



INSTITUTE OF AGRICULTURAL MANAGEMENT

ANNUAL REVIEW 2021



CONTENTS

3	CHAIRMAN'S FORWARD
4	A YEAR IN REVIEW FOR THE IAGRM IN NORTHERN IRELAND
5	ECONOMICS, GEOPOLITICS AND FOOD SECURITY
6	UK AGRICULTURE AND SUSTAINABILITY; POLICY, SOILS AND THE FUTURE OF FOOD
9	TRADITIONAL MEETS MODERN
10	WHAT HAS HAPPENED WITH BREXIT?
12	TECHNOLOGY AND FARM MANAGEMENT
13	IAGRM FARM MANAGEMENT SKILLS PROGRAMME - A DELEGATES PERSPECTIVE
14	BIG CHALLENGES FOR TENANTS DESPITE DETAILED IMPROVEMENT
15	ARE CONTRACT FARMING AGREEMENTS HERE TO STAY?
16	2021 CONFERENCE: A GREAT SUCCESS
18	FELLOWS GET A BEHIND-THE-SCENES PEEK OF BLENHEIM
19	FARMPANNER OF THE YEAR COMPETITION
20	FARM MANAGEMENT AWARD 2020
21	FARM MANAGEMENT AWARD 2021
22	EVOLUTION OF LAND MANAGEMENT SCHEMES
25	NI INSTITUTE MEMBERS HELP SHAPE FUTURE FARM POLICY
26	MEMBERS LIST

CHAIRMAN'S FORWARD

It gives me great pleasure to welcome you to the Institute's first Annual Review.

The new publication succeeds The Journal of Agricultural Management, which was published for the last time at the end of 2020.

I commend the unique breadth of articles you are about to enjoy to you. The contributors to this Annual Review are all members of our Institute and many I am honoured to say, sit on the National Council which I have had the privilege to chair since October 2019. You will find articles reporting on Institute activities while others share their insights into current topics all relevant to agricultural management. All are worthy of inclusion from contributors that showcase all that is great about our Institute.

It is a cliché, but nonetheless true to say the pandemic has changed everything.

As we have all found during the past eighteen months or so, change can be painful when we lose connection with those close to us and when we find ourselves in a constant state of uncertainty. But change can be happy and exciting too. It's helpful to know that change is not a bad thing. In fact, it has the power to challenge and shape us all into being more resilient, capable of adapting and thriving.

I am pleased to report that your Institute is thriving and has quickly adapted and changed with the times.

Our membership has grown and currently stands at over 1,100. A series of 60-minute CPD webinars open to members and non-members alike have been extremely well received and are now in their second series. The Farm Management Skills programme has now successfully run for a second series. This year the National Farm Management Conference was held at the QEII Centre in London.

As we emerge from lockdowns and restrictions, it is a pleasure to be able to attend visits and meetings in person once again. Local branches and groups are also beginning to meet in person too. As well as the national events, I urge you to support your local branch events, the true lifeblood of this Institute.

Feedback, comments, and suggestions on this publication as well as contributions for next year's would be gratefully received by our Director, Victoria Bywater.

I hope you enjoy this inaugural edition.

Keep and stay safe.



A YEAR IN REVIEW FOR THE IAGRM IN NORTHERN IRELAND

To summarise the past year in the Northern Ireland agri-food industry in a few words is far from simple. It was a year when terms such as future uncertainty, structural change, trade disruption, political tensions, Irish sea borders and new trade deals were all in regular usage. It meant those working in the industry were tested like never before in terms of their ability to interpret unfolding events and to react positively and appropriately to them.

In times of uncertainty and change timely and effective communication is of vital importance. The Institute responded to this situation in a number of ways but specifically by hosting two key information events during the year to let members and guests hear from industry leaders at a national level.

A conference in January titled 'Northern Ireland's Agri-Food Industry in 2030' was led by Justin McCarthy of the Irish Farmer's Journal and Conall Donnelly of the Northern Irish Meat Exporters Association. The speakers recognised that the changes affecting the industry were at a foundational level involving changing relationships to key market outlets, allied with a range of uncertainties, both known and unknown. They recognised the difficulty in predicting how these changes will unfold over the next decade but highlighted that there will be opportunities to grasp, along with significant challenges to face and manage.

In our traditional market, UK consumers spend one of the lowest percentages of their income on food when compared globally. The expectation of cheap food will be ongoing and bring many challenges to our sector. To achieve the optimum returns for our agricultural produce there is an overriding need to establish new and stable trading patterns. This will require joined up thinking like never before, and strong communication throughout the supply chain.

The role of science and technology will be paramount in giving our farming sector a profitable edge. We all need to embrace science and work hard to harness its benefits. The industry also faces ever greater demands from the public to produce food in a sustainable manner and farmers need new knowledge and technology to meet these challenges. Clean air, clean water, healthy soil, biodiversity and a reduced carbon load are all in the list of demands. It can be achieved, but will require ongoing knowledge and technology adaptation throughout the industry.

The autumn conference held in October was called 'Future Agricultural Policy and Practices for a productive sustainable Agri-food sector'. Dr Rosemary Agnew of the Department of Agriculture, Environment and Rural Affairs who outlined the future framework of agricultural policy while Dr John Gilliland of Devenish Nutrition discussed some of his work on implementing environmental solutions within the agri-food sector. They were joined in a panel discussion by Victor Chestnutt, President of the Ulster Farmers Union and John Egerton, a leading beef and sheep farmer, to consider the implications of the future agricultural policy and how the industry can tackle environmental challenges.

The Northern Ireland agri-food industry, made up of 26,000 farms, supplies food for 10 million people. These customers are expecting not just food but public goods from our farms and our policy has to reflect this situation. The drive for productivity has to be balanced with the need for environmental sustainability which is a complex and challenging exercise.

John Gilliland outlined that for too long there has been a focus on carbon output and not enough attention is being placed on the amount of carbon our farms are sequestering. The aim of his farm-based research is calculating net farm greenhouse gas emissions at different stocking rates and determining steps that can be taken to achieve Carbon net zero. Measurement of the carbon accumulation both in the soil and above ground is key. Technologies employed on a range of farms include the LiDAR digital topographic scan and soil sampling for lime requirement and indications are that productivity can be maintained while enhancing carbon sequestration.

In the discussion session it was recognised that farmers need to go a step further up the sustainability ladder each time to justify public funding. As the policy develops into advocating specific actions on-farm, the need for high level knowledge and the application of technology will intensify.

More widely, the 60 minute webinars delivered by the Institute clearly met a need attracting audiences of over 100 participants from a cross section of the industry. This level of engagement has contributed to the growth of Institute membership locally with which now stands at 73 members.

The uncertainties facing us are ongoing but they can be managed with resilience, innovation and good communication. Transfer of ideas and knowledge is as vital as ever and the role of the Institute in this process in the local industry is assured.

ECONOMICS, GEOPOLITICS AND FOOD SECURITY

Global economics are unusually unsettled. As consumption returns from global Covid lockdowns, the demand for many commodities and goods, including fuel, gas, steel, computer chips and some farm goods has exceeded supply.

This sharpens the already sensitive global geopolitical position. Chinese authorities flex their growing political (and military) muscles, provoking the US by flying warplanes over Taiwan. Taiwan manufactures 70% of computer chips in the world, making the country strategically critical. Russia supplies over 40 percent of European gas so commands considerable political influence over the continent.

A laissez-faire style of food policy is not ideal in a geopolitically unstable world where markets are disrupted and potentially more exposed to control by individuals. The recent carbon dioxide shortage demonstrated the impact a little-known minority input in livestock and meat supply can have. Its not just the farming that stops the food production.

For 50 years, being part of a club which supplied over 90% of our food requirements provided sufficient food security for the UK. Now we have left, and the world feels less safe. The presence of Covid leaves us feeling vulnerable as demonstrated by the dramatic reduction in food-waste and rise in local sourcing. It would not take much to trigger another food-stockpiling event that we saw in lockdown-1 in 2020 or at the fuel stations in September 2021.

If, in the build-up to Christmas, one supply chain cannot meet every consumer's requirement and the press finds out, then the queues outside the shops and the pushing for food and toilet rolls will return.

The surge in demand for consumption is matched by demand for workers; to make or deliver the goods people want to consume. With over a million job vacancies in the UK, surely nobody should now be unemployed. Inflation is almost inevitable. This suggests the costs of borrowing money might rise at some point too.

The physical and therefore noticeable Brexit start date was 1 January 2021, and since then, the return of skilled workers to their respective EU countries has left us short of skills. Migrant labour is concentrated in a few areas. As a result, bars and hotels have closed from lack of staff, deliveries are not being made, animals not being slaughtered and horticultural crops not harvested. Covid self-isolations intensify this. It will take time for these skills to be replaced.

The 2010s had had little political unrest, no new major wars, no massive economic disruption, and relative calm in the commodity markets. Even global dairy prices have been unusually settled since 2015. But commodity markets never promised to be anodyne or predictable. And markets are related. Too little carbon dioxide reduces poultry and pig numbers, too little fertiliser reduces grain yields, and possibly increases pulse cropping.

High fuel prices encourage biofuel manufacture and biofuel demand in Europe increases oilseed rape acreage. Whilst it may lead to short term opportunities for some farmers, it will not help all. Farm policy is being created to support the environment, income support or social payments are ending potentially causing more volatile farm returns. It is fortunate the markets are currently high. It is perhaps prudent to invest current profits sensibly and make the farm robust to help it whether future changes in markets which may not be as favourable.



UK AGRICULTURE AND SUSTAINABILITY; POLICY, SOILS AND THE FUTURE OF FOOD

For Howard* and his followers his ideas and beliefs were unlikely to gain any traction at a time of war. The country was desperate for farming to meet the demand for food when the supply traditionally dependent on imports was threatened by blockade. Howard died in 1947 the same year in which an Agriculture Act was passed which would lead to the rejection of many of his ideas by most policy makers and farmers as the search for a cheap and plentiful supply of food was pursued to fulfil the demands of politicians.

With the aim of increasing domestic agricultural production and encouraging investment and employment through guaranteeing prices, the Act was a big success. Wheat yields according to Ministry of Agriculture figures rose from under 1.0t/ha on average in the 1940s to 5.5t/ha in the 1980s. The huge increases in yield were a result of a combination of improved varieties, the use and availability of artificial inputs particularly fertiliser and fungicides and the use of larger machinery facilitated by the increasing size of fields.

Encouraged by subsidies, fields were drained, woodland grubbed up, ponds filled in and meadows ploughed up. Farms became specialised in specific crop or livestock enterprises with a resulting loss of diversity in cropping. Habitats for flora and fauna were lost as fields were enlarged and farm sizes increased. The support provided by the Agriculture Act was replaced by the provisions of the Common Agricultural Policy the strategy of which was similar; to boost production and provide employment in agriculture and other enterprises in rural areas.

However, this output came at a cost to biodiversity, the landscape and employment in rural areas. The impact of these changes is well documented and although there were dissenting voices such as Rachel Carson, who published 'Silent Spring' in the early 1960s, this emphasis on production continued until the early 1990s. Farmers could find the solution to most problems on the farm in the spray shed, the fertiliser store or the veterinary medicine cabinet.

Farm management was concerned with how best to combine the technologies of chemistry and machinery, supported by a subsidy system to maximise yield with little concern for the externalities of this type of production. This mentality and approach still exists today among many farm managers and farmers brought up and moulded by the system in which they have worked for all of their working lives.

The financial cost of this system became apparent during the 1980s. The existence of surplus grain mountains and milk lakes moved EU policy makers began to question the policy and its strategy. There then followed a series of policy measures starting with McSharry Reforms in the early 1990s through to the decoupling of payments to production in the 2000s. These were accompanied by environmental schemes to pay farmers and landowners to introduce, restore and encourage biodiversity landscapes. In 1999 the author received a grant from the original Countryside Stewardship Scheme to plant a hedge in the same place as his father had been paid to remove one thirty years before.

THREE PILLARS

The early 1990s also saw the United Nations Conference on Environment and development held in Rio de Janeiro. In what became known as the Earth Summit, the principles of sustainability were developed based on the Brundtland Report of 1987 promoting 'development that meets the needs of the present without compromising the ability of future generations to meet their own needs'.

Although sustainability is often only associated with the environment there are two other pillars of equal importance, namely economic and social sustainability. Sustainable development will only occur when the needs of all three are met. While it is tempting to think of development that is relevant for 'developing' countries or areas, it is a continual process, which we in the UK are subject to and need to consider.

Successful though our agriculture has been in the years following the Second World War, it is difficult to argue that this has been sustainable.

Economically it has provided a good livelihood and profit, although it can be argued that this has not been equitable and the nature of supply chains has meant that much of the economic benefit has not been enjoyed by producers. Rural societies have changed as mechanisation has meant fewer people are employed on farms. There are less farms as small units have become less viable. Villages have become dormitories for those working in towns and cities. Although the environmental schemes have successfully restored many of the features lost and enhanced biodiversity, there is still a long way to go.

Although still relevant, the concept of sustainability has become overused but it has been followed by other models considering development which are of relevance and importance.

PLANETARY BOUNDARIES

In 2009 Johann Rockstrom from the Stockholm resilience centre and Will Steffan from the Australian National University developed the concept of planetary boundaries inside which the human race could operate. Of the nine boundaries identified, two have gone beyond the safe space; the Nitrogen Cycle and biodiversity loss, both of which can be partially attributable to agriculture.

Similarly the Oxford University economist Kate Raworth developed a model based on the shape of a doughnut, identifying social as well as planetary boundaries offering equity requirements and environmental ceilings. Inside the ring are those basic human requirements many of which are not being met worldwide. Environmental limits are exceeded in land conversion, nitrogen and phosphorus overloading, climate change and biodiversity loss.

The Dasgupta Review published early in 2021 states that the economy and all of its activities are embedded within, and are dependent on our environment, which should have a recognised economic value. Biodiversity provides fundamental natural "dividends" which benefit the human race: from food supply, through fish stocks or insects that pollinate crops, to soil regeneration, and water and flooding regulation as well as being part of our culture and well being.

Agriculture should not be singled out as being wholly responsible for the environmental degradation and biodiversity loss. Human activity encouraged by economic thought has developed a model that is predominately extractive and linear. Many economists are now looking at circular approaches, where possible in cycles, that eliminate waste and pollution, circulate products and materials and regenerate nature. While previous economic thought was based on growth, other indicators of economic success are now being considered

Combination of policy change and sustainability highlighted by climate event concerns mean business as usual is not an option. Circular approaches to farm management have been developed and a new approach is required. Arguably much of this is not new. The development of the Norfolk four course rotation in the 18th Century was based on many of the circular principles now being promoted.



*Sir Albert Howard was an English botanist and a principal figure in the early organic movement.

In the Netherlands the Dutch Government, together with Wageningen University, have developed a new approach to the national food system based on circularity of the entire food systems including not just farming but renewable energy, social equity and access to food as well as diet.

Soil management needs to be at the centre of any more sustainable approaches to agriculture as 95% of the world's food supply is grown in the ground. Soil science and an understanding of soil biology will be important in the future. While the chemistry can be manipulated by artificial means, biology cannot and the consequences of our extractive practices take much more to rectify.

Many agricultural institutions no longer have a soil scientist on their staff and it is only relatively recently that an understanding has developed that farmers cannot continue to exploit soil without consequence. Various soil Armageddon scenarios have been put forward as to how many harvests humanity has left, from the UN's estimate of 60 to the 100 estimated by the University of Sheffield. These disaster predictions have been challenged but it is clear soil management practices will need to change.

As the world has become concerned with health issues in the last two years, the link between diet, health and the soil has become more focussed. As J.I. Rodale, the founder of the Rodale Institute, wrote in 1942 'Healthy Soil = Healthy Food = Healthy People'. A number of studies have identified the drop in nutrient value and density of fruit and vegetables as levels of protein, calcium, phosphorus, iron, riboflavin and vitamin C have fallen in the last 50 years. Industrial processing has also contributed to the decline of the quality of the food we eat. The Chorleywood process employed by the main bread manufacturers is an efficient and quick method of producing bread but this is at the cost of nutrient value. The fall in the quality of the diets have been linked with obesity, diabetes and heart disease, all conditions which increased vulnerability to covid 19.

Beyond the production of healthy crops, soil can provide much needed and previously undervalued soil ecosystems services. Healthy well-managed soils sequester carbon, reducing greenhouse gas emissions and alleviating climate change. Healthy soils are more resilient to extremes of temperature and absorb rainfall and can therefore help prevent flooding.

Specialisation of farms has led to the reduction of the number of crops grown and enterprises carried out. Arable farms became dominated by a small number of combinable crops with wheat being the dominant product. For example, in Essex in 1950 wheat was grown on 17.5% of land. In 1996 this was 40.4%, largely at the expense of grassland which is indicative of the shift away from mixed farming. The lack of diversity in cropping is reflected globally in similar trends in diet.

REDUCED DIVERSITY

A new book by Dan Saladino 'Eating to Extinction' points out that of the 6,000 species of plants that humans eat three, rice, wheat and maize provide 50% of our calories which with potato, barley, palm oil, soy and sugar offer 75%.

When this is compared to the diet of the past or of people living in remote parts of the world, there is a distinct lack of diversity, which is important for human diet and well being. It is also worth noting that even within breeds and varieties there has been a tendency to rely on the same strains leading to vulnerability and lack of resilience.

An extreme but illustrative example is that of the banana. Ninety nine per cent of all exported fruit is the Cavendish variety, vulnerable to the TR4 race of fusarium, which is spreading through the main production areas threatening the supply of one of the most important world fruit crops

The production patterns have led to the majority of UK farmers producing commodities with little opportunity for differentiating their produce or adding value. The success of the company Hodmedods in East Anglia illustrates what is possible when specific local markets are identified, and farmers can be encouraged to grow crops that can supply that market with a diverse range of crops.

The company provides farmers with alternative crops, many of which have benefits to their rotation including Nitrogen fixing pulses or allopathic weed control and phosphate mining buckwheat. These crops are then sold in attractive small packs to bakers and home cooks.

While it could be argued that this is a niche market, that is the point. There is a compelling social and economic argument for the establishment of some smaller farms supplying local markets with food products. However, the UK consumers pay the second lowest proportion of their income on food worldwide and there is a demand for low prices from those who cannot afford to pay more.

The pandemic provided an opportunity for many farmers to get closer to their customers as shopping locally became both desirable and essential. As a result of the first lockdown 90% of farm retailers saw an increase in new customers, veg box sales went up by over 100% while butchers' shops had an increased turnover of 88%. Although many consumers have returned to the supermarket, recent well-documented gaps on shelves have continued the interest in local food, which is an opportunity for many producers.

Beyond the bagged trade of potatoes into pubs, restaurants and fish and chip shops, entry into the food service sector is more challenging. However the interest in 'local' has extended into public procurement as in other countries. Leicestershire Trade Services, for example, has been working with farmers and suppliers to provide a significant proportion of local and organic ingredients into the 35,000 school meals they provide each day.

While landowners, farmers and managers are for the most part inherently conservative and reluctant to change, they will need to accept the need to develop new business and management models. The success of the post-war years in raising yields is undeniable but the future will not be built on a high input: high output system relying on artificial inputs without any wider concerns for the environment or biodiversity.

Policy emphasis has changed, as have the opportunities. On farms this might involve soil, new crops, biodiversity, carbon sequestration, and possibly more diverse cropping landscapes. Beyond the farm gate it might mean closer relationships with consumers and being nearer to the market. As an industry more diverse new entrants should be encouraged from outside the accepted stereotypical gene pool.

Alongside these important changes, the connection between the soil and human health and well-being has to be acknowledged, particularly in the light of the last 18 months. As Howard wrote in 1940, "The health of soil, plant, animal and man is one and indivisible."

MARK SUTHERN, PFI AgrM

TRADITIONAL MEETS MODERN

More than 60 members were guests of The Duke and Duchess of Grafton, the Countess of Euston and the staff of Euston estate for the Farm Walk at Euston Estate Suffolk

The weather was warm and dry and the Euston Estate team of Estate Director Andrew Blenkiron and Farm manager Matthew Hawthorne ensured that there were great discussions around sustainability, natural capital, rewilding and optimising water resource use.

The Estate situated in The Brecklands has a clear vision – maintaining and improving both the Hall and the Estate – with each generation acting as custodians for their successors. This vision was transparent throughout the Walk and Talk with examples of re-wilding from the 1970's and also from within the last few years.

The building of two reservoirs with a total capacity of 200 million gallons to winter store water abstracted from the local rivers allows them to farm the very light land effectively and sympathetically despite the challenges of climate change. At peak capacity they can pump 18 million gallons of water per week through the 30 miles of underground pipe – The lively debates revealed the complexity of the emerging carbon markets and the net zero goal.

They highlighted the vital nature of engagement with the local communities, the impact of Covid-19 on festivals and concerts as well as staff and the opportunity to look at a varied diversification activities from large scale 5MW gas to grid AD plant, a residential portfolio, commercial shoot and deer stalking through to dog scent training days, drone flying events and horse riding permits.

At the centre of the Estate is a well operated In Hand farming enterprise extending to 7000 acres and including wheat, barley, sugar beet, roots (via a third-party grower) and solar – in 2016 Euston Farms won an award for being the Greenest Farming Business in Suffolk and in 2020 Andrew Blenkiron won the IAGRM Farm Manager of the year award.

By being focused on a clear vision and ensuring that they operate a very transparent business it is clear why they have a mission to maintain and improve standards of infrastructure, generating a profit to ensure long term sustainability, commercial success and maintenance of the family.

In addition to the thought provoke tour and discussions, delegates also enjoyed an excellent lunch and afternoon tea – and as importantly the opportunity to network and discuss the opportunities that UK agriculture and the landed estates sectors will have in the next few years.

WHAT HAS HAPPENED WITH BREXIT?

It took almost four years from the decision of the UK to leave the EU to finally reach that stage for real. In that time, just about every possible version of Brexit was explored - Hard, Soft, none at all, Canadian style, Swiss style, membership of EFTA - to name a few.

In the end, a deal was struck with the European Commission just before Christmas and to come into effect at the end of January. The Leavers were cock a hoop that they had gotten this over the line. The Remainers were left to maybe rue what they had been fearing all along.

What has happened since? To me, the decision to leave the EU was like ending a 40-year marriage. To expect any wounds to heal overnight was unrealistic. To expect there not to be, in this case (trade) friction, between the UK and the rest of the EU was unrealistic. Some of the more contentious issues that had been bought in to play by Brexit, such as fishing, potatoes and the thorny question of the Northern Irish border with the Republic were left for a later day. They remain unresolved.

Added to the supply chain shocks caused by COVID, UK farming and food has had a very difficult time - and that might be the understatement of the year too.

Many of the issues that have come to a head in 2021 have been bubbling under the surface for a long time. A good example is the shortage of labour for farm and food factory work and then the shortage of HGV lorry drivers. These are not new issues to contend with.

In the euphoria of Brexit, it seems we chose to ignore the fact that these problems were likely, as has been shown, to be accentuated by our decision to leave.

Energy prices have been slowly rising for most of the year, but what was more difficult to see was the massive increase in these in August and September. All sectors have been impacted, but none more so than fresh produce, pork and poultry. What Brexit and COVID have done jointly is expose any weaknesses in our supply chains with a ruthlessness that at times is hard to contend with.

TRADE

There has been considerable trade friction between the UK and the rest of the EU. The deal we ended up with was probably as good as we might have expected. We have no tariffs and no quotas for trade with the EU in place.

Imports to the UK have been relatively unaffected by this, but have suffered from other factors such as struggling with distribution on both sides of the Channel. But it is all relative. Meat and dairy products have probably suffered more than fresh produce.

Agri food exports to the rest of the EU are down considerably as a result. Paperwork and administration/bureaucracy have all increased over the last year. For experienced and well organised food companies, this has been less of a problem, but for those with less resource, it has become a real issue. It has also shown, however, that even the biggest and the best are not immune from these challenges.

One of the other impacts of the decision to leave the EU was the opportunity to exit the CAP and develop our own agricultural and food policy. To this end, we have the new Agricultural Bill which will see production subsidies phased out over seven years. The devolved administrations have all set different timetables and implementation plans, but the direction of travel is clear.

There will be less subsidy for farming and more public money for public goods and services. The first planned cuts come in to effect in December of this year. Defra has responded to this with a significant Farm Resilience Programme to help farmers adjust. At the same time, the demands for increased sustainability in the UK supply chain have increased. These are from government regulators, consumers, processors, NGOs and from leading players at the point of sale. This forms a powerful combination of "policy push" and "commercial pull" factors to bring further change in this space. The outcomes of COP 26 will probably only add to this. The drive towards increased sustainability and increased productivity has also been the trigger to huge amounts of activity in the agri tech sector.

GLOBAL PROGRESS

We have also made progress in international trade talks - one of the main rationales behind Brexit was the ability to do our own trade deals and not be wrapped up with the other EU - 27. Deals with the Oceania countries, the US and India are all at various stages of progress. Some deals with less significant markets have been concluded. With Japan, we have in effect got access to what the rest of the EU has left behind.

For many farmers and food companies, these trade deals, however, represent something of a double edged sword. There is an opportunity to export to new markets, but also with the threat of the UK market being inundated with cheap agri food products and produced to a lower standard. "Hats off" to the NFU for standing up for its members and the rest of the agri sector on this issue.

How will we look back on 2021? We thought 2020 was a challenging year - well 2021, has been no less so the case, and maybe even more so. Farmers and food companies across the supply chain have had their resilience tested in a way not seen before since 1939 - 1945.

Has Brexit been successful to date? - it doesn't really look like it, but the issues seen in the last 12 months were in many ways to be expected. Time will tell of course, and maybe we will enter the brave new world of a high skilled, high wage, global economy.

Ending a 40 year marriage has clearly not been without its problems, but as an industry we need to remain optimistic and look forward, not back. The future though is clearly going to look very different that's for sure. For the well prepared and organized, it will offer new opportunities. For some, the future is going to be very challenging. For both though, the IAGRM has an important role to play. What does seem clear is that as a result of all this, there will be more consolidation across the supply chain and for the immediate future, we will probably see the end of cheap food. All in all, what we are seeing at the moment and the combination of policy push and commercial pull will be something of a game changer in the UK agricultural and food sector.



TECHNOLOGY AND FARM MANAGEMENT

Precision farming, which can be described as the use of technology in agronomy, agricultural production, and farm management, concentrates on adopting certain practices and methods to optimise strategies for best efficiency.

In general terms, applying a precision mindset has been understood as the widespread adoption of new technologies to more accurately monitor and control agricultural activity and output.

This has now developed into a concept of smart farming, where the aggregation of data, machine learning, and the preservation of resources is driving adoption rates and renewing interest in how innovative methods can work alongside tried and tested processes.

It is an information-driven approach which applies measures that are economically and ecologically meaningful to achieve improved output in production.

But there is not a one-size-fits-all approach to technology. Where it fits within the business is a subjective matter for discussion, driven by targets for efficiency, competitive advantage, and change management.

The next decade will see cloud-based technology and artificial intelligence dominate. Automation will revolutionise the normal way of work. Technology forces a rethink of strategies and opportunities.

Data and its many intricacies will be as important to farms and rural businesses in the fourth revolution as steam was in the first. The farm and rural property portfolio will evolve to become a data organism. We will see data and carbon valued and traded, for example, in the same way as other commodities like milk and meat currently are.

Farming is by nature data rich, but often this information is in silos, collected for a specific purpose and then not accessible for re-use. Additionally, much data is still collected on paper or simple spreadsheets and analysis and deeper insights are not easily available.

Aggregated data can be used to analyse farm business performance, allowing the potential for real-time business benchmarking, and more accurate agronomic insights, forecasting, and risk assessment.

Precision agriculture will not make a bad farmer into a good farmer but can make a good farmer into a better farmer. But breaking old habits is hard, and many will need time to adopt or adapt to these new tools at a pace that is comfortable for them.

Individual characteristics of farmers may influence their decisions about whether to adopt precision technologies, but this is also swayed by others within that inner advisory circle, by showing and explaining how well-developed technologies can produce quick returns from investment, for example.

New technology is critical to farmers being able to add value and increase margins. Fundamentally, the farms which will enjoy greatest success with technology will be those that have clear strategies for its implementation.



IAGrM FARM MANAGEMENT SKILLS PROGRAMME - A DELEGATES PERSPECTIVE

The first block of Farm Management Skills training at University of Nottingham's Jubilee campus hotel and conference centre was a great success. Attendees ranged from assistant farm managers working for large businesses at the start of their career through to farm business consultants and experienced managers overseeing large estates. Delegates included a mix of long-term members, new members as well as some who are not yet members.

The diversity in experience and outlook within the groups for each training day coupled with professionalism and trust enabled an open and dynamic learning environment to be capitalised upon by each of the training providers. Each day everyone left feeling well challenged with a lot of information to process and absorb.

Day one entitled 'Developing Me', we had an opportunity to reflect on our own personality types as well as those of people we work alongside. Good discussion ensued about how this can impact communication styles within a team, helped by the range of personalities present. The rest of the day concentrated on improving time management and increasing personal resilience.

Day two focussed on 'Motivating Others' with a primary focus on getting to the root of what actually motivates an individual and how to understand this through the way in which we ask questions. We had three opportunities to interview one another putting our learning into practice.

A third person observed and provided feedback on our style, delivery and body language. As a group we started the day well with 86% of initial questions being open questions, compared to the average for other groups being around 35%.

The next a session was titled 'Influencing for Success'. We started with a short simulation game designed to test our negotiation skills which was useful for reflection throughout the day. We looked at the various types of power that can be used for influence and how individual's behaviour is influenced internally. We compared the benefits and pitfalls of aggressive, assertive and passive influence styles and finished by understanding how to develop rapport.

On the final day we had an insightful session about the relationship between the agricultural and media industries. The focus was 'Presenting with Impact' using radio as a specific example. We each had an opportunity to engage in mock interviews using pre-prepared objects and stories. This resulted in puzzled campus students observing me interviewing through a beekeeping veil and another delegate aligning himself with his car key!

I can speak on behalf of all participants so far in saying we were delighted with the quality of the content and delivery in each of the sessions and the practical ways in which it can be implemented. Those of us booked onto the next block of training with a focus on harder business skills wait with great anticipation. I would highly recommend anyone seeking to advance their team or their business to enquire about a place for next year.



BIG CHALLENGES FOR TENANTS DESPITE DETAILED IMPROVEMENT

FARM TENANCIES

2021 has seen the arrival of the Agriculture Act 2020. Much reviewed for its implications for future farm funding, there was also some devilish detail to be found on agricultural tenancies. These concerned disputes over rent reviews and new succession rules. Schedule 3 was the place to look.

RENT DISPUTES

The traditional procedure for disputed rent reviews has always been to appoint an arbitrator to settle the difference between landlord and tenant. Originally the Lord Chancellor kept a list of suitably qualified arbitrators so that if the landlord and tenant could not agree on a suitable person the Lord Chancellor could be asked to appoint the arbitrator instead. The responsibility for maintaining this list then transferred to the President of the Royal Institution of Chartered Surveyors (RICS). The 2020 Act has added to the list of what are now called professional authorities who can appoint arbitrators. As a result there are now three professional authorities: the RICS, the Central Association of Agricultural Valuers (CAAV) and the Agricultural Law Association (ALA).

What use this is in practice remains to be seen. Whoever appoints the arbitrator, the rules for settling the rent payable remain the same and they have not changed under the new legislation. The key point to bear in mind if a rent row looms is that landlord and tenant must agree and secure the appointment of their own arbitrator before the day the new rent is due to come into effect (the term date). Failing this either party can apply to their choice of professional authority for the appointment of an arbitrator. This application must be completed before the term date, but the appointment can be made afterwards. If, say, the landlord applies to the ALA and the tenant applies to the CAAV, the appointment is made on whichever application is received first.

In practice, few disputes over rent go all the way to a full arbitration hearing. Appointments are often made only for the parties to resolve matters by agreement. A useful practical point here is that an agreed standstill in the rent does not reset the three year clock for rent reviews, whereas a standstill ordered by an arbitrator does reset the clock.

The Act has also tidied up some of the procedural aspects of third party determination as an alternative to arbitration. Concerns remain about the cost of arbitration. The RICS has introduced its fixed fee scheme which should limit the cost to no more than £3,000, shared by the parties irrespective of outcome (see: <https://www.rics.org/globalassets/rics-website/media/upholding-professional-standards/regulation/drs/drs-services/simplified-arbitration-service-information-guide-rics.pdf>)

SUCCESSION RULES

The 2020 Act has also made a major change to the succession rules. Under the original rules, an applicant who was also the occupier of a commercial unit in their own right would be excluded from succession. Commercial meant that the holding in question was capable of providing wages for two workers. This was one of the tests of eligibility for succession under the original legislation introduced in 1976. It will soon be gone to be replaced by an addition to the suitability tests for succession. In future, applicants for succession will have to demonstrate that they can farm the holding commercially to high standards of efficient production and care for the environment. More detail is still to follow before this is implemented in full, but conditions pertaining to experience, training and skills can be expected. This could be an important point in looking at wider succession issues for some businesses.

Succession is still possible on retirement and the age bar has now been removed, so a retirement application can be made at any time irrespective of age or health.

County Smallholding retirement tenancies previously required the tenant to retire at age 65. This requirement has now been brought in line with the tenant's state pension age which in many cases will now be older than 65.

RENTS

Defra reported its annual farm rent survey in April for 2019/20. In 2019 the average rent for full agricultural tenancies was £177/ha but with considerable variation around the country. The East of England saw the largest decrease to £227/ha, 10% lower than 2019. The largest increase at 27% was in the north west, but only to £120/ha. Note that these changes are based on average rents rather than the level of rents being agreed on reviews or by arbitrators.

The average Farm Business Tenancy rent was £222/ha in 2019, 4% lower than 2018. Season agreements came in at an average of £150/ha in 2019.

These figures are taken from the annual Farm Business Survey, and come in at somewhat lower levels than some of the tender rent levels which are sometimes seen in the farming press.

LOOKING AHEAD

Access to natural capital opportunities will be a key question in the future. How will we ensure that opportunities are equitable as between landlord and tenant?



ARE CONTRACT FARMING AGREEMENTS HERE TO STAY?

Contract Farming Agreements (CFAs) are now a well-recognised formal Agri-business agreement whereby the 'farmer' is an active decision maker and is exposed to risk of the financial performance of the enterprise, but normally does not provide any management, labour, or machinery for operational delivery. The carefully chosen 'contractor' provides operational assets and management expertise in delivering the agreed objectives. These are principally financially based but can also include the qualitative objectives of the farmer.

Over several years CFAs have proven a robust structure for farmers to retain the value of the asset, to minimise their working capital obligations, to use their time effectively elsewhere and to take an annual return from the farming activities.

One of the key bedrocks of the revenue within most CFAs has been the basic payment scheme (BPS) and its predecessor schemes. Moving forward with the reduction and ultimate abolition of the BPS, most CFAs will require review and adjustment to remain sustainable. It is important not to forget the objectives of the relationship and particularly for the sustainability of the contractor's business. Finding a structure that covers costs and provides adequate and equitable profits must be considered within a new agreement.

These objectives may of course conflict with those of the farmers depending on the financial viability of the asset in question, and possibly those representing the farmers interests. However, if the practical principles of a CFA are what is required then a realignment of expectations, potentially a discussion around operational practice and an adjustment of the CFA structure, including revenue from other managed areas such as stewardship, will be required.

My view in my role as CEO of Albanwise Farming Ltd (AFL) is that the separation of ownership and operation is likely to continue across the UK and this will therefore provide us with opportunities to discuss equitable agreements, in whatever form suits the farmer. AFL's primary function is as a robust and resilient contract farming operation working at scale across the UK. AFL is well invested in skilled management and operatives, as well as modern equipment and infrastructure. As part of the Albanwise Wallace Estates group, AFL is partnered with synergistic businesses in providing Environmental Services, Renewable Energy solutions and Insurance policies which can all add value to the overall service delivery for its farmer and landowner clients. Adding value as part of a USP service is valuable to our clients.

The future will not be the historical structure of a CFA, but if the same historical reasons for entering a CFA remain, this will be a sustainable model for a long time to come. There are however other joint venture models, such as share farming, which can be considered or developed to facilitate profitable working partnerships into the new era of sustainable UK Agri-business.



2021 CONFERENCE: A GREAT SUCCESS

The Annual Farm Management Conference is one of the most eagerly awaited events in the Institute calendar. After an enforced break due to the pandemic, it was exciting to be able to run our conference this year and the varied programme meant delegates had a thought provoking and informative day.

Over 230 delegates made their way to the QE11 Exhibition Centre in Westminster, and the buzz of networking conversations as you entered the room was proof positive that everyone was glad to be able to get together again and share experiences.

The conference sought to look at transitioning into life after direct payments and at the skills and solutions needed to prepare businesses for this momentous change.

A mix of presentations, interview sessions and a Q&A panel ensured a varied and interesting programme, and the steady flow of questions from the audience confirmed that the programme had stimulated interest.

Setting the scene, AHDB chair Nicholas Saphir said that businesses who are prepared for and embrace change will be able to exploit the opportunities that always come with periods of evolution in the industry.

He argued that the industry needs to get on the front foot. There will be opportunities to grow new crops, to grow crops differently or to grow crops for new uses such as nutraceuticals. For livestock farmers, increases in quality and provenance and innovation will offer potential. However, only around a third of farmers appreciate the extent of change that is coming and are preparing for it. The challenge now is to increase this proportion and get businesses thinking their way to success.

The potential impact of trade and competitiveness gaps and how the UK will develop in the post-Brexit era was discussed by Emma Finn from the Canadian High Commission and Nick Von Westenholz from the NFU and the clear message is that while markets that are near to you should be the one you trade with most, there are tremendous opportunities for UK exports.

Central to the development of a farm business capable of competing efficiently in the new post-subsidy and post-Brexit world will be developing the necessary skills and successfully adapting to new technologies. David Fursdon, chairman of Dyson Farming and TIAH advised that to do well, businesses will need to look after their people and equip them for the new ways of doing things.

He said the optimum mix of skills will allow the effective adoption of precision farming techniques to help drive financial and environmental sustainability. Achieving this will require a combination of more structured training and development aligned with a willingness to recruit from across other industries.

While admitting that technology won't solve problems in isolation Business Development Director of Agri-Epi Centre, Lisa Williams maintained that they can help be part of the overall solution. She said technologies have to be relevant to the farm, driving change and demonstrating clear value and impact. Then the skills are needed to optimise the delivery of the technology on farm.

Closing the IAGRM conference delivering the John Allsiton Memorial lecture, James Townsend, Chairman of Velcourt reassured the delegates by delivering an optimistic message that farm managers will continue to have a crucial role as land use evolves into a combination of food production, energy production, environmental management, public enjoyment and public service. He saw opportunities for both crop and livestock production for farmers will to embrace change as a driver for efficiency.

He concluded that farming businesses in the future will require more management rather than less but management will have to have a broader range of skills and expertise than it does today.

The conference also saw the presentation of the 2021 Farm Management Award to John Giles. An Institute member for over 20 years and a stalwart of the Thames Valley branch, John is a former Chairman of the Institute and is still active on Council.

Feedback suggests the conference was well-received, making a welcome return to our programme of events. As ever we are indebted to our sponsors Promar International, Farmplan, Hutchinsons, Albanwise Farming Ltd, Yara, Craigmore Sustainables LLP, Roythornes, Figured, Openfield Agriculture Ltd., Agri Epi Centre, Barclays, Christopher Murray Recruitment, Kleffmann Digital, Old Mill, Terravost & Pure Farming, A Map of Ag solution without whom the event would not happen. A big thank you tot to the organising committee for their hard work and enthusiasm in making the event such a success. Now to start planning for next year.



FELLOWS GET A BEHIND-THE-SCENES PEEK OF BLENHEIM

It was a long time coming, but attendees at the IAgRM's Fellows and Professionals lunch agreed it was worth the wait.

In early September, more than 60 gathered in Blenheim Palace, Oxfordshire to enjoy lunch and for an overdue catch up with friends and colleagues. Before lunch members remembered IAgRM guiding light Professor Malcolm Stansfield who died in June. Andrew Blenkiron was also presented with the institute's Farm Management Award.

Blenheim's jewel in the crown maybe its 187-room Vanburgh-designed Palace, but the focus of the day was on its 12,000 acre (4,800 hectare estate). Estates Director Roy Cox gave generously of his time and knowledge sharing Blenheim's business and environmental vision with the audience.

In 2003, 350,000 people visited Blenheim but by 2019 that had increased to 985,000. However, the pandemic meant visitor numbers were at just 420,000, according to the Association of Leading Visitor Attractions. The loss of overseas visitors has meant that despite increased visits by British day-trippers, numbers are still some way off pre-pandemic levels. Overseas visitors have increased over the years and in 2019 made up around 30% of the total.

The estate is operated by the charitable Blenheim Palace Heritage Foundation.

Its threefold purpose is based on its role in the community and Roy said that in 2019 it was calculated that the estate added £127 million to the local economy and supported 2,500 jobs.

The foundation has set some ambitious targets. It plans to be net carbon zero by 2027, with one of the biggest challenges mitigating the emissions of its hundreds of thousands of visitors. Becoming a net generator of energy will help meet net zero targets, with solar, biomass and hydro-electric systems already in place and plans for more.

The estate's Pye Homes division has been set the task of building 300 high-quality affordable houses in partnership with the local council. A goal of training 100 new apprentices has also been set, with 18 recruited in 2019/20.

The institute's visitors got to see some of the estate's 2,000 acres (810ha) of parkland on a tractor and trailer tour, including a stop at a 1,050 year-old 10-metre girth oak tree. Extensive grazing by a handful of British White cattle help maintain the estate's historic woodland. At a stop at Blenheim Palace Bridge, Roy outlined the year-long dredging of the silted lake as an example of a £40 million commitment to restoration on the estate.

The institute thanks Roy and his team for hosting such a fascinating visit.

FARMPLANNER OF THE YEAR COMPETITION

2021 was the first time the Farmplanner of the Year competition has run virtually, which despite some trepidation worked surprisingly smoothly and allowed teams from Colleges/Universities throughout the UK to take part without any attendant costs of travel.

We were very fortunate that Blagdon Farms, part of Blagdon Estates owned by the Ridley family in Northumberland agreed to be our case study. The whole success of this long running competition, now in its 28th year has been the quality of the farms/estates that have been prepared to be our hosts. Blagdon was no exception. The good information/ supplied provoked interesting and relevant questions.

The team from Scotland's Rural College (SRUC) won the competition with a business plan that fitted most closely with what our hosts wanted. Their proposals included putting reclaimed former open cast coal mining land into a 5 year winter wheat, oil seed rape, and cover crop rotation.

They suggested using Shetland sheep which could be sold via the farm shop and proposed dairy investment in new cubicles. A range of biodiversity measures were also advocated.

As usual there was excellent coverage from Farmers Weekly and Farmplan continue to provide much need covering support.

In closing it is always intriguing to see how the higher education institutions compete with their county college colleagues and this year in particular the Blagdon team praised Derby College for the quality of their ideas.

The Farmplanner competition has run on similar lines since inception in 1993. Running it on a virtual basis has proved what is possible and the Institute are looking to make the competition as relevant as possible to the changing world in which agriculture finds itself.



FARM MANAGEMENT AWARD 2020

The recipient of the Institute of Agricultural Management, Farm Management Award for 2020 is Andrew Blenkiron. This award is given to somebody who in the view of IAGRMC Council, has demonstrated excellence in the field of farm management, or who has made an outstanding contribution to the advancement of management in the farming industry. The winner can be a farmer, farm manager, or any person connected with farm management in the broadest sense.

Andrew is the Estate Director on the Euston Estate in Suffolk. The estate includes a substantial and varied in-hand farming operation, extending to around 7,000 acres. This includes, three tenanted farms, forestry, a thriving log sale business, a residential and commercial property portfolio, a commercial shoot and a profitable deerstalking enterprise. The historic house and grounds are open to the public and the estate also hosts various other commercial and charitable activities.

Farm management at Euston has been described as 'traditional meets modern', where commercial farming dovetails with conservation measures. The whole of the farming enterprise is part of five separate Higher Level Stewardship Schemes. In March 2016, Euston Farms was awarded the accolade of 'Greenest Farming Business' in the 'Creating the Greenest County Awards.'

In conjunction with the Estate, Material Change operate a 2.5 MegaWat gas to grid Anaerobic Digestion Plant, producing gas to fuel over 5,000 homes.

There are also 13 Megawatts of solar PV panels on 55 acres, supplying enough electricity to the national grid for 6,000 homes.

All the team at Euston are particularly proud of the 'Suffolk Trinity'. This consist of the Grafton herd of Red Poll cattle, along with Suffolk Punch horses (bred by Lady Euston - mother of the current Duke) and the Suffolk sheep, which can be seen grazing on the Estate grassland.

Andrew's particular passion is the Red Poll cattle, which have won numerous prizes and shows. Previous experience has included working in rural businesses in every region and most soil types in England, from Dorset to Northumberland.

Andrew comes from a family farming background, with his grandparents having run a small tenanted hill suckler and sheep farm in Nidderdale, Yorkshire. He is presently vice chairman of Assured Food Standards (Red Tractor), vice Chairman of NFU Suffolk and sits on various other industry committees and is a Professional Fellow of the institute of Agricultural Management and a Fellow of the Royal Agricultural Societies.

We were very fortunate to be visit the Euston Estate for our annual farm walk in October 2021.

Andrew is a PFIAGRMC and has been an active and influential member for many years through promotion and mentoring new members.

FARM MANAGEMENT AWARD 2021

I was delighted to learn that my good friend, fellow branch member (Thames Valley) and National Council member, John Giles has been awarded the IAGRMC Farm Management Award 2021. As the old cliché goes, most "richly deserved".

I have known John for well in excess of 20 years, working together for the good of the Thames Valley Branch and John for the Institute nationally, and also very much for the agricultural and food industry particularly in Farm Management.

John in his full-time position of Divisional Director, Agri Food, Promar International, has I gather visited well in excess of 60 countries. Often (pre Covid-19) when he is in some far-flung country on some work assignment and he is in his hotel room writing up his report, I will get a ping on my computer late in the evening UK time, with an email from John, to discuss some proposal for an event for our Thames Valley branch, or to sound me out for my feelings on some matter that is before the National Council. John seems to live and sleep tirelessly for our industry.

His networking abilities are unsurpassed. When planning some event, whether it be out in the field, or a public venue, and you are looking for people, John always just happens to know the right people, whether local and national who would be helpful.

John is a visiting lecturer at Reading University and is very involved with the students, in helping to organise their annual Agri. Conference and a Question Time Event – again in finding speakers and panel members for these events.

Dare I say, John is in his own style is continuing something of a family tradition. His father is Emeritus Professor Tony Giles OBE, who held the second Chair in the country in Farm Management, after Professor John Nix. Having worked for and with two generations of the Giles dynasty, I feel I am well qualified to say "congratulations John" and again most richly deserved.



WINNER

ANDREW BLENKIRON



WINNER

JOHN GILES

EVOLUTION OF LAND MANAGEMENT SCHEMES

It has been a long time coming but we are about to see whether the Environmental Land Management (ELM) scheme, in its various forms, has been worth the wait.

Lots of people are desperate for it to be a success. Farmers want a practical scheme with clear environmental outcomes and easy-to-deal-with administration. Environmentalists see the transition from Basic Payments to payments for public goods as the golden opportunity of a generation to reverse the wildlife and climate crises. And Defra and the government desperately want it to be a success to show that global Britain can be world-leading, free from the EU and the 'bureaucratic' Common Agricultural Policy.

So will it be a ground-breaking scheme that delivers once-in-a-generation change or is there a danger its rollout will be met by low uptake and disappointment?

DELAYS THROUGHOUT THE PROCESS

ELM is the government's new approach to farm support and will help it deliver its environmental ambitions. It comprises three schemes but should be considered alongside the other schemes that are being introduced and the review of farm regulation.

To date, the overriding feature of the development of all of the schemes has been delay and late delivery (with the exception of the Farming Equipment and Technology Fund, which we expect to open as planned in October / November). There has been next to no information on elements of ELM, in particular the Local Nature Recovery scheme. This is worrying.

What Defra is trying to design is complicated, has not been helped by COVID and is made more time consuming by the co-design of different elements. Nevertheless, much of this could have been built into the department's plans and the National Audit Office has been rightly critical of Defra for lack of planning and delays. Plus, there are elements, such as the basis on which payments will be made, that could have been consulted on but have been continually delayed.

SIGNS OF CONCERN FOR THE SUSTAINABLE FARMING INCENTIVE PILOT

The Sustainable Farming Incentive (SFI) Pilot is scheduled to start in November – already delayed from October – and agreements will be less flexible than originally intended due to the administrative challenge of managing changes.

The number of participants is close to 1,000, which is hopefully enough to help design the full scheme. However, the NAO has criticised Defra since 2019 about adequacy of testing.

A number of our clients wanted to be part of the Pilot but have decided not to take part, mainly due to the amount of paperwork for each standard, difficulty interpreting the guidance and uncertainty about issues like agreement length. This is not a good portent.

ALREADY CONCERNS ABOUT SFI 2022 AND THE FULL SFI SCHEME

Running alongside the SFI Pilot will be a partial launch of the scheme in 2022, called SFI 2022.

It will only include two soils standards, a moorland standard, and an animal health and welfare review. This is much less ambitious than originally advertised, but Defra scaled down the contents of the 'early roll out' to minimise delivery risks and avoid overlap with Countryside Stewardship. The question now, is how they scale up SFI in 2023 and 2024, to provide a more ambitious and rounded offer.

More positively, farmers in existing environmental schemes will be able to apply for SFI 2022 and continue with their existing schemes. This is critical to encourage high levels of uptake and we think, for the SFI to be successful, that concise, easy-to-understand standards that are straightforward to put in practice are critical.

The key concern for environmental groups is about what environmental benefits SFI will actually deliver. If it is completely open for farmers to select what standards – and levels within standards – they choose, it is questionable whether the 'huge and transformative set of changes possible' will be delivered.

This type of approach is highly unlikely to deliver the type of functioning ecological networks that nature needs to recover (see Figure 1 below) and so would be a huge missed opportunity.

There are farmers who share this view, although arguably the bigger worry for them is that the payment levels on offer through SFI are not enough of an incentive to make signing up worthwhile, particularly with commodity prices as high as they are.

A SPATIAL FRAMEWORK FOR CONSERVATION

The key principles for helping wildlife advocated in the Making Space for Nature report, which is also known as the Lawton review, provide a spatial framework for conservation:

- 1. **Better** - enhance the quality of existing habitats, particularly woodlands and meadows, as these are often the most wildlife-rich. Looking after the existing features on the farm and managing them well should be the priority. Created habitats rarely achieve the wildlife value of existing, long-established sites.
- 2. **Bigger** - expand existing habitats where possible. In general, the larger the area of any particular habitat, the more species there are in it. For example, there would usually be more species of insects and birds in a 10 ha woodland than there would be in five 2 ha woods put together.
- 3. **More** - introduce new areas of habitat nearby. Birds, insects and plants are more likely to colonise and utilise a new habitat which is nearby. The ideal is to complement existing wildlife-rich areas with new habitats on less profitable land to benefit identified priority species.
- 4. **Joined-up** - connect pieces with corridors of similar habitat.

NO NEWS ON THE LOCAL NATURE RECOVERY SCHEME

There has been no or extremely little news on this scheme other than that a pilot will start in 2022. This is damaging as many land managers are deciding now what to do in terms of agri-environment schemes and some are deciding not to renew existing schemes until they know what is available through Local Nature Recovery.

This is potentially undoing lots of good work under the previous schemes. Defra needs to set out a clear transition strategy for those farmers already delivering a lot under existing schemes into Local Nature Recovery.

ENCOURAGING SIGNS ON THE LANDSCAPE RECOVERY SCHEME

There has been more activity on this, and Defra has been much clearer about what will be involved.

This is a scheme unlike any that we have seen before. It is aiming to deliver long-term (20 years +) ecosystem recovery and landscape projects at a large-scale (500 – 5,000 ha of land that is joined or contiguous in some way, for example along a stream). Agreements will be bespoke and individually negotiated.

Landscape Recovery is different to Local Nature Recovery, the second tier of ELM, as it will be the land managers who decide what they want to do and be paid for; also, there is a greater element of collaboration in Landscape Recovery, as all of the land managers will be covered by a single agreement.

The roadshow that Defra held on Landscape Recovery was excellent. It felt open and the Defra team were willing to answer all questions. This level of accessibility and transparency should be a model for all of Defra's schemes in the future.

The examples that Defra produced were particularly useful. They provided much greater clarity about what Defra is looking for and what it is not. We need this clarity for all schemes.

EXAMPLES OF POTENTIAL LANDSCAPE RECOVERY PROJECTS SHOWN BY DEFRA

	POTENTIAL ACTIONS	BENEFITS FROM THE PROJECT
WILD PEAKDALE	- Plant large scale woodland - Re-wet peatland - Appropriate grazing to create habitats for priority species - Restore eroded rights of way and create new ones	- Biodiversity - Carbon capture and storage - Water quality - Access - Safeguarding
LIVING FLOOD PLAIN	- Re-meander rivers and streams - Reconnect flood plain - Extend woodlands - Restore semi-natural habitats - Programme of citizen science with local university	- Improved hydrology - Water quality - Biodiversity - Carbon capture and storage - Climate resilience - Access and education
GREAT ESTUARINE RESTORATION	- Connect fragmented inter-tidal habitats - Re-wet arable and grass land to create habitats - Awareness raising campaign to public and businesses	- Biodiversity - Carbon capture and storage - Water quality - Climate resilience - Access and education
LARGE-SCALE ARABLE PROJECT	- Hedgerow management - Pollen and nectar mixes - Flower rich margins - Small flower rich meadows - Deploy to fit around intensive arable	NOT LIKELY TO BE FUNDED THROUGH LANDSCAPE RECOVERY, as Defra sees fitting in SFI and / or Local Nature Recovery.

It was also valuable to see more explanation about how Defra's funding can be mixed with money from other sources.

WHAT BLENDED FINANCE MODELS COULD LANDSCAPE RECOVERY PROJECTS USE?

Area based funding

Defra pays for delivery on some parcels. Private funding pays for others.

Match funding

Defra pays for a certain % of costs. Private funding pays the balance.

Intermediary model

An intermediary pays the project to delivery 'outcomes' that the intermediary owns and can sell (to Defra or other organisations).

First / final investor

Defra could be the 'first' investor, with others coming in later.

ENTERING A CRITICAL FEW MONTHS FOR THE OTHER SCHEMES

It feels like the next six months or so are absolutely critical to the success of ELM and the agricultural transition plan in total as many schemes are planned to open (see table 1 below).

How the farming community perceives ELMs and engages with it in the long-term will depend on whether the different schemes open as planned, with no administrative issues and land managers are able to see the positive outcomes from them – financially and environmentally.

If there are problems as the schemes are rolled out it will erode the already frayed confidence of farmers in this new programme. It would be tragic if schemes with excellent motives were hamstrung by lack of confidence. This can still be avoided, but delivery and communications need to be improved immediately.

Defra should aim to keep schemes straightforward, which will make them more attractive to a large number of farmers and so achieve a higher uptake. Past schemes have not shown land managers what is expected and how to achieve it. This is needed now.

At the moment, there are clearly reasons to be concerned, but there is still a window for improvements to be made. There's the old saying: 'The best things in life are worth waiting for' – but the pressure is now on Defra to make sure that is true.

SCHEMES PLANNED TO OPEN OR REMAIN OPEN IN 2022

- Retirement scheme (aka lump sum exit scheme)
- New Entrant Support Scheme
- Sustainable Farming Incentive Pilot
- SFI 2022
- Local Nature Recovery Pilot
- Landscape Recovery Pilot
- Farming in Protected landscapes
- Tree Health Scheme
- England Woodland Creation Offer
- Animal health and welfare pathway
- Farming Equipment and Technology Fund
- Farming Transformation Fund
- Farm resilience support
- Slurry Investment Scheme
- Innovation Research and Development Scheme
- Regulatory reform



CEDRIC PORTER, SUPPLY INTELLIGENCE

NI INSTITUTE MEMBERS HELP SHAPE FUTURE FARM POLICY

The shape of Northern Ireland's future agricultural policy was the topic for discussion during a well-attended online session organised by the Northern Ireland branch of the Institute of Agricultural Management in October.

More than a 100 delegates heard from an expert panel, who agreed that a partnership approach between government and the framing industry is needed if the new policy is to be fit for purpose. There are 27,000 farms in Northern Ireland who produce enough food to support 10 million people, which is five times the size of its own population. Farming also employs 100 000 people.

"The post-CAP agricultural policy will be designed to deliver increased productivity, environmental sustainability, improved business resilience and a functional supply chain," Dr Rosemary Agnew, Transition Policy Director at NI's Department of Agriculture, Environment and Rural Affairs (DAERA) told the seminar.

"We are finalising policy proposals and hope to formally consult on these soon."

IAgrM members are being encouraged to take part in that consultation given their knowledge of farm management in Northern Ireland and beyond. The consultation will appear on the DAERA website www.daera-ni.gov.uk where there is more information about the Future Agricultural Policy Framework.

The Ulster Farming Union has worked closely with DAERA in developing the new policy, something that it has appreciated, especially in comparison to other parts of the UK.

"We are glad that DAERA is not taking the Environmental Land Management Scheme approach that Defra in England is taking," said Victor Chestnutt, UFU President.

"I also can't see the UK government insisting that schemes in the devolved administrations will have to be more aligned with the English approach."

One idea discussed during the seminar is a two-payment environmental system, where there is initial support to establish environmental features and schemes and then an ongoing payment based on how well those features perform. That approach was supported by livestock farmer John Egerton who farms alongside his three sons in Fermanagh. Meanwhile, Northern Ireland company Devenish Nutrition is conducting research that is maintaining production while reducing carbon emissions and increasing carbon sequestration. Its Director of Global Agriculture & Sustainability and well-known Northern Ireland farming innovator Dr John Gilliland described some of the improvements its researchers have already achieved:

"By using multi-species grass swards rather than Perennial Ryegrass we were able to bring lambs to slaughter 43 days earlier which also meant we did not have to use a wormer and reduced the carbon footprint of production."

The impact that members of the institute are having on future policy was praised by IAgrM chairman Mark Robins.

"The very well attended seminar gave a fascinating insight into Northern Ireland agricultural policy whose development will be followed with interest by farmers across the UK," said Mark Robins, IAgrM Chairman.

"Congratulations to the thriving and dedicated Northern Ireland branch for putting on such a successful and well attended event."

The Northern Ireland branch has 89 members and is one of the fastest growing groups in the UK. It holds regular in-person and online events. For more information email David Trimble at david.trimble@daera-ni.gov.uk

MEMBERS LIST

The Institute of Agricultural Management is a Registered Charity (Charity No. 806635)

CHARITABLE OBJECTIVES

To promote high standards in the practice and business of management in agriculture

To promote training in all aspects of management in agriculture

To encourage the provision and attainment of professional qualifications in the principles and practice of management of agriculture

TRUSTEES OF THE INSTITUTE

President: Lord Iveagh
Chairman: Mark Robins, Southill Estate
Vice-Chairman: Carl Atkin, Terravost Limited
Treasurer: Tom Brunt, Savills (UK) Ltd

COUNCIL MEMBERS

Tim Brigstocke; Caroline Drummond, (CEO, LEAF); Robert Gazely, (Strutt & Parker LLP); John Giles, (Promar International); Matt Lobley, (University of Exeter) Henry Matthews,(Writtle College); Richard Price, (Tetworth Farms LLP); Graham Redman, (The Andersons Centre); James Standen; Mark Suthern, (Barclays Bank Plc).; Martin Wilkinson, (Harper Adams University) and Mark Yearsley, (Farm Consultancy Group).

Full details of our Council members can be found on the website <https://www.iagrm.org.uk/about-us/council-members/>

DIRECTOR

Mrs Victoria Bywater
E: victoria@iagrm.org.uk

RECENT AWARDS

The following members have recently been awarded Institute Professional Membership;
Andrew Black, Sian Bowsley, Paul Brennan, Michael Calvert, Charlotte Curtis, Pamela Gardiner, Wendy George, Gary Haslem, Kevin Henry, Peter Hoyle, Noel Lavery, Frederic Long, John Lynn, Oliver Maromo, John Martin, James McFarlane, Conor McGrath, George Moffett, Alan Morrow, Will Oliver, George Peart, Rosemary Quinn, Jenna Ross, Kate Russell, Siobhan Sheppard, Ruth Stanley, Lynn Timmins and David Waite

Congratulations also go to George Peart and Kate Russell for successfully completing their Chartered Environmentalist (CEnv) qualification.

The following members have recently been awarded Institute Fellowship;

James Townshend and Alan Spedding.

Tilly Abbott	SIAgrM	Lewis Anderson	MIAgrM	Ian Baggs	MIAgrM
Shona Abernethy	SIAgrM	David Anderson	SIAgrM	Alison Bailey	FIAgrM
Abubakar Abubakr	SIAgrM	Lucy Andrews-Noden	MIAgrM	Amelia Bailey	SIAgrM
Peter Abu-Jabir	SIAgrM	Ranald Angus	MIAgrM	Ian Bailey	MIAgrM
Benjamin Adams	SIAgrM	Benjamin Anwyl	SIAgrM	Charlotte Bailey	SIAgrM
Geoffrey Adams	FIAgrM	Tim Archer	MIAgrM	Laura Bailey	SIAgrM
Edward Adams	SIAgrM	Michael Arlington	MIAgrM	Paul Baker	MIAgrM
Moses Adewuyi	MIAgrM	Jonathan Armitage	PMIAgrM	Johnnie Balfour	MIAgrM
Jeremiah Agyemang	SIAgrM	Thomas Armstrong	SIAgrM	Kyle Balint	SIAgrM
Olanrewaju Akinbode	SIAgrM	Ian Armstrong	SIAgrM	David Ball	MIAgrM
Amifat Alade	SIAgrM	William Armstrong	SIAgrM	Olivia Bamber	SIAgrM
Paul Aldridge	MIAgrM	Ian Ashbridge	PFIAgrM	David Banks	FIAgrM
Mary Ann Alexander	CMIAgrM	Martin Ashburn MBE	FIAgrM	Fred Baring	GMIAgrM
Ben Allard	SIAgrM	Thomas Ashford	SIAgrM	Lizzie Barker	SIAgrM
Diana Allen	PFIAgrM	Tony Asson	FIAgrM	Paul Barnes	PMIAgrM
Timothy Allen	MIAgrM	Carl Atkin	FIAgrM	Rebecca Barningham	MIAgrM
John Allen	FIAgrM	Lucy Atkinson	SIAgrM	John Barrett	MIAgrM
Edward Allen	MIAgrM	Trevor Atkinson	MIAgrM	Keith Barriball	PFIAgrM CEnv
Martin Almond	MIAgrM CEnv	Sarah Auld	SIAgrM	Robin Bartleet	MIAgrM
Ibrahim Al-Mustapha	SIAgrM	Cameron Austin	SIAgrM	Tristan Batchelor	SIAgrM
John Alvis OBE	FIAgrM	Adedayo Ayegbokiki	SIAgrM	Kevin Bateman	PMIAgrM
Adam Amine-Piekos	SIAgrM	Philip Backhouse	MIAgrM	Matthew Bates	MIAgrM
Samaila Ammani	MIAgrM	George Badger	MIAgrM	Charlie Batten	MIAgrM
Lily Anderson	SIAgrM	Nelson Baganha	SIAgrM	Suan Bawmkhai	SIAgrM

Chris Baylis	PMIAgrM	John Boyd	MIAgrM	Eleanor Burn	SIAgrM
Gareth Beacom	PMIAgrM	Joe Bramall	SIAgrM	Kevin Burree	PMIAgrM
Remy Beaumont-Griffaton	SIAgrM	Richard Bramley	MIAgrM CEnv	Robert Burtonshaw	PMIAgrM
Matthew Beech	MIAgrM	Sarah Bramwell	SIAgrM	Gemma Burvill	SIAgrM
Aoife Behan	MIAgrM	Elizabeth Brass	SIAgrM	Dan Bussey	MIAgrM
Styliani Beka	SIAgrM	Aaron Bray	PMIAgrM	Roger Buswell	MIAgrM
Hannah Bell	SIAgrM	Michael Bray	MIAgrM	Rodney Butler	MIAgrM
Alexandra Benbow	GMIAgrM	Jeremy Brazil	MIAgrM	Chris Butler	MIAgrM
Simon Bennett	MIAgrM	Christopher Breen	PMIAgrM	David Butler	MIAgrM
Simon Bennett	FIAgrM	Francis Breen	PMIAgrM	James Henry Butt-Evans	MIAgrM
William Berresford	SIAgrM	Paul Brennan	PMIAgrM	Harry Buxton	SIAgrM
James Berry	PMIAgrM	Claire Brennan	SIAgrM	Victoria Bywater	MIAgrM
Malcolm Berry	MIAgrM	Imogen Brewster	SIAgrM	Tom Cackett	PMIAgrM CEnv
William Bevan	MIAgrM	Sam Briant-Evans	MIAgrM	Philip Cain	FIAgrM
Neville Beynon	MIAgrM	Chris Bridges	PMIAgrM CEnv	Gordon Cairns	PFIAgrM
Azlan Bin Basar	SIAgrM	Emma Bridges	SIAgrM	Peter Caley	MIAgrM
John Binnie	MIAgrM	Tim Brigstocke	PFIAgrM CEnv	Michael Calvert	PMIAgrM
Alan Binning	MIAgrM	Carl Britt	SIAgrM	Jack Camina	SIAgrM
Robert Birt	MIAgrM	Matt Broadhurst	MIAgrM	Graeme Campbell	PMIAgrM
Andrew Black	PMIAgrM	James Brook	MIAgrM	David Cannie	PMIAgrM
Robert Black	MIAgrM	Alastair Brooks	PMIAgrM	Adrian Cannon	PFIAgrM
Rob Black	SIAgrM	Scott Broom	SIAgrM	John Cappalonga	SIAgrM
Ollie Blackburn	MIAgrM	Lucas Broomfield	SIAgrM	Lizzie Carr-Archer	MIAgrM
Clive Blacker	MIAgrM	Ben Broughton	SIAgrM	Paul Carrott	PMIAgrM
Nicholas Blake	MIAgrM	Andrew Brown	PFIAgrM CEnv	Johan Carslaw	SIAgrM
James Blanchard	PMIAgrM	Aleathea Brown	PMIAgrM	Meghan Carson	SIAgrM
Anthony Blanchfield	MIAgrM	Ann Brown	CMIAgrM	Alexander Carson-Taylor	PMIAgrM CEnv
Simon Blandford	PFIAgrM	Kenneth Brown	SIAgrM	John Carter	FIAgrM
Henry Blandford	MIAgrM	Michael Brown	MIAgrM	Jake Caston	SIAgrM
Henry Blenkin	SIAgrM	Stephen Brown	SIAgrM	Angus Chalmers	FIAgrM
Andrew Blenkiron	PFIAgrM	Emily Brown	SIAgrM	Charlie Chamberlain	MIAgrM
Matthew Blyth	MIAgrM	Lara Browne	SIAgrM	Tim Chamberlain	MIAgrM
Alfie Board	SIAgrM	Maisie Bruce	SIAgrM	Rachael Chamberlayne	MIAgrM
James Bolesworth	MIAgrM	Tom Brunt	FIAgrM	Edward Chaplin	SIAgrM
Sarah Bolt	MIAgrM	Jakob Buchreiter	SIAgrM	Marcus Chapman	SIAgrM
Robin Bolton	PMIAgrM	Glen Buckingham	MIAgrM	Andrew Charlton	PMIAgrM
John Borketey Bortey	SIAgrM	James Buckle	MIAgrM	Bhupesh Chauhan	SIAgrM
Robert Borrill	MIAgrM	Andrew Buckley	MIAgrM	Tom Cheer	MIAgrM
George Bottomly	SIAgrM	Tom Bucknell	MIAgrM	Joni Cheshire	SIAgrM
Samuel Bourne	SIAgrM	Michael Bullen	FIAgrM	Paul Christian	FIAgrM
Charles Bourns	FIAgrM	Edward Bullock	SIAgrM	Charles Clack	SIAgrM
Anna Bowen	MIAgrM	Honor Burges-Lumsden	SIAgrM	Heather Claridge	PMIAgrM
Mark Bowsher-Gibbs	MIAgrM	David Burgess	MIAgrM	Ben Clark	SIAgrM
Sian Bowsley	PMIAgrM	Colette Burke	MIAgrM	Clark	MIAgrM
Darryl Boyd	PMIAgrM	Frank Burley	SIAgrM	Roy Clark	SIAgrM

Richard Clarke	FIAgrM	Roy Cox	PMIAgrM	Luppo Diepenbroek	MIAgrM	Henry Etherington	SIAgrM	Harry Gaisford	SIAgrM	James Green	MIAgrM
Jonathan Clarke	MIAgrM	Emma Cox	MIAgrM	Roger Dines	MIAgrM	Freddie Evans	SIAgrM	Ciaran Gannon	MIAgrM	David Green	MIAgrM
Tim Clarke	MIAgrM	Joshua Cox	SIAgrM	Henry Doble	MIAgrM	Aaron Evans	SIAgrM	Raphael Ganoo	SIAgrM	Joe Greenfield	PMIAgrM
Ashley Clarkson	PMIAgrM	Keayana Cragwell	SIAgrM	Sarah Dodds	MIAgrM	Joshua Evans	SIAgrM	Pamela Gardiner	PMIAgrM	Toby Greenhalgh	SIAgrM
George Clay	SIAgrM	Jane Craigie	PFIAgrM	GeoffDodgson	FIAgrM	Tony Eve	SIAgrM	Andrew Gardner	SIAgrM	Robert Greenshields	SIAgrM
Mike Clementson	CFIAgrM	Richard Crane	MIAgrM	Jennifer Dodsworth	SIAgrM	Seedy Faal	SIAgrM	David Gardner	FIAgrM CEnv	Mike Greetham	FIAgrM
Alice Clews	MIAgrM	Peter Craven	MIAgrM	Philip Dolbear	MIAgrM	Will Falkingham	SIAgrM	Charles Garrard	MIAgrM	Amy Gregory	SIAgrM
David Cliffe	PMIAgrM CEnv	Andrew Crawford	MIAgrM	Adrian Dolby	FIAgrM	Megan Farmer	SIAgrM	Gordon Gatward	FIAgrM	Rachel Grierson	SIAgrM
Kane Clow	SIAgrM	Martyn Crawley	MIAgrM	Claire Donaldson	SIAgrM	John Farrar	MIAgrM	Michael Gauntlett	MIAgrM	James Griffin	MIAgrM
Conor Clowes	SIAgrM	Andrew Crossley	PFIAgrM	Elizabeth Donnelly	PMIAgrM	Tom Farrar	SIAgrM	Harry Gavan-Major	SIAgrM	Lucy Griffiths	SIAgrM
Olivia Coates	SIAgrM	Amelia-Rose Cullen-Loftus	SIAgrM	Samuel Driessen	SIAgrM	Alice Farrow	SIAgrM	Robert Gazely	PFIAgrM	John Grisedale	SIAgrM
William Cobbett	SIAgrM	Angus Cuming	SIAgrM	Caroline Drummond	FIAgrM CEnv	Marcus Faulkner	PMIAgrM	Will Gemmill	FIAgrM	Jonathan Groenewald	SIAgrM
Kerri Coffey	SIAgrM	Gerard Cunningham	MIAgrM	Jonathan Drury	MIAgrM	Kathryn Fawcett	SIAgrM	Kathryn George	PMIAgrM	Andy Gubb	MIAgrM
Alexander Coggon	SIAgrM	Laura Cureton	CMIAgrM	Adam Duffill	MIAgrM	Edward Fearnall	SIAgrM	Wendy George	PMIAgrM	Keith Gue	MIAgrM
Annabel Coke	SIAgrM	Matthew Currie	PFIAgrM	Shannon Dunbar	SIAgrM	Arthur Fearnall	MIAgrM	Alistair Gibb	MIAgrM	Beatrice Guthrie	SIAgrM
Jeremy Cole	PMIAgrM	Charlotte Curtis	PMIAgrM	Harry Dunford	MIAgrM	John Fegan	PMIAgrM	Philip Gibson	PMIAgrM	Geoffrey Guy	MIAgrM
Guy Coleman	PMIAgrM	David Curtis	MIAgrM	Steven Dunkley	MIAgrM	Susie Felix	MIAgrM	Joshua Gibson	SIAgrM	Jamie Gwatkin	PFIAgrM
Geoff Coleridge	MIAgrM	Aidan Cushnahan	PMIAgrM	James Dunn	MIAgrM	Annis Ferrey	SIAgrM	Richard Gibson	CMIAgrM	Istifanus Gyang Davou	SIAgrM
Alex Coles	PMIAgrM	Graham Dalton	FIAgrM	Chloe Dunne	SIAgrM	Felix Field	SIAgrM	Ellen Giffen	SIAgrM	Matthew Hague	MIAgrM
Ellie Colling	SIAgrM	Ian Damms	PMIAgrM	Gordon Dunsmuir	SIAgrM	Brian Finch	PMIAgrM	John Giles	FIAgrM	William Haire	MIAgrM
Daniel Collins	MIAgrM	Jonathan Darby	MIAgrM	George Dunster	SIAgrM	Rosie Finney	SIAgrM	Christopher Gill	SIAgrM	Ben Hale	SIAgrM
Martin Collison	MIAgrM	Jon Dare	MIAgrM	Shane Durham	SIAgrM	Jeremy Finnis	FIAgrM	Liam Gillbard	SIAgrM	Keelan Hale	SIAgrM
Mohamed Conde	SIAgrM	Patrick Darling	MIAgrM	Jeremy Durrant	MIAgrM	Jolene Fitzpatrick	MIAgrM	James Gillies	MIAgrM	Simon Haley	MIAgrM
Lia Connell	SIAgrM	Oliver Dascombe	SIAgrM	Tom Dye	MIAgrM	Stephen Flanagan	CMIAgrM	Ashleigh Gillott	SIAgrM	Joylon Halford	SIAgrM
Dearbhla Connell	GMIAgrM	Richard Davey	MIAgrM	Alex Dyke	MIAgrM	Martin Flood	SIAgrM	Thomas Gilman	MIAgrM	Alistair Hall	CMIAgrM
Olivia Conner	SIAgrM	Lauren David	SIAgrM	Andrew Dyke NSCH,FRAGs	MIAgrM PFIAgrM CEnv	Julie Foot	SIAgrM	Chloe Gimson	GMIAgrM	Alex Hall	MIAgrM
Ben Conway	PMIAgrM	Tim Davidson	SIAgrM	Isobel Eames	SIAgrM	Joe Foottit	SIAgrM	Derek Girdler	MIAgrM	Allen Hall	CMIAgrM
Florence Conway	SIAgrM	Martin Davies	PMIAgrM	Rhona Earnshaw	SIAgrM	James Fowler	SIAgrM	Peter Gittins	SIAgrM	William Hall	MIAgrM
George Cook	PMIAgrM	Ryan Davies	PMIAgrM	George Eaton	SIAgrM	Andrew Francis	PMIAgrM	Benjamin Glasswell	SIAgrM	Tracy Hall	MIAgrM
Benjamin Cooke	SIAgrM	Tim Davies	SIAgrM	Andrew Edwards	PMIAgrM	Nick Francis	FIAgrM	Thomas Godfrey	SIAgrM	Nicola Hall	CMIAgrM
Richard Cooksley	PFIAgrM CEnv	Gareth Davies	MIAgrM	Joseph Edwards	MIAgrM	Jeremy Franks	FIAgrM	Julian Gold	PFIAgrM	Tim Hall	MIAgrM
Leanne Cooper	SIAgrM	Harry Davies	SIAgrM	Lucinda Edwards	SIAgrM	Andrew Fraser	MIAgrM	John Goodchild	MIAgrM	Anna Hallos	SIAgrM
Nicholas Cooper-Hicks	MIAgrM	Graham Davies	MIAgrM	David Edwards	MIAgrM CEnv	Jack Frater	MIAgrM	Harry Gooding	SIAgrM	Ciaran Hamill	PMIAgrM
Richard Copas	MIAgrM	Andrew Davies	FIAgrM	Ian Edwards	MIAgrM	Jack Friar	CMIAgrM	James Goodson	MIAgrM	Susannah Hamilton	SIAgrM
James Copas	FIAgrM	Jack Davis	CMIAgrM	Lyndon Edwards	FIAgrM	Anna Frick	SIAgrM	Lewis Goodwin	SIAgrM	Gareth Hancock	CMIAgrM
Geoffrey Copas	MIAgrM	Mark Davison	FIAgrM	Robert Edwards	CMIAgrM	Andrew Fromant	MIAgrM	Amy Goose	MIAgrM	Clive Hancock	FIAgrM
Timothy Cope	SIAgrM	Shannon Dawes	SIAgrM	P Elayakumar	SIAgrM	Meg Frost	SIAgrM	Helen Gosling	PMIAgrM	Alison Harbottle	SIAgrM
William Corlett	SIAgrM	Deborah Dawkins	SIAgrM	Laura Ellis	SIAgrM	Benjamin Frost	MIAgrM	Nigel Gould	PMIAgrM	Lindsay Hargreaves	FIAgrM
Rachel Cornthwaite	SIAgrM	Akinfemi Dawodu	SIAgrM	Harry Elsworth	SIAgrM	Timothy Frost	MIAgrM	Alex Gowen	PMIAgrM	Stephen Harris	MIAgrM
Piers Costley	MIAgrM	Caroline Dawson	PMIAgrM	Max Elwes	SIAgrM	Julian Fuller	FIAgrM	Louise Grant	MIAgrM	Aimee Harrison	SIAgrM
Tim Cotterill	SIAgrM	Philip Day	FIAgrM	Tom England	MIAgrM	Graham Furey	MIAgrM	Stephen Graves	MIAgrM	Lucais Harrison	SIAgrM
David Cotton	FIAgrM	Dan De Baerdemaecker	MIAgrM	Harley English	SIAgrM	Izzy Fussell	SIAgrM	Katie Gray	SIAgrM	Gary Haslem	PMIAgrM
Felicity Coulson	SIAgrM	Alice De Soer	MIAgrM	Dominic Enston	CMIAgrM	Tinley Fynn	SIAgrM	John Gray	MIAgrM	Andrew Haslock	MIAgrM
Charles Course	MIAgrM	Nathan Dellicott	PMIAgrM	Dick Esslemont	FIAgrM	Yiorgos Gadanakis	MIAgrM	Bruce Gray	SIAgrM	Mohamad Hassona	SIAgrM
David Cousins	FIAgrM	James Dick	PMIAgrM CEnv	Ajala Esther	SIAgrM	John Gadsby	MIAgrM	Edward Green	SIAgrM	Jon Hatt	MIAgrM
Charles Cowap	PFIAgrM CEnv	Alexander Dick	MIAgrM			Julian Gaffaney	MIAgrM	Nick Green	FIAgrM CEnv	William Haupt	MIAgrM

Mark Hawe	PMIAgrM	Ian Howie	FIAgrM	Eilish Johnston	SIAgrM	Christopher Lamb	SIAgrM	Robert Loxton	FIAgrM	Charles Matts	PFIAgrM
Lottie Hawson	MIAgrM	Victoria Howlett	MIAgrM	Alastair Johnston	PMIAgrM	Nicolas Lampkin	MIAgrM	Roger Lucken	MIAgrM	Michael Maxwell	FIAgrM
Matthew Hawthorne	MIAgrM	George Hoyes	MIAgrM	Daniel Jolly	MIAgrM	Freya Lance	GMIAgrM	Jordan Lugg	SIAgrM	Tim Mayhew	MIAgrM
Rebecca Hawthorne	SIAgrM	John Hoyes	FIAgrM	Katy Jones	SIAgrM	Gavin Lane	PMIAgrM	Jessica Lunsford	SIAgrM	Ujama Mbunguha	SIAgrM
Crispin Hayes	MIAgrM	Peter Hoyle	PMIAgrM	Edward Jones	SIAgrM	John Lane	SIAgrM	Ian Lutey	PFIAgrM	Myra McBirnie	SIAgrM
Edmund Hayman	SIAgrM	Cheryl Hughes	SIAgrM	Aisla Jones	MIAgrM	Ben Lang	MIAgrM	John Lynn	PMIAgrM	Stewart McCallum	MIAgrM
Camilla Hayselden-Ashby	MIAgrM	Eleri Hughes	SIAgrM	Will Jones	MIAgrM	Frederick Langdale	MIAgrM	Angela Lyon	SIAgrM	Jude McCann	MIAgrM
Aniela Hayward	SIAgrM	Alana Hughff	SIAgrM	Daniel Jones	MIAgrM	Tamisan Latherow	SIAgrM	David Lyth	MIAgrM	Andrew McCaul	SIAgrM
Andrew Hazelton	SIAgrM	Alice Hunns	SIAgrM	Philip Jones	MIAgrM CEnv	Simon Latter	MIAgrM	James MacCartney	MIAgrM	Leigh McClean	PMIAgrM
Andrew Hazelton	SIAgrM	John Hunt	SIAgrM	James Jones	MIAgrM	Noel Lavery	PMIAgrM	Olivia MacGarvie	MIAgrM	Tom McClymont	SIAgrM
Simon Head	CMIAgrM	Lauren Hunt	CMIAgrM	Wynne Jones	FIAgrM	Robert Law	FIAgrM	William Mackay	CMIAgrM	Natasha McDonagh	SIAgrM
Immy Heath	SIAgrM	Mary Hunter	MIAgrM	Naomi Jones	CMIAgrM	Michael Lawford	MIAgrM	Alastair Mackenzie	SIAgrM	Andrew McDonald	MIAgrM
Sally Heath	SIAgrM	Stuart Hutchings	MIAgrM	Samantha Jones	SIAgrM	Robert Lawrence	PMIAgrM	David Mackey	PMIAgrM	Innes McEwen	MIAgrM
Graeme Hector	FIAgrM	Rory Hutchings	MIAgrM	Linda Joyce	SIAgrM	Christopher Lay	MIAgrM	Steve Mackison	PMIAgrM	James McFarlane	PMIAgrM
William Henderson	MIAgrM	Georgina Hutchinson	SIAgrM	Aeden Kaggwa	SIAgrM	Catherine Layberry	SIAgrM	William MacLennan	MIAgrM	Ellie McGowan	SIAgrM
Matthew Hendren	SIAgrM	Edward Hutley	MIAgrM	Emmanuel Kamera	SIAgrM	Rebecca Leach	PMIAgrM	Clare Maddison	SIAgrM	Conor McGrath	PMIAgrM
Kevin Henry	PMIAgrM	Anthony Hyde	MIAgrM	Brian Kaye	MIAgrM	Alastair Leake	FIAgrM	Aoife Maher	SIAgrM	Paul McHenry	PMIAgrM
William Henry	MIAgrM	Dimitrios Iakovidis	SIAgrM	Seke Kazuru	SIAgrM	Mark Leaman	FIAgrM	Hannah Main	SIAgrM	Sean McIntyre	PMIAgrM
Simone Herbst	SIAgrM	Mohammed Ibrahim	SIAgrM	James Keir	SIAgrM	Keith Leddington-Hill	MIAgrM CEnv	Tapiwa Makororo	SIAgrM	Tom McKenny	MIAgrM
Talya Herd	GMIAgrM	Luqman Idris	CMIAgrM	Samuel Kelly	PMIAgrM	Harriet Lee	SIAgrM	Kirsty Malcolm	SIAgrM	Rebecca McNaughton	SIAgrM
Megan Herriot	SIAgrM	Konstantinos Iliakis	SIAgrM	Olivia Kelly	SIAgrM	Thomas Lee	SIAgrM	Hannah Malpass	GMIAgrM	Robert McNeil Wilson	MIAgrM
Jill Hewitt	PFIAgrM	Alicia Ingram	SIAgrM	Jerel Kelly	SIAgrM	Jack Legg	SIAgrM	Chris Manley	MIAgrM	Noel McNeill	CMIAgrM
Laura Heyes	SIAgrM	James Ireland	SIAgrM	Mark Kelly	SIAgrM	David Lemon	MIAgrM	Alex Mann	MIAgrM	Hannah McNelis	CMIAgrM
Robert Heywood	MIAgrM	Ross Irvine	PMIAgrM	Oliver Kelsey	SIAgrM	Peter Lemon	MIAgrM	Louise Manning	MIAgrM	Carolann McPhillimy	SIAgrM
Rebecca Heywood	SIAgrM	BryanIrvine	PMIAgrM	David Kemp	MIAgrM	Chris Leney	PMIAgrM	Julian Marks	PMIAgrM	Emily McVeigh	MIAgrM
Simon Hickling	MIAgrM	TimIsaac	PFIAgrM	Bob Kennard	MIAgrM	Chris Leslie	PMIAgrM	Oliver Maromo	PMIAgrM	Iain McVicar	MIAgrM
Gordon Hickman	MIAgrM CEnv	NedIveagh	FIAgrM	Aidan Kerr	PMIAgrM	Richard Levin	PFIAgrM	Joe Marsden	SIAgrM	Richard Means	MIAgrM
Philip Higginson	CMIAgrM	LisaJack	FIAgrM	John Kerr	SIAgrM	Mark Lewis	MIAgrM	Adrian Marshall	MIAgrM	Andy Meecham	PMIAgrM
Anna Hiley	SIAgrM	AndrewJackson	PMIAgrM	Luke Kerrigan	SIAgrM	Mervyn Lewis	MIAgrM	Freaya Marshall	SIAgrM	Tara Meeke	PMIAgrM
AnnabelHill	SIAgrM	WilliamJackson	MIAgrM	Anandita Ketkar	SIAgrM	Yuan Li	SIAgrM	Peter Martin	SIAgrM	Rachel Megarrell	PMIAgrM
Connor Hillsden	SIAgrM	ElizabethJackson	MIAgrM	Kerri-Anne Khan	SIAgrM	Paul Lindop	MIAgrM	JohnMartin	PMIAgrM	Tom Mellor	SIAgrM
Adam Hinchcliffe	PMIAgrM	Philippa Jackson	SIAgr	Joseph Kidd	SIAgrM	Iain Lindsay	MIAgrM	GilesMartin	FIAgrM	Amy Mephram	MIAgrM
Thomas Hind	CMIAgrM	Stephen Jacob	PMIAgrM	James King	SIAgrM	James Little	PMIAgrM	Andrew Martin	MIAgrM	Alice Midmer	PMIAgrM CEnv
Graham Hislop	MIAgrM	P Jaisankar	SIAgrM	Tony King	FIAgrM	Craig Livingstone	PMIAgrM	Harold Martin	MIAgrM	Mark Miles	MIAgrM
Robin Hobson	FIAgrM CEnv	Philip James	FIAgrM	Simon King	MIAgrM	Jonathan Lloyd	MIAgrM	Oliver Martin	SIAgrM	James Miles-Hobbs	MIAgrM CEnv
Philip Holdsworth	PMIAgrM	Philip Jarvis	MIAgrM	Simon King	MIAgrM	Matt Lobley	MIAgrM	Natalie Martins	PMIAgrM	Kenneth Millar	SIAgrM
Laura Holmes	SIAgrM	Eleanor Jarvis-Cope	SIAgrM	David Kinnersley	FIAgrM	Jamie Lockhart	MIAgrM	Carl Martins	PMIAgrM	Emily Miller	SIAgrM
Ben Holmes	MIAgrM	Alison Jeans	SIAgrM	Scott Kirby	PFIAgrM	Paul Lofkin	MIAgrM	Dominic Mason	PMIAgrM	Claudia Miller	MIAgrM
Tracey Hooper	SIAgrM	Jelley	MIAgrM	Emma Kirkland	MIAgrM	Harlen-Alfie Loft	SIAgrM	Alice Masters	SIAgrM	Kathryn Millin	SIAgrM
Christine Hope	MIAgrM	Alex Jemwa	MIAgrM	Sarah Kirungii	SIAgrM	Frederic Long	PMIAgrM	Sinéad Mathers	PMIAgrM	Glynnis Mills	MIAgrM
Alan Hopps	PMIAgrM	Martin Jenkins	MIAgrM	Kamal Kishor	SIAgrM	Heidi Longthorp	SIAgrM	George Mathers	PMIAgrM	Georgina Milne	SIAgrM
JamesHopwood	PMIAgrM	Harry Johnson	MIAgrM	Robert Knight	MIAgrM	Janet Loosemore	MIAgrM	Joe Mathias	MIAgrM	Robbie Milner	SIAgrM
Nicola Hosford	SIAgrM	Adrian Johnson	MIAgrM	Adena Konadu	SIAgrM	Nick Low	SIAgrM	Henry Matthews	FIAgrM	Helen Minnice-Smith	PMIAgrM
Ian Houseman	MIAgrM	Steven Johnston	PMIAgrM	Aravindh Kumas S	SIAgrM	Kate Lowcock	SIAgrM	Nicola Matthews	SIAgrM	Fergus Miskelly	PMIAgrM
Robert Howe	MIAgrM	Albert Johnston	PMIAgrM	Poppy Lagor	SIAgrM	Alasdair Lowe	PMIAgrM	Thomas Matthews	SIAgrM	Charlotte Mitchell	SIAgrM
Anna Howie	SIAgrM	William Johnston	PMIAgrM	Senara Laity	SIAgrM	Jamey Lowis	GMIAgrM	Elsbeth Matthews-Scott	SIAgrM	Lily Mitchell	SIAgrM

James Mitchell	MIAgRM	George Norris	SIAgRM	Andrew Penton	PMIAgRM	Sandy Ramsay	FIAgRM	Daniel Sandars	MIAgRM CEnv	David Smythe	MIAgRM
George Moffett	PMIAgRM	James North	PMIAgRM CEnv	Alice Perkins	SIAgRM	Stephen Ramsden	MIAgRM	John Sands	CMIAgRM	Ian Snowden	MIAgRM
Raymond Mokofe	SIAgRM	Andrew Notman	MIAgRM	Julian Perowne	MIAgRM	Dinesh Kumar Ravi	SIAgRM	Abubakar Sani Ali	SIAgRM	Oluwafemi Sobitan	SIAgRM
Thomas Molton	SIAgRM	Harriet Nott	SIAgRM	David Perrin	SIAgRM	Mark Reader	PMIAgRM	Francis Saul	SIAgRM	Beth Speakman	MIAgRM
Chris Molyneux	MIAgRM	Mitchell Nyatondo	SIAgRM	Megan Perryman	SIAgRM	Chris Redfearn	MIAgRM	Julian Sayers	FIAgRM	Alan Spedding	FIAgRM
Christopher Monk	MIAgRM	Luke Oakley	SIAgRM	Roger Persey	Member (Retired)	Martin Redfearn	FIAgRM	Robin Schofield	SIAgRM	Rachael Speed	SIAgRM
Rhianna Montgomery	SIAgRM	Mark Oddy	MIAgRM	Emmanuel Peter	SIAgRM	Graham Redman	MIAgRM	Henry Scholefield	SIAgRM	Robert Spriddell	PMIAgRM
Jayne Mooney	PMIAgRM	William Ogle	SIAgRM	Ben Pettifer	SIAgRM	Lorna Redpath	SIAgRM	Eva Schroer-Merker	MIAgRM	Kitty Stainsby	SIAgRM
Ruth Moore	PMIAgRM	Justus Ogunbayode	SIAgRM	Sarah Pettitt	SIAgRM	Martin Reel	CMIAgRM	Oliver Scott	PMIAgRM	James Standen	FIAgRM
John Moore	PMIAgRM	Lesley O'Hara	SIAgRM	Roderick Philips	SIAgRM	Tahir Rehman	MIAgRM	Louise Scott	SIAgRM	Harry Stanley	SIAgRM
Cara Moore	SIAgRM	Linda O'Hara	SIAgRM	Thomas Phillips	CMIAgRM	Stuart Renfree	PMIAgRM	Mark Scott	PMIAgRM	Ruth Stanley	PMIAgRM
Duncan More	MIAgRM	Chris Older	FIAgRM	Lewis Pickering	SIAgRM	Charles Reynolds	PMIAgRM	John Scott	CMIAgRM	Alan Stannett	MIAgRM
Karl Moreton-Jones	MIAgRM CEnv	Tom O'Leary	MIAgRM	Jack Pierce	SIAgRM	Edward Rhodes	SIAgRM	Emma Scott	SIAgRM	Daniel Starnes	SIAgRM
Gregor Morgan	SIAgRM	Alexandra Olivant	PMIAgRM CEnv	Mark Pine	MIAgRM	Jim Richards	MIAgRM	James Sedgwick	MIAgRM	Kimberley Stearman	SIAgRM
Sarah Morgan	SIAgRM	Rory Oliver	SIAgRM	Philippa Piotrowicz	SIAgRM	Daniel Richmond-Watson	MIAgRM	Jane Semple	CMIAgRM	Leanne Steele	SIAgRM
Wyn Morgan	CMIAgRM	Will Oliver	PMIAgRM	Joe Pitt	CMIAgRM	Alice Robbins	SIAgRM	Yenisha Senaweera	SIAgRM	Samuel Steggles	MIAgRM
Elliana Morgan-Rogers	SIAgRM	James O'Mahony	MIAgRM	Guy Plenderleith	PMIAgRM	David Roberts	FIAgRM	Hannah Senior	MIAgRM	Grahame Stephens	MIAgRM
Edward Morian	MIAgRM	Lucy Osborne	SIAgRM	Henry Plumb	FIAgRM	Jodie Robertson	SIAgRM	Chipo Shanengeta	SIAgRM	Rory Stewart	SIAgRM
Emilia Morris	SIAgRM	Mark Osman	FIAgRM	Cedric Porter	FIAgRM	Mark Robins	PFIAgRM	Summer Shariff	CMIAgRM	Faith Stewart	GMIAgRM
Callum Morrison	SIAgRM	Andrew Osmond	FIAgRM	James Pottow	SIAgRM	Alex Robinson	PMIAgRM	Matthew Sharp	MIAgRM	Hamish Stewart	MIAgRM
Don Morrow	PMIAgRM	Paul Oughton	MIAgRM	Madeleine Pow	SIAgRM	Kate Robinson	MIAgRM	Henry Shaw	PMIAgRM	James Stobart	MIAgRM
AlanMorrow	PMIAgRM	Henry Overy	SIAgRM	Charles Powell	SIAgRM	Sasha Rodgers	SIAgRM	Chris Sheldon	MIAgRM	Harley Stoddart	MIAgRM
Hannah Morten	SIAgRM	Shaun Page	PMIAgRM	Joe Powell	SIAgRM	Lucy Rodriguez-Laranjo	SIAgRM	Robert Shepherd	PMIAgRM	Barry Stonard	MIAgRM
Emily Mosley	GMIAgRM	Matthew Page	GMIAgRM	Marie Powell	SIAgRM	Megan Rogers	SIAgRM	Siobhan Sheppard	PMIAgRM	Roland Stonex	MIAgRM CEnv
Alexander Moss	SIAgRM	Emily Pain	SIAgRM	Andrew Poynter	PMIAgRM	Amelia Rome	GMIAgRM	Jalal Shiralizade	SIAgRM	Jonathan Storey	SIAgRM
Michael Mottram	PMIAgRM	Stephanie Paini	SIAgRM	Badde Prasanna Kumar	SIAgRM	Louis Rose	SIAgRM	Nick Shorter	PMIAgRM	Alistair Stott	MIAgRM
Simon Mountjoy	MIAgRM	Simon Parker	MIAgRM	Roger Pratchett	FIAgRM	Andrew Ross	SIAgRM	Casper Silk	SIAgRM	Caitlin Strang	SIAgRM
Martin Mulholland	PMIAgRM	Gemma Parkinson	SIAgRM	Amelia Preston	SIAgRM	Jenna Ross	PMIAgRM	Duncan Sinclair	FIAgRM	George Strawson	MIAgRM
Frederik Muller	SIAgRM	Mervyn Parr	CMIAgRM	Richard Price	PFIAgRM CEnv	Nigel Routlege	SIAgRM	Gurpreet Singh	SIAgRM	Peter Stroude MRAC NDA	MIAgRM
Narendar Munagala	SIAgRM	Henry Parrish	SIAgRM	Tieren Price	SIAgRM	Alys Routley	CMIAgRM	David Slack	PFIAgRM	Stephanie Sturrock	SIAgRM
Mary Munro	MIAgRM	Jac Parry	SIAgRM	Tom Proctor	SIAgRM	David Rowan	SIAgRM	Benjamin Slawson	SIAgRM	Rachelle Suffolk	SIAgRM
Jack Munro	SIAgRM	Ellis Parry	SIAgRM	Hannah Proctor	MIAgRM	Neil Rowe	PMIAgRM	Rebecca Smalley	SIAgRM	Robert Sullivan	PMIAgRM
Daniel Murphy	MIAgRM	Madrun Parry-Jones	SIAgRM	Joseph Provan	SIAgRM	Robert Rowe	MIAgRM	Alec Smith	PMIAgRM CEnv	Olenska Sullivan-Harris	SIAgRM
Nigel Murphy	MIAgRM	Nigel Parsons	PMIAgRM	Warwick Pryor	SIAgRM	Ella Rowe	SIAgRM	John Smith	PMIAgRM	Scott Sutherland	SIAgRM
Mairead Murphy	MIAgRM	Harry Parsons	SIAgRM	Will Pugh	SIAgRM	Emily Ruck	SIAgRM	Natalie Smith	PMIAgRM	Mark Suthern	PFIAgRM
Sebastian Murray	MIAgRM	Navaratnan Partheeban	PMIAgRM	Cameron Purdham	SIAgRM	Lauren Rucklidge	SIAgRM	Rebecca Smith	SIAgRM	Anna Swinson	SIAgRM
Praise Tariro Mushore	SIAgRM	Sam Paske	CMIAgRM	Laura Purdie	SIAgRM	Ruth Ruddell	PMIAgRM	Freya Smith	SIAgRM	Alison Tanton	MIAgRM
Annabelle Nash	MIAgRM	Ailsa Paton	SIAgRM	Maxwell Pybus	SIAgRM	Tim Russ	FIAgRM	Oscar Smith	CMIAgRM	Jonathan Tapp	MIAgRM
Saddhathissa Nawarathna	SIAgRM	Robert Patterson	CMIAgRM	Ian Pye	MIAgRM	KateRussell	PMIAgRM Cenv	Ryan Smith	MIAgRM	Emily Taylor	SIAgRM
Alex Neason	SIAgRM	Emma Patterson Taylor	MIAgRM	Jin Qin	SIAgRM	Angus Russell	MIAgRM	Benjamin Smith	MIAgRM	Robert Taylor	SIAgRM
Wim Nell	MIAgRM	Thomas Pattison	SIAgRM	Mary Quicke	FIAgRM	Lesley Russen	MIAgRM	Jack Smith	MIAgRM	Ellie Taylor	SIAgRM
Torin Nicolson	SIAgRM	John Pawlyn	FIAgRM	Rosemary Quinn	PMIAgRM	Elisha Rutherford	SIAgRM	Jamie Smith	SIAgRM	Richard Taylor	MIAgRM
Jake Nixon	SIAgRM	Rachel Pearce	MIAgRM	Angus Raby	SIAgRM	Edward Salisbury	SIAgRM	Jake Smith	CMIAgRM	Mike Tebbit	MIAgRM
Samuel Nobbs	GMIAgRM	Michael Pearson	SIAgRM	Emma Ralph	MIAgRM	Emily Salisbury	SIAgRM	Ian Smith	FIAgRM	Torven Templeton	SIAgRM
Keith Norman	PMIAgRM	George Peart	PMIAgRM CEnv	Cindy-Lou Ramsay	SIAgRM	Ian Salmon	MIAgRM	Samuel Smith	MIAgRM	Michaela Tener	CMIAgRM
Katie Norman	SIAgRM	Austen Penfold	MIAgRM			AlikweSamuel	SIAgRM	Andrew Smurthwaite	MIAgRM	Debbie Thatcher	MIAgRM

Tom Thatcher	MIAgrM	Georgina Wager	SIAgrM	Heidi Whitbread	SIAgrM
John The Earl of Selborne	FIAgrM	Madeleine Wagstaff	SIAgrM	Senan White	PMIAgrM
Simon Thelwell	MIAgrM	Benjamin Wainwright	SIAgrM	Paul White	MIAgrM
Keith Thomas	PMIAgrM	Martin Waite	PMIAgrM	Adam White	MIAgrM
Joshua Thomas	SIAgrM	David Waite	PMIAgrM	Kayla Whittaker	SIAgrM
Mark Thomas	MIAgrM	Roger Waite	FIAgrM	Amy Whittington	SIAgrM
Aled Thomas	CMIAgrM	Johnny Wake	MIAgrM	Claire Whittle	MIAgrM
Richard Thomas	MIAgrM	Digby Walker	MIAgrM	John Wibberley	FIAgrM
Andrew Thompson	PMIAgrM	Michael Wallace	MIAgrM	Robert Wild	MIAgrM
Gary Thompson	MIAgrM	Sophie Waller	SIAgrM	John Wildman	PMIAgrM
Joshua Thompson	SIAgrM	Doug Wanstall	MIAgrM	Martin Wilkinson	PFIAgrM
Lawrence Thomson	PMIAgrM	Simon Ward	PFIAgrM	Rob Wilkinson	MIAgrM
Rob Thorne	SIAgrM	Andrew Ward	PMIAgrM	Tobias Williams	SIAgrM
James Thornton	SIAgrM	Tilly Ward	SIAgrM	Hannah Williams	SIAgrM
Lynn Timmins	PMIAgrM	Taila Ward	SIAgrM	Boyd Wilson	SIAgrM
Gemma Tonner	SIAgrM	Stephen Ward	MIAgrM	Chris Wilson	MIAgrM
Jade Toone	SIAgrM	Mark Ward	MIAgrM	Oliver Wilson	SIAgrM
Edward Towers	MIAgrM	Nicola Warden	CMIAgrM	Paul Wilson	MIAgrM
Grigor Towns	MIAgrM	Tom Warren	PMIAgrM CEnv	Richard Wilson	FIAgrM
James Townshend	FIAgrM	Martyn Warren	FIAgrM	David Winnard	FIAgrM CEnv
Richard Tranter	MIAgrM	Matthew Warrington	SIAgrM	Simon Withers	MIAgrM
Grace Trebble	SIAgrM	William Waterfield	FIAgrM	Ellie Womersley	SIAgrM
Alastair Trickett	MIAgrM	David Watson	PFIAgrM	Robert Woodhouse	SIAgrM
David Trimble	PMIAgrM	Stephen Watson	MIAgrM	Forbes Woodland	MIAgrM
Anna Truesdale	CMIAgrM	Emma Watson	MIAgrM	Alfie Woolcock	SIAgrM
Jade Tubb	SIAgrM	Emily Watson	SIAgrM	Edward Wraith	SIAgrM
Emily Tuckwell	SIAgrM	Philip Watson	MIAgrM	Patrick Wrenn	CMIAgrM
Harriet Tudor	CMIAgrM	Quentin Watson	SIAgrM	David Wright	MIAgrM
Donald Tuke	MIAgrM	John Wattam	MIAgrM	Helen Wyman	MIAgrM
Jonathan Tulloch	MIAgrM	Norman Weatherup	PMIAgrM	Philip Wynn	FIAgrM
Jason Turnbull	PMIAgrM	Shannon Webb	SIAgrM	Robert Wytchard	MIAgrM
Rupert Turnbull	GMIAgrM	James Webb	MIAgrM	Xu Xia	SIAgrM
Thomas Turner	MIAgrM	Paul Webster	FIAgrM	Eric Yates	MIAgrM
Richard Turner	FIAgrM	Thomas Wedd	MIAgrM	Mark Yearsley	PMIAgrM
Richard Turner	MIAgrM	Maxwell Weighell	SIAgrM	Christopher Young	MIAgrM
David Turner	MIAgrM	Andrew Welch	PMIAgrM	Tim Young	PMIAgrM
George Turpin	SIAgrM	Welch	MIAgrM	Roderick Young	MIAgrM
John Twyford	SIAgrM	Zoe Welch	GMIAgrM		
Rosie Uden	SIAgrM	Angus Wells	MIAgrM		
Chloe Unwin	SIAgrM	Simon Wells	FIAgrM		
Gillian van de Meer	MIAgrM	Richard West	FIAgrM		
Rod Vaughan	MIAgrM	Caroline Westacott	MIAgrM		
Will Vaughan-France	MIAgrM	Rupert Weston	MIAgrM		
James Venning	SIAgrM	Ally Wharton	PMIAgrM		
Michael Verner	PMIAgrM	Bridget Whell	MIAgrM		



INSTITUTE OF AGRICULTURAL MANAGEMENT

IMPORTANT DATES FOR 2022



BRADFORD ESTATES

NATIONAL FARM WALK

28th April

Bradford Estate, Shropshire



BUCCLEUCH

FELLOWS & PROFESSIONALS LUNCH

15th September

Bowhill House, Buccleuch Estates, Selkirk,
Scottish Borders



INSTITUTE OF AGRICULTURAL MANAGEMENT

NATIONAL FARM MANAGEMENT CONFERENCE

1st November

QEII Centre, London



INSTITUTE OF AGRICULTURAL MANAGEMENT

FARM MANAGEMENT SKILLS PROGRAMME

Harper Adams University

Modules 1 – 4 28th November – 1st December

Modules 5 – 8 5th November – 8th November

For an up-to-date list of events and training please visit
www.iagrm.com/events





INSTITUTE OF AGRICULTURAL MANAGEMENT

CONTACT YOUR LOCAL BRANCH



www.iagrm.com/iagrm-branches/



01275 843825



events@iagrm.com