Nickerson Organisation, Lincolnshire.—1 year term of office.

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ANNUAL REPORTS AND STATEMENT OF ACCOUNTS

of the

FARM MANAGEMENT ASSOCIATION

for Year to 31st March, 1976



CHAIRMAN'S REPORT

This has been a difficult year. Regrettably to maintain our Association in its existing form the subscription had to be raised. At the time of writing only half the membership have given a vote of confidence in the Association's future by revising their standing order. Have you? Despite this, this report gives me the opportunity to say that I believe the Association will continue to thrive because of the people in it and their interest in the subject of managing farms. Among these people are the officers of the Association ranging from the committee members of County branches to the vice-chairman and our loyal and cheerful secretary, Pearl.

We have been particularly fortunate this year in the quality of the membership of our National committees. We welcome Peter Innes as our vice-chairman and wish him well next year. Mike Atkinson bravely took on the chairmanship of the Education committee and has already laid on a needed course on personal development. Peter Hogbin took over the conference committee and has drawn up an excellent conference programme and such is his energy that he also has plans for a regular conference. Brian Morris ably assisted by John Birtles have kept our books straight and Dick Rampton is busily working away on behalf of farm managers; he and his committee having produced a salary survey this year. John Nix together with his editor Doug Brown continue to produce our excellent journal. S. Meyler has also been examining as chairman of a development working party, the structure and effectiveness of our Association. We shall see the fruits of his efforts in the next few years. Hugh Tilly took on the job of producing the Newsletter and even got his family involved in filling 1,700 envelopes! I would also like to record our thanks to our retiring president Lord March.

Several organisations in a variety of ways have helped us to cut costs and increase the services offered. They include Massey-Ferguson (UK) Ltd., The Farmer & Stockbreeder, ADAS, ATB, Big

Farm Management, ICI and the Midland Bank. We are grateful to them.

The Council have been active throughout the year in seeking ways to improve the services to members. It is of course a bad time to seek for funds. Perhaps the main complaint we have had to deal with comes under the title of communication. This could of course be improved and I would ask you publicly to communicate more with your council members and chairman. Have you, for instance, thought of inviting a council member to speak to your County Branch?

Finally, I am sure you will all join with me in thanking Pearl not only for the work she does but for the very pleasant way in which she does it.

G. E. DALTON

INCOME AND EXPENDITURE ACCOUNT

1975	EXPENDITURE
3,080	Staff Salaries and National Insurance
25	Contribution to Staff Pension Scheme
42	Hire of Halls for Meetings

1975	EXPENDITURE	
3,080	Staff Salaries and National Insurance	2,591.73
25	Contribution to Staff Pension Scheme	223.00
42	Hire of Halls for Meetings	236.25
	Office Expenses:	
	RASE: Use of Office, Lighting, Heating and Maintenance	—
620	Printing, Stationery, Postage and Duplicating	660.31
580	Telephone	322.50
213	Sundry Expenses	31.86
9	Light and Heat	341.66
—		4,409.31
	Insurance	
51	Travelling Expenses for Council and Committee Members	93.37
659	Subscriptions	878.64
95	Accountancy Fee	32.00
108	Multiple Accounting Services	135.00
147		105.32
		1,304.33
3,321	Autumn Conference Expenses	3,115.90
2,017	2,659 Journal: Costs	941.92
	612 Less Receipts	
		2,173.98
298	Newsletter Costs	310.15
30	Subscription Reminder Letters	13.49
49	Expenses of Guests at Annual Dinner	86.00
	861 Year Book: Costs	
709	152 Less Receipts	530.69
		207.50
		323.19
243	Second International Congress — Speakers' Fees	—
14	Royal Show Expenses	584.95
—	Legal Charges	16.20
47	Depreciation — Office Equipment	43.02
	Excess of Income over Expenditure Transferred to General Fund	532.56
150		
		12,904.71

1975	INCOME		
7,586	Members' Subscriptions	8,663.87	
	Less Refunds to County Branches	162.50	8,501.37
4,019	Income from Autumn Conference		
684	Bank Interest on Deposit Account		3,700.41
23	Interest (Gross) on 8½% British Savings Bonds		536.83
	Sale of Farm Management Survey:—		—
3	Part 1	—	—
3	Part 2	—	—
51	Sales of International Congress Papers		—
1	Sales of "Employing Farm Manager"		—
	Interest on Investment with National Westminster		—
80	Bank Ltd.		—
33	Subscriptions received for BIM	42.00	
29	4 Less Refunded	—	42.00
	Massy-Ferguson Receipts	1,000.00	
	Agricultural Training Board Receipts	628.00	
28	Less Training Expenses	1,628.00	
		1,655.53	(27.53)
	Technical Directors Appeal — Receipts	225.00	
—	Less Expenses	73.37	151.63

12,507	12,904.71	12,507	12,904.71
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BALANCE SHEET

as at 31st March, 1976

[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, 1976.

LEAMINGTN SPA,
25th May, 1976.

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

REPORT FROM THE FINANCE COMMITTEE CHAIRMAN

The Association's accounts for the year ending 31st March show an excess of income over expenditure of £532.56, a position that, in a year of considerable inflation, we are pleased to have achieved. Last year, I reported measures that were being taken in the absence of a subscription increase to offset the escalating costs. Savings were made in staff reductions — £288; office expenditure — £278 and the withholding of the majority of branch refunds — £436. This counteracted expenditure increases which in all other areas advanced and enabled us to actually reduce gross expenditure by 2%.

Our income remains fairly static with the continued rise in membership, producing a subscription increase of £478, but this is partially offset by a reduction in Conference income and lower interest rates. The method of ATB financial involvement has changed during the year from a direct contribution to the claiming of grant for courses undertaken and has produced a small deficit in this area. I must record the Association's thanks to Massey-Ferguson for the award which enables us to sponsor, amongst others, the very successful Reading management course.

Last year I spoke of a subscription increase — this has now been effected at £7.50 with a refund of £1 per member to active branches, but at the time of writing only half the membership has made the necessary alterations to their Bankers orders. I cannot over emphasise the need for membership to be maintained at the present levels if the Association is to survive.

Allocation of the Subscription on a percentage basis

	1974/75	1975/76
Salaries & National Insurance & Pension	29.5%	28.0%
Printing, Stationery, Postage	5.5	6.5
Office, Rent, Telephone	8.0	6.5
Journal	19.0	21.0
Year Book	5.5	3.0
Newsletter	3.0	3.0
Staff & Council Travel, Hire of Rooms	13.0	20.0
Remittances to County Branches	7.0	1.0
Bank Charges, Accountancy & Legal Fees	2.5	3.0
Insurance & Subscriptions	1.0	1.0
Other Costs, Publicity, Depreciation, etc.	6.0	7.0
	100.0%	100.0%

B. P. W. MORRIS

REPORT FROM THE CONFERENCE COMMITTEE CHAIRMAN

"How do you follow that?" was the question posed by the 1975 Conference in Harrogate. Yet again, the FMA Conference excelled in fulfilling the aim of the Association and the Conference — to act as a focal point for the exchange of information about business management. The '75 Conference reviewed current management principles and went on to examine how they are adapted and applied in practice. In the final paper, Professor Allen posed the question: "Where do we go from here?" And it was this that guided the choice of theme for this year's papers on Farm Management Policies for the 1980's. It is evident that the decisions we take about our business in the future must be affected by an understanding of what is happening around us and this awareness should be heightened by the proceedings. The programme of papers and speakers looks exciting and the Committee is sure that the three days will be most profitable for those who attend.

It is my pleasure to record my gratitude to the Committee members who have worked to draw together the material for an event which will, I hope, more than live up to the high reputation which "Harrogate" has secured within the industry. It would also be most appropriate to mention the additional labours of Norman Coward and his secretary who have undertaken much of the work that normally falls on the shoulders of our own Pearl.

It is hoped to organise a series of regional Conferences during the coming winter. One or two ideas have been thrown into the melting pot, and although plans are not advanced at the time of writing, we believe that something of tangible benefit will crystallise out in the course of time.

P. K. HOGBIN

REPORT FROM THE EDUCATION COMMITTEE CHAIRMAN

The response to our courses this year has been excellent. Thirty applications were received for the Seale-Hayne course, "Managing the Human Resource". Fifteen of those applicants attended the course in April for an extremely successful and enjoyable four days.

Applications for the Reading course "Advanced Farm Management" already exceed the number of places available and we can anticipate yet another successful course.

Because of the failure of the Marketing course last year the Committee held a seminar in January of this year to review the whole question of the provision of courses for FMA membership. This seminar comprised members of the Education Committee and five other FMA members all involved in practical farm management. Many ideas were put forward during this very enjoyable day and it was decided that the Seale-Hayne and Reading courses should be continued because of their success in the past but should be reviewed annually. A new course was suggested on the personal skills of the manager covering areas such as problem solving, decision making, effective use of time and negotiations. Plans for this course are well underway and it is hoped we can run the course this year. The other popular view put forward at this seminar was that the Education Committee should sponsor some events at local branch level. Finance permitting, it is hoped we can take action on this in the near future.

We are of course extremely grateful to our sponsors Massey-Ferguson and the ATB. Massey-Ferguson increased their sponsorship this year to £1,500 and the ATB kindly agreed to help finance *in-scope* FMA members through their grant scheme. Despite inflation their generous help has allowed us to aim to run these courses again this year. Past reports from FMA members who have attended these courses are all generous in their praise. We do therefore owe thanks to all those people who are involved in organising and lecturing on these highly successful courses.

J. M. ATKINSON

REPORT FROM THE JOURNAL COMMITTEE CHAIRMAN

The number and timing of issues of the Journal has continued in 1975/76 as in previous years. The Winter issue was this time

devoted to marketing, on a commodity basis, with authors representing many different sectors of the industry, so as to provide a variety of styles and approaches; This issue represented the first of a new volume; the Committee discussed whether to change the cover and general format with the new volume but decided against doing so.

No one will be surprised to learn that the question of rapidly rising costs has exercised the minds of the Committee considerably during the year. In order to try to economise a number of steps were taken, including some reduction in the number of pages per issue. The success of these measures is shown by the fact that the total cost of the Journal in 1975 was less than in 1974, despite greatly increased postal charges, etc. To help matters further the price to outside subscribers was raised from 75p to £1 per issue with the start of the new volume; the number of such subscribers is now nearly 250.

Again in order to economise, the size of the Year Book No. 3 was reduced, which allowed a one-third reduction in cost compared with the previous year despite the increases in unit costs. Members appear to find the reduced content satisfactory, and it has proved, in any case, extremely difficult to obtain material for the Year Book from members. Council has decided that the Year Book should continue, in this reduced form.

A bad piece of news received during the year was that Richard Norman felt it necessary to resign from the Journal Committee, owing to the onset of new duties resulting from a change of job. He had been on the Committee for seven years and had been Vice-Chairman for more than half that time. His efforts on behalf of the Journal have been considerable. I shall particularly remember his contributions to the special Winter issues, where he has frequently supplied the theme and usually obtained a sizeable proportion of the articles, once contributing more than half the issue (on labour management) himself. He also carried out a survey on Journal readership some years ago, virtually on his own. He will be sorely missed, and I thank him most gratefully on behalf of the FMA for all that he has done. Arthur Longbottom, previously head of the Management department at Writtle College and now farm managing in Essex, has kindly agreed to join the Committee, and Richard Dancey has become Vice-Chairman.

I am most grateful to all members of the Committee for their efforts and support. Finally I should like to thank all the authors of articles for which, I would wish to remind members, no payment is made.

J. S. NIX

REPORT FROM THE FARM MANAGERS' COMMITTEE CHAIRMAN

The Committee has expanded its area of interest and activity this year. Whilst further Farm Management Aids titles have been, and continue to be, prepared, a salary survey of farm managers has also been carried out. It was the committee's intention that such a survey could be made regularly, perhaps biannually, and would provide valuable material for managers and indeed the entire industry. Support in terms of answered questionnaires was poor however, and in view of the considerable amount of work involved in organising such a venture, the committee must carefully consider whether or not it is worth repeating this exercise.

FMA, at the instigation of this committee, has entered the debate on tied housing, with a comment on the Government's Consultative Document being sent to the relevant Ministry. This seems to have resulted in farm managers not being excluded from prospective legislation. The comment from the Association made it clear that while FMA did not necessarily accept the Government's case for legislation, if any were to be enacted it would not wish to see discrimination against managers.

There have been discussions with the Education Committee about the problems of retirement and redundancy for farm managers. It is probable that a draft for a day long seminar, with possible speakers, could be made available as a subject for a regional conference.

The committee believe that the professional farm manager is looking for a qualification that will recognise and reward his business skills and expertise. To this end we are having discussions with the British Institute of Management to find out if there is a way for their membership schemes and qualifications to be made open to FMA members. The BIM qualifications are generally accepted and well recognised as being indicative of a certain level of management ability and responsibility. At this moment in time it would seem preferable to add our weight to an existing standard, rather than try to sponsor our own qualification. We do however eagerly await the comments and opinions of our members on this subject and indeed on any other which they feel should be of concern to this committee.

I would like to express my thanks to all members of the committee both past and present for unremitting hard work and energy they have put in so freely — also of course to Pearl Jukes, for organising us all so efficiently.

R. D. H. RAMPTON

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 Jordan, L. A.
 Keyworth, J. R.
 Law, F. M.
 Longbottom, G. A.
 MacDonald, L. J.
 Mackie, J. M.
 Mason, R. C. F.
 Matthews, R. J.
 Matthews, T. T.
 Mayne, D. M.
 Muirhead, W. J.

Essex (contd.)

Mussett, A. M.
 Nichols, F.
 Nissim, D. L.
 Nott, N. M.
 Payne, J. S.
 Pettit, L. G.
 Pitt, T. P.
 Rasch, S. A. C.
 Richmond, B. H.
 Roberts, D. M.
 Roberts, J. D.
 Rook, J. A. J.
 Rushton, M. P.
 Seggans, B.
 Sellens, P. H.
 Simper, N. P.
 Solloway, A. N.
 Stedman, I. G.
 Thomson, C. R. M.
 Tinney, F.
 Tinney, J. F.
 Turner, J. M.
 Upson, J.
 Waterer, S. A.
 Watt, H.
 Weston, D. J.
 Whiting, P.
 Wilkinson, J. A.

Glos.

Adam, J. C.
 Allen, R. C.
 Barlow, R.
 Beale, R. E.
 Bernays, R. E. J.
 Berryman, T. M.
 Biddulph, S.
 Birchall, P. D.
 Bond, S. D.
 Booth-Cliborn, D. L.
 Bridel, W. H. C.
 Brodie, S. G.
 Bubb, 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.
 Fry, P. J.
 Garwood, A. V.
 Gilbey, S. R.
 Godsell, E. U.

Glos. (contd.)

Hall, N. J.
 Hawkes-Reed, A. J.
 Herman, P. C. M.
 Howes, R. C.
 Hughes, H. V.
 Jones, Sir Emrys
 Knight, R. E. B.
 Lane, G. P. F.
 Lee, B. G.
 Lewis, C. G.
 Lockhart, J. A. R.
 Marland, P.
 McKnight, A. A.
 Morgan, H. E. G.
 Morris, N. P.
 Norman, A. J.
 Padfield, G. K.
 Peace, H. K.
 Pearson, T. D. G.
 Phillips, K. R.
 Pile, R. E. L.
 Potter, R. M.
 Powell, K. W.
 Price, J. H.
 Price, N. D.
 Rowe, C. J.
 Ryan, M. C. G.
 Sharpe, P. D. M.
 Stephenson, J. G.
 Thomas, D. J. C.
 Thompson, C. J.
 Tibbs, P.
 Ursell, D. J.
 Warren-Swettenham, J.
 Weston, W. C.

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.
 Dampney, T. D.
 Davies, Maj. T.
 Denham-Cookes, T. A. B.
 Dolbear, J.
 Fairey, J. N. F.
 Fielding, D. F.
 Firmston, T. J.
 Foot, B. S.
 Fowler, D. F.

Hampshire (contd.)

Giles, R. D. P.
 Griffiths, E. K.
 Hall, C. M.
 Hawkins, J. L.
 Herdman, R. H. L.
 Jackson, M. R.
 Jervoise, J. L.
 Jones, G. C.
 Kaye, D. M.
 Kemsley, T.
 Lawford, M. A. A.
 Light, N. W.
 Lowry, M. P.
 MacVicar, A. I. C.
 McCowen, J. S. B.
 Newman, O. G.
 Nightingale, M. A.
 Norman, L.
 Oldroyd, D. C. L.
 Parker Smith, R. H.
 Pilcher, R. C. H.
 Probyn, G.
 Probyn, G. H.
 Race, M. G.
 Rennie, I. J.
 Rollett, J. H. B.
 Rosen, A.
 Rowsell, J.
 Rudd, J.
 Sarsfield-Hall, P. C.
 Shaw, R. G.
 Smail, J. A.
 Smith, P. C.
 Smith, S. C.
 Snow, D. R.
 Stacy, A. T.
 Summerfield, A. C.
 Tomlinson, M. R.
 Tozer, T. C.
 Trigg, T. E.
 Turner, R. A. E.
 Walters, F.
 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.
 Caren, G. J.
 Collins, J. R.
 Darlington, D. J. W.
 Davies, T. S.
 Edwards, J. W.
 Hughes, D. S.
 Hunter-Blair, G. T.
 Jenkins, G. A. O.

Herefordshire (contd.) Northern Ireland

Jennings, P. J.
 Jewell, P. W.
 Jones, B. M.
 Parker, J. P.
 Parrett, A. D.
 Pendlebury, J.
 Perry, A. W.
 Purvis, R. G.
 Rigby (Miss), M. A.
 Roskill, T. W.
 Scudamore, P. H.
 Stevens, P. J.
 Thompson, E. B.
 Tipper, B. C.
 Wareham, D. A.
 Whitmey, C. J.
 Willder, B. C.
 Wright, H. A.

Hertfordshire

Cane, T. P. S.
 Castle, D. M.
 Cockayne, A. H.
 Conder, K. J.
 Hall, C. F.
 Hardy, D.
 Komlosy, G. T.
 Orr, J.
 Salwey, J. D.
 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, Jnr. 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.
 Oxtoby, K. N.
 Powell, D. O.
 Racey, D. W.
 Racey, P. N.
 Tapper, A. M.
 Thurlby, J.
 Whitton, S. W.
 Wright, W. J.

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

Kent

Amos, P. D.
 Amos, R. C.
 Bagshaw, T. W.
 Bell, C.
 Bennell, T. I.
 Betts, S. R.
 Butchart, J. E.
 Butler, D. F.
 Carr, H. R.
 Carroll, P. R.
 Champion, G. D.
 Chater, R. M.
 Clarke, P. W.
 Coombe-Jones, J. K.
 Corin, S. H.
 Curtis, J. R.
 Daley, N.
 Denne, T. A.
 Derovet, T. P.
 Edwards, J.
 English, M. P. O.
 Evans, J. M. A.
 Faulkner, G. M.
 Freeman, S. G.
 Fuller, R. M.
 Geden, W. A.
 Harland, P. H.
 Hill, G. P.
 Hobcraft, R. L.
 Hodge, A. R.
 Hoey, P. M.
 Holdstock, H. J.
 Hoskins, M. D.
 Hukins, S. R.
 Knight, D. J.
 Knight, S. W.
 Lewis, R. G. H.
 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, A. T.
 Neame, B. D.
 Nicholson, J. A. H.
 Nix, J. S.
 O'Brien, J.
 Older, C. D.
 Pearson-Wood, A. J.
 Pennells, G. C. L.

Kent (contd.)

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, C. D. F.
 Roberts, D. J.
 Romney, P. F.
 Scott, J. R. A. B.
 Shepherdson, B. 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.
 Truscott, P. D.
 Tustian, A. R.
 Walker, M. G.
 Wall, J. G. L.
 Webster, J. P. G.
 Werts, D. M.
 Wharton, R. E.
 Winch, D. A.
 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.
 Halhead, C. F.
 Hughes, H. C.
 Kirkman, R. F.
 Millen, W.
 Morgan, J. L.
 Parrett, J. H.
 Richardson, W. W.
 Riding, F.
 Rushton, R. T.
 Swarbrick, N. J.
 Swarbrick, R. N.
 Weymouth, M. J.

Lincs. Holland

Atkin, W. J.
 Austin, R. W.

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

Barwell, M. G.
 Beadle, B.
 Birkett, F. H.
 Burns, J. A.
 Casswell, J. R.
 Cooke, R. A.
 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.
 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.
 Woolley, N.

**Lincs. Lindsey/
Kesteven**

Andrew, R. E.
 Barribal, W. H. P.
 Battle, R. M.
 Baxter, G. S.
 Bichan, P. I.
 Booth, R. H.
 Bowler, R. J.
 Bowman, J. T.
 Brearley, B. M.
 Casswell, C. M.
 Challis, D. C.
 Clark, H. E.
 Day, J. O.
 Dean, P. W. M.
 Dorrington, J. R.
 Dorrington, S. P.
 Dyson, J. N.
 Epton, R. J.
 Farley, V.
 Fell, H. R.
 Findlay, J. O.
 Fordyce, M. W.
 Fort, J. M.
 Fox-Robinson, W. H.
 Gaunt, W. C. E.
 Gibbons, P. H.
 Gill, A. B. N.
 Gillett, G. S. W.
 Good, J. S.
 Handbury, J. D.
 Harrison, R. A.
 Heald, J. M.
 Hodgson, P. N.
 Holmes, M. G.
 Howden, B. W.
 Ireland, A. C.
 Jackson, J. F.
 Jacques, J. C.
 Johnson, J. R.
 Jones, M. J.
 Kerrigan, M.
 Key, P. M.
 Knowles, A. J. W.
 Lambert, L. J.
 Large, Alderman Mrs. M.
 Leak, J. H.
 Lewis, T.
 Louth, R. W.
 Maplethorpe, A. M.
 Morgan, D. P.
 Moulds, P. R.
 Musgrove, S. G.
 Neate, D. J. H.
 Newton, R.
 Nickless, W. H.
 Osborn, S. B.
 Osgerby, M. W.
 Ottewell, E.
 Parker, E.
 Parker, J. P. M.
 Parker, R. W.
 Patrick, R. W.
 Pope, J. R.
 Quibell (Miss), E. M.
 Rainthorpe, J. J.
 Rattray, W. F.
 Read, D. A.
 Reeve-Cox, D. R.
 Roberts, J. L.
 Robertson, E. A.
 Roughton, A. L.
 Scott Gunn, P.
 Sherriff, R. J.
 Smart, J.
 Sneath, M. J.
 Stones, A. M.
 Stones, J. C.
 Stott, C. A. P.
 Strawson, R. M. B.
 Tatam, M. B.
 Thompson, J. M.
 Thomson, R.
 Turner, J.
 Tweddle, G. J.
 Vigne, R. L. St. Barbe
 Vinter, D. W.
 Waite, L.
 Walkinton, R. H.
 Walshaw, R. F.
 Watt, J. A. L.
 Wilkins, P. L.

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

Wilkinson, R. G.
Williamson, R.
Wright, J. W.

London

Abbott, G. J.
Albert, J. D.
Bolam, P. M.
Clery, P. A.
Ellis, P. R. J.
Hampton, D. M. S.
Hunter, J. M.
Legge, A.
Marriage, E. P.
McOran-Campbell, A. G.
Morton, J.
Peart, B.
Sparrow, T. D.

**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.
Brocksopp, K. E.
Brooke, M. D.
Clements, H. A. B.
Corbett, W. H.
Cotton, R. F.
Cowling, R. J.
Crookes, F. G.
Croxtton, D. A.
Dakin, I. E.
Dally, A. E. H.
Dancey, R. J.
Drury, D. J.
Dymond, A. J.
Ecclestone, M. J.
Fort, J. D.
Frisby, G. F. G.
Gibbs, H. W.
Giles, A. D.
Grainger, M. M.
Green, J. R. H.
Haggie, G. D.
Harris, G.
Harrison, R. G.
Hasted, G. W.
Hay, R. C.
Hill, A. J.
Hirons, W.

**East Midlands (contd.) Monmouthshire
(contd.)**

Hives, The Rt. Hon. Lord
Hogbin, P. K.
Hoyland, B. T.
Hoyland, S. T.
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.
Martin, H.
Matthews, P. M.
McDonald, J. E.
Moore, R. J.
Mortensen, (Cdr.), A. S.
Moverley, J.
Murch, P. S.
Noble, G. W.
Pack-Drury-Lowe, S. J.
Parker, A. J.
Pridmore, J. P.
Rigby, K. W.
Sail, R.
Sawer, D. W.
Scott, A. C. M. B.
Seabrook, M. F.
Senior, W. S.
Skepper, G. H.
Smith, A. E.
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.
Jones, V. E.
Long, P. G.
Milne-Day, C. J. H.
Moore, E. O.
Powell, W. J.

Shorney, B.
Wallace, G. R.
Walters, D. L.
Wheelock, R. H.
White, G.

Norfolk

Agar, N. S.
Allen (Mrs.), J.
Alston, J.
Alston, W.
Arnott, J. C.
Barrett, C. F.
Batey, C. G.
Beddie, G. H.
Boyt, E. F.
Buckingham, G. W.
Cairns, D. A.
Candler, B. W.
Carter, W. R. B.
Cook, D. M.
Crane, T. G.
Crocker, S. A.
Crowe, D. H.
Cuttell, G. P.
Dalton, R. R.
Davies, J. E.
De Jager, L.
Dixon, R. G. J.
Ebbage, J. M.
Edmonds, P. J. K.
Elliott, B. R. M.
Emmett, R.
Fromant, A. F.
Gilmour, G. M.
Green, P. J.
Guyer, N.
Harris, B.
Hill, D. W. J.
Hollies, J. D.
Holman, C. A.
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.
Perkins, D. M.
Place, J. M.
Reynolds, G. H.
Riches, P. H.
Seligman, P.

Norfolk (contd.)

Simpson, R.
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.
Day, B. R.
Lyon, T. S.
Moutrie, G. A.
Thompson, G.

Northumberland

Armstrong, H. J.
Bowie, R. S.
Jackson, A.
Mallen, R. T.
Salmon, G. D.
Sanderson, H.
Storrar, R. M.
Wheeler, R.

Oxfordshire

Batchelor, J. R.
Birtles, J. F.
Bond, A. C. H.
Bruce-Fielding, R. M.
Daniels, R. M.
Drew, M. D.
Duncan, C. J.
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.

East Scotland

Anderson, J. L.
Attenborough, J.
Bailey, G. E.
Ballantyne, A. D.
Barracrough, F. R.
Bateman, W. N. B.
Beveridge, J. L.
Black, W. H. M.
Blyth, A.

East Scotland (contd.)

Brewis, T. H.
Bridges, D.
Brook, P. M.
Bruce, C.
Bruce, J. M. E.
Bruce, W. P.
Cairns, I. H.
Caspell, N.
Cheyne, J. M. T.
Colebrook, P. M.
Courts, W. S.
Cowe, R. B.
Cranston, A. G.
Crawford, L. D.
Darling, I. M.
Dick, R. I.
Donald, J. S.
Dunlop, J. R. C.
Fisher, B. W.
Fleming, T.
Fleming, Jnr. T.
Fletcher, A. D. T.
Forbes, Ridland, R.
Forrest, J. B.
Free, E. F.
French (Miss), J. P.
Gray, G. B. R.
Gray, P. H. B.
Halcrow, J. N.
Hamilton, M. J.
Hardie, M.
Harkins, J.
Hume, A.
Kane, J.
Laing, D. A.
Lord, R. F.
Mackenzie, C. G.
Mackenzie, G. H.
McDiarmid, I.
McHattie, I.
McKinnon, E.
Mordaunt, F. D.
Murray, L.
Newlands, W. W.
Pate, E. T.
Pratt, J. A.
Reid, D. F.
Riddett, J. M.
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.

East Scotland (contd.)

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.
Yeadon, M. H.
Young, C. G.

North Scotland

Adam, J. D.
Alexander, G. G.
Anderson, A. C.
Beedie, W. G.
Booth, C. G. A.
Butler, J. G. P.
Calder, J. M.
Chalmers, E. S.
Chalmers, G. C. W.
Clark, H.
Clark, J. G.
Coutts, A. A.
Dekker, D. H. R.
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.
McVicar, R. E. A.
Marwick, J. G.
Millar, R. K.
Muir, D.
Philip, G.
Reid, D. A.
Reid, R. B.
Rennie, L. J. C.
Rhynas, G. A.
Rhynas, R. G.
Robertson, N.

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

Rose, J.
 Rose, J.
 Rose, W.
 Shearer, W. B.
 Shuttleworth, D. E. M.
 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.
 Arbuckle, J. W.
 Auton, E. H.
 Barclay, L. G. D.
 Barclay, R. A.
 Bell, J. W.
 Bishop, C. K.
 Bone, J. S.
 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.
 Catt, D. C.
 Craig, D. J.
 Critchley, R.
 Cruickshank, I. A.
 Davidson, W.
 Daw, M. E.
 Dawson, K. E.
 Dempster, D. G.
 de Winton, A. C. P.
 Dick, B. N.
 Dickson, Jnr. P. D.
 Dingwall-Fordyce, J. A.
 Drybrough, W. G.
 Ferguson, W. J.
 Forbes, The Rt. Hon. Lord
 Forbes, P. J.
 Fyfe, M. H. D. F.
 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.
 Leith, J. D. M.

Lunney, D. C.
 Lynes, S. B.
 Lyon, J. D.
 MacBain, H.
 MacCallum, J. L.
 Macdonald, A.
 MacFarlane, A. R.
 MacIntyre, I. M. M.
 Mackel, C. J.
 Mackie, B. S.
 Mackie, J. T.
 Mackie, M., Jnr.
 Maddox, J. M.
 Manson, A. R.
 Marr, I.
 Massie, A. W.
 McCubbin, A.
 McKilligan, P. F.
 McWilliam, H. L. K.
 Michie, W.
 Mitchell, P. J.
 Mitchelhill, 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.
 Still, J. D.
 Strachan, W. R.
 Sutherland, R. M.
 Taylor, A.
 Thomson, C. J.
 Wallace, G. M.
 Warren, R. W.
 Winning, B. T.

West Scotland

Balm, I. R.
 Buchan, D.
 Butlin, E. A.
 Campbell, I. G.
 Clark, J.
 Duncan, M.
 Elder, W. B. R.
 Fergusson, C.
 Fraser, I. R.
 Gilzean, J. A.
 Gray, A.
 Hunt, R. W. T.
 Kennedy, J. S. B.
 Kerr, D. M.
 Kerr, J. A.
 Lennox, R. A.

West Scotland (contd.)

Lindsay, W. M.
 Mackay, A. J. D.
 Marshall, D.
 McAuslan, J. T.
 Metcalfe, J. D.
 Moore, W. T.
 Morrison, A. J.
 Murray, R. D.
 Parkinson, A. E.
 Robertson, K. J.
 Ross, J. R.
 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

Armstrong, G. J.
 Blair, J. H.
 Broadway, L. O.
 Challinor, S. J.
 Cox, B. E.
 Cutting, N. D.
 Eyres, R. G.
 Forsyth, H. A.
 Harland, H.
 Hopkins, R. A. E.
 Jones, J. R. P.
 Lewes, D. S.
 Mathias, K.
 Millington, D. B.
 Mortimer, R. G.
 Riley, V. W.
 Rough, J. R. C.
 Trickett, J. A.
 Welling, W. R. A.
 Whittingham, J. W.

Somerset

Austin, A. J.
 Baker, R. H.
 Beechey, D. M.
 Beresford-Stooke, P. M.
 Brown, D. B.
 Brown, R.
 Butler, H. J.
 Carter, C. M.
 Castle Stewart, The Rt.
 Hon. Earl
 Clench, S. F.
 Elder, A. H.
 Harrison, P. T.
 Hayward, A. B.
 Hughes, N. J.
 Lees, J. W.

Somerset (contd.)

Longman, R. J.
 Miller, T. L. E.
 Mills, M. J. B.
 Paton, A. F.
 Pouncey, S. J. G.
 Robertson, B. A.
 Sayce, R. B.
 Sparkes, P. R.
 Thornton, K.
 Trotter, C. J. R.
 Warrington, J.
 Wharton, I. G.
 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.
 Black, R. J.
 Brandon, K. D.
 Coe, H. P. G.
 Cross, J. S.
 Cuddeford, B.
 Dawson, A. St. G.
 Fisher, J. C.
 Fiske, N. J.
 Fowler, E. L.
 Fowler, R. N.
 Hordern, H. C.
 Hubert, G. C.
 Hyde Parker, Sir R. W.
 Johnson, R.
 Kelk, A. P.
 Lamont, R. A.
 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.
 Smith, A. C.
 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.

Surrey

Boddie, C. J.
 Bolton, T. H.
 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.
 Lawrence, W. J.
 Poulson, A. E.
 Powell, R. A.
 Rees, A. M. M.

East Sussex

Beilby, J. P.
 Bentley, H.
 Bullock, S. C. B.
 Cox, C. M.
 Harris-Robinson, J. H.
 Howard, F. L.
 McCutchan, J. R.
 Nickalls, N. J. D.
 Norman, R.
 Pettett, E. D.
 Robinson, J. H.

West Sussex

Adams, N. H.
 Adorian, P. M.
 Bacon, J. K.
 Boyse, P. B.
 Braden, P. G.
 Brewster, Miss C. J.
 Brigstock, T. D. A.
 Brine, K. S. E.
 Carslaw, K. S. E.
 Coomber, D. H.
 Coward, N.
 Cragg, T. A.
 Crowley, M. S.
 Dadd, G. T.
 Drummond, A. D.
 Duke, G. C.
 Eager, R. N.
 Green, J. R.
 Hammond, J. A.
 Harrison, J. E.
 Harrison, R.
 Haslett, T. G.
 Haydon, G. J.
 Hickey, G. J.
 Holland, A. P.
 Keen, D. E.
 Lambert, A. N.

West Sussex (contd.)

Limbrick, G. F.
 Lock, D. J.
 Monkhouse, M.
 Nowell, R. A.
 Porter, A. J.
 Raikes, T. M. M.
 Reed, J. M. B.
 Shaw, H. E.
 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, C. M.
 Lewis, D. A.
 Lewis, P. R.
 Moses, H.
 Phillips, A. S.
 Weston-Arnold, J. G. F.
 Whiteman, Mrs. M. R.
 Williams, J. A. P.
 Yates, E.

Warwickshire

Almond, G. W. J.
 Bates, C. G.
 Brockway, B. N.
 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.
 Leyland, J.
 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.
 Thornhill, B.
 Upton, D. A. J.

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.
 Phipps, C. N.
 Randle, R. M.
 Rowland, M.
 Waite, 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.
 Williams, D. G.

Yorkshire

Appleyard, J. W.
 Arnold, R. L.
 Atkinson, J. A.
 Barrett, J. R.
 Bates, R.
 Bloore, D.
 Bowles, E. B.
 Brown, J. L.

Yorkshire (contd.)

Buckley, H.
 Bullock (Mrs.), J. A.
 Calvert, M.
 Cobbald, R. J. H.
 Cowell, B. H.
 Cremer, R. P. B.
 Crozier, J. F.
 Dalley, J.
 Dent, J. H.
 Dodgson, M. H.
 Doyle, M. W.
 Earl, J. J. C.
 Elmhirst, R. N.
 Fraser, G. S.
 Gibson, R. A.
 Gilbertson, P.
 Hall, D. D.
 Handley, E.
 Harding, A.
 Hesk, P. C.
 Hopper, M. E.
 Hore, J.
 Humphrey, D. W.
 Jarvis, P. S.
 Joce, E. H. B.
 Johnston, D. R. G.
 Keeble, M. L.
 Lockett, T. S.
 Martin, M. E.
 Milburn, J. J.
 Mitchell, W.
 Morford, A. H.
 Murray, C. J.
 Pardoe, A. R.
 Parkin, W. K.
 Pearson, A. M.
 Perry, D. B.
 Potter, A.
 Proctor, G. W.
 Reeves, R. A.
 Sellars, P.
 Shackleton, J. E.
 Sharman, D. C.
 Smith, D.

Yorkshire (contd.)

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

Overseas

Bronislaw, N. E. C.
 Bull, D. M. L.
 Callow, A. V.
 Colwell, H. T. M.
 Crawford, J. B.
 Dent, J. B.
 Grant, G. L.
 Hagstomer, E. J. J. A.
 Harrison, J. E.
 Heydon, D. L.
 Hubert, Miss A. F.
 Hughes, C. W. F.
 Kendrick, A. R.
 McKinlay, W. W.
 McSween, G. J.
 Murray, C. J. B.
 Nelson, B.
 Nkwocha, A. O.
 Rene Le, R.
 Rhodes, J. J.
 Scott, I. R.
 Taylor, J. R.
 Thompson, S. C.
 Trowbridge, J. R.
 Wallace, C. A.
 Wharton, E.
 Wickham, J. R.
 Wyllie, W. A. S.

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The Farm Management Association provides a service to its individual members to help them increase their knowledge of and competence in the principles and practice of management in agriculture.

The Association was formed to be the "umbrella" over all aspects of agricultural management. It acts as the focal point for the exchange of information, for the identification of management needs of the industry, and for providing the influence and stimulus to fill gaps in the existing facilities for research, education and advice.

Benefits provided for all Members

"Farm Management", the Association's Journal, published 3 times a year, to keep members informed about all aspects of management whether in production, marketing or agricultural merchandising.

It is the recognised reference for dealing with new thinking, the interpretation of new developments and the successful application of business principles to farming practice. A Year Book for members is also produced once a year.

Massey-Ferguson Farm Management Award. Grants are made annually to enable members to attend approved Management Courses at recognised establishments. These Awards cover the cost of tuition, stationery and accommodation.

Newsletters, issued periodically, keep members informed of the work of the Association, both at headquarters and in local branches throughout the country.

Annual Conference where modern business management in both the agricultural and industrial sectors forms the basis for papers and discussion. It is now recognised as the leading event of its kind. In addition there are also seminars held periodically in various parts of the country.

British Institute of Management. The Association is affiliated to the BIM, which gives members access to the facilities of this progressive body.

Farm Management Aids, are publications being prepared for the mutual assistance of managers and owners.

Local Branches have been established throughout the British Isles.

These branches provide facilities for the individual member's needs. Courses, group discussions, seminars and meetings are tailored to provide progressive training and information in business management. Many facilities already exist to provide professional help and the Association is the means by which members are brought into contact with this expertise. Pilot courses are arranged between the Association, Universities, Business Schools, Management Centres and the British Institute of Management.

The branches act as a clearing house for local management ideas and also as a focal point for the two-way exchange of information between members and the national Association.

Constitution

The Association has a General Council of twenty elected members, who serve for not more than four consecutive years. In addition, three members may be co-opted on an annual basis.

The General Council may set up committees for specific purposes and these include: Executive Finance and General Purposes, Professional, Education, Journal and Conferences.

The county branches, each with their own organizing committee, cover England, Wales, Scotland, N. Ireland and Eire. There is, thus, direct representation from the individual member through the County Branches to the Association's General Council.

APPLICATION FOR MEMBERSHIP FARM MANAGEMENT ASSOCIATION

There is only one category of membership and this is open to all who are directly interested in business management in agriculture.

APPLICATION for Membership should be made on this form. The election of members is made by the General Council of the Association who reserve the right to accept or reject any application.

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