



INSTITUTE OF AGRICULTURAL MANAGEMENT

ANNUAL REVIEW 2022



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CHAIRMAN'S FOREWORD

It gives me great pleasure to reflect on another excellent year for IAgRM in my first year as Chair. Membership continues to grow, and we are consolidating our long-established position as the professional body for agricultural, rural and environmental management. Never before has promoting professionalism, CPD and lifelong learning been more important, and the Institute is committed to working with others across the industry to deliver these important goals.

I am also delighted to welcome Lord Taylor of Holbeach as our President, and to thank the Earl of Iveagh for his long-standing support of the Institute over the past decade. Lord Taylor has already taken a very active role, making introductions for the Institute in Westminster, and participating in our annual conference and leadership alumni dinner. I look forward to working with him closely over the coming year.

The National Farm Management Conference sold out about three weeks before the event and was one of our largest events of recent years. Over 400 people squeezed into the QEII Centre in London for a packed and varied programme. A huge thank you to everyone who worked so hard to make this a success, particularly John Giles, Victoria Bywater, and the team at Cooksley and Co. who ensured the event ran seamlessly.

Sadly, we had to postpone our Fellows and Professionals Lunch in the autumn owing to the passing of her late Majesty, Queen Elizabeth II. We look forward to re-arranging this for 2023 when diaries permit.

It is heartening that after the hiatus of COVID our branch network is becoming re-invigorated and there are many varied events and talks planned over the next few months. Please do support your local branch – and if possible others – all of our regional activities are now being promoted on the Institute website. If you have any suggestions for branch development, please speak to the office or a member of Council. I am keen that we strengthen and develop our branch network during my time as Chair.

Most importantly, a reminder that IAgRM exists to support our members. Council would be grateful for feedback from our members across all of our grades and branches on what we can do to develop and enhance our relevance and value to you and your businesses.

Finally, I would to thank all of my fellow Council Members in particular Richard Price (Vice-Chair) and Tom Brunt (Treasurer) for all their hard working in ensuring effective management and governance of the charity, and to Victoria and her team in the office for ensuring everything has run so smoothly.

Wishing you a prosperous and successful 2023.

Carl Atkin-House
Institute Chair





JOHN TAYLOR, THE RT HON LORD TAYLOR OF HOLBEACH CBE, PRESIDENT IAgRM

SCIENCE AND TECHNOLOGY THE FUTURE

Good agricultural management will embrace the appliance of science and technology. It has much to contribute and the need to do so has never been greater. I am privileged to belong to the All Party Parliamentary Group on science and technology in agriculture. Hard work, good decision making and team management are still ingredients for success in farming and growing, but the appliance of science and technology is essential.

For example, the decision by parliament and government to enable gene editing can only boost plant breeding with opportunities to extend seasons, improve disease resistance and so reduce chemical use, and improve taste and quality. We have leading plant breeders and research institutes.



At the end of September I went to Lincoln University's campus in my home town of Holbeach to see the opening of the Hub of the Food Enterprise Zone. This extension of the facilities is for start-ups and to further the take up of agricultural technologies. It complements the National Food Manufacturing Centre which has been in Holbeach for some time. Robotics are increasingly part of growing, harvesting and processing techniques.

As our recent education seminar taught us, these and other developments need to be matched by an increasingly skilled management and a labour force literate in technology.

There are times when significant events come one after the other. Brexit has been hugely disruptive of the political process and the economy for us in agriculture and horticulture. It was closely followed by Covid, lockdowns, unexpected government spending and economic aftershock. In February, Russia invaded Ukraine and the fuel crisis has followed.

A weekly shop quickly shows the consequences to the cost of living. We have what Andersons refer to as 'agflation' but, analysis shows food is at the bottom of the list of percentage prices increases. We know from experience that governments and consumers do not want to choose between the public interest and cheap food; they want both - and not just cheap but wholesome too.

Most recently when mourning the death of our Queen, it was easy to hanker for the relative stability of the post war years. No time since World War II has seen the pressures we face now. However, in the Elizabethan age the shape of our industry changed so that those who were farming 70 years ago would scarcely recognise the world we live in today. Now, we must be prepared for considerable change and the need for innovation to accelerate.

Governments can assist us with this task, for example, in recognising energy costs for our industry and using regulation in a positive manner to enable the industry to prosper and grow. For instance, much can be achieved through the Extension of Authorisation for Minor Use (EAMU). Who can doubt that vertical farming, protected cropping and other innovations in growing techniques will form part of this future. Government at all levels should encourage such developments.

We should recognise that periods of change present agriculture with challenges. We can, through the Institute, seize these opportunities and be the businesses which lead our industry and will be at the heart of feeding the nation. What greater justification for the continued advance of the profession of Agricultural Management could there be?



JOE STANLEY MIAgRM

THE IAgRM LEADERSHIP DEVELOPMENT PROGRAMME (LDP)

The IAgRM Leadership Development Programme (LDP) of 2020 will (hopefully) go down in the annals of the organisation as the longest three-week course of its history, lasting as it did from February 2020 until May 2022! Little did we suspect when leaving the first week's residential element at RAU Cirencester, with initial reports of the hitherto unknown 'coronavirus' spreading across the globe, that a subsequent 25 months would pass before we would be in each others' company again.

One of the key benefits of such courses is always considered to be, of course, the strong friendships and bonds formed between the peer group of disparate personalities and backgrounds thrown together in such an unnatural environment. Strangers coming together to live cheek-by-jowl and be challenged and pushed in what can sometimes be a high-pressure environment.

Yet far from the two-year hiatus in our course sundering the relationships formed in that first week, our regular online catch-ups and lively WhatsApp group actually helped, I believe, to form stronger bonds than would otherwise have been likely. Sharing each others' triumphs and tragedies over the two years of Covid meant that when we came back together in London for the second week, we were already firm friends, and a cohesive team which was much more effective in offering challenge to our raft of top-level speakers.

The LDP is rightly considered one of the top courses of its type in the country, evidenced by the range of top speakers and access it can command across more than fifteen days of intense activity. For myself, I believe it to be more important than ever that those within the industry with aspirations to 'leadership', however broadly defined, push themselves forward and take advantage of the opportunities provided by such professional training to expand their horizons, their perceptions and their contacts. Upon this, our future success depends.

I couldn't write this report without making mention of the directing staff, without whom the course would have neither personality, impact nor form. I believe we were particularly fortunate to be under the leadership of Rob Shepherd across the three weeks of the course, who was in turn greatly complemented by both Wynn Jones and Louise Manning, all of whom depended utterly on the organisational prowess and unflappability of the RAU's Elizabeth Badger.

I would encourage anyone to take advantage of this course, and others, to learn more about yourself, your industry and your future place in it.

ECONOMIC PROSPECTS

UK inflation has been low for 30 years but is now high. High street inflation including housing reached 8.6% in August, almost 3 times higher than a year earlier.

Andrew Bailey, Governor of the Bank of England, highlighted 3 major economic disturbances that have conspired to cause inflation:

1. The uneven re-opening of the economies from lockdowns and staggered supply chain restart.
2. The war in Ukraine which is primarily driving energy and food inflation
3. The decline in UK workforce since 2021.

Some Government decisions on the economy also contributed of course. Each point will be resolved at different rates. Most economic forecasters expect Consumer Price Inflation, now in double figures to slow to 4-5% by the end of 2023. Rising costs of living, led by energy costs are making UK consumers concerned and slowing spending.

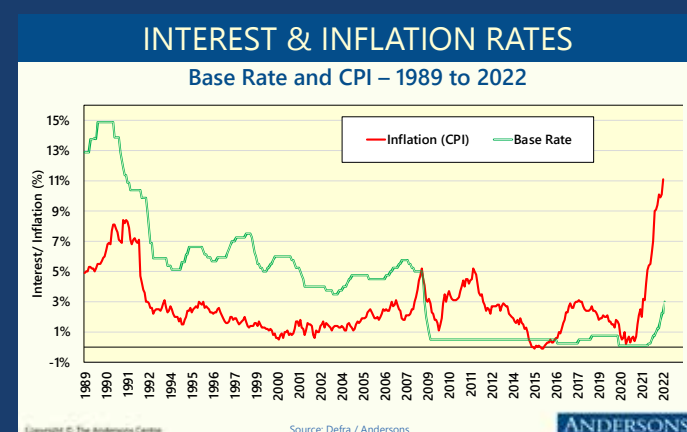
Sterling exchange rates drive UK inflation. As the pound 'strengthens' it grows relative to other currencies, meaning it can buy more euros or dollars and therefore more goods from abroad (they effectively become cheaper in Sterling).

The opposite is therefore the case as well. Sterling fell to its lowest point ever against the US dollar in late September 2022 and fell sharply against the euro. Imports are therefore more expensive when converted into sterling. UK production can also therefore be sold at higher (sterling-based) values on export markets meaning home produced goods also go up in price.

Consumers do not win unless they are heavily in debt, as debt and asset values are eroded equally. Commodity prices move instantly as a result of currency movements so often keep pace with inflation. This could boost farming profits in 2023.

A recession in the UK is inevitable. Government has a substantial debt to fund whilst supporting vulnerable households from the rising costs of living and presumably still funding the structural projects such as HS2 and other 'growth' projects. Britain is also now considerably less appealing as a holiday destination than it has in the past, and tourism income is falling.

Farming fortunes also often prosper in times of hardship: people need to eat regardless of their wealth, so a greater proportion of household spending goes on food. We may notice a decline in the now elevated house prices in real terms, but in exchange, if commodities do well, then so might land prices. That might take a little longer, but it could prove a useful hedge for capital-rich investors. It is in situations like this that we can feel reassured to be involved in the farming / food production sector as it is a reliable sector to be in.



THE
ANDERSONS
CENTRE

MANAGEMENT: ART, SCIENCE AND IMPACT?

In 1980, I worked for an assignment with Sidney Arnold Press, the South Africa Businessman of the Year 1980, who defined management as 'the greatest of the arts since its medium is human talent itself'. That definition encapsulates what I have experienced and observed to be effective, which is people-centred management.

Even in the 1950s as a boy, my farming aunt advised me 'there's no shortage of technical information and advice but getting the people dimension right is the key'. This view was heartily endorsed at the University of Reading and by the late Professor Malcolm Stansfield throughout his career. It is always salutary to re-read what you wrote thirty years ago! I then highlighted eight points for managers wishing to embrace opportunities and the future. These I endorse today :-

- Husbandry Practices: I noted farmers using clover to reduce N fertiliser use to 10%
- Financial Common Sense: Avoid overborrowing; involve spouse; watch cash flow
- Business Organisation: explore collaboration; compare survival keys; rest and relax
- Use of Alternative Resources: 'Sustainable' means using methods grandchildren can.
- Ancillary Enterprises: part-time farming is NOT discreditable; add value...
- Farmer Group Participation: study together for mutual encouragement/ joint action
- Agricultural Education and Farming Study: Lifelong Learning/ CPD; Nuffield; RAS
- Personal Development: creativity, alertness, attitude, and faith.

Change gives opportunity but it has rightly been said 'we are drowning in data and starved for wisdom'. We need integral management of farming and environment, and of the management role:- managing ourselves, time, values, people team, data (with sensible digital usage) and change (Fig.1).

Farmers and Farm Managers of the Future?

- The new AI = Artificial Intelligence
- The new Labour force = robots
- The new 'Farmer's boot' = drones
- The role = Data-driven Adjudicator
- Data doubles in one year (took 100 years to 1900)
- No longer inadequate decision-making information but excess
- Integral management/research e.g. mixed cropping
- 'in the multitude of counsellors there is safety' (Proverbs 11:14)
- Responsible independence with Farmer Managerial Sovereignty is a challenge to maintain.

Good farm management still begins with sound husbandry. Integral Management still requires wholesome human relationships at its heart. Let's welcome our IAgRM's role in keeping our feet on the ground and our brains exercised (Fig.2). Keep looking up!

Fig.1. Components of Integral Management

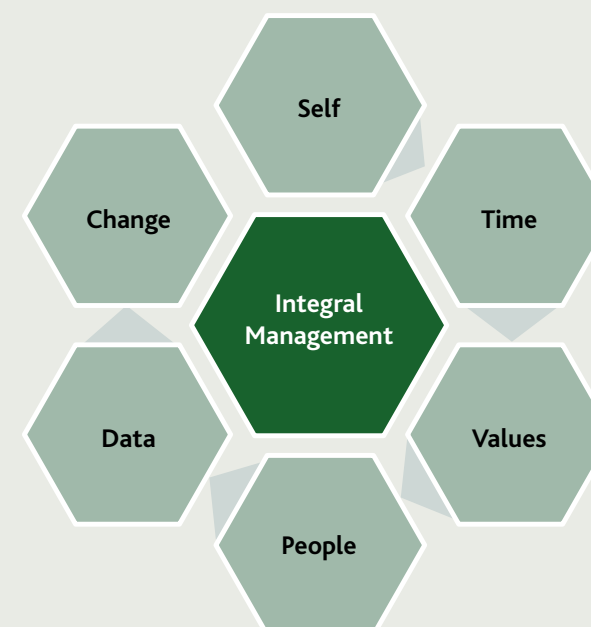


Fig.2. Voices of RAC/RAU Cirencester Wisdom.



The Royal Agricultural University motto (since 1845) means:-

'Cultivate your fields & tend your livestock with care under God'

Charles Dickens, after visiting his son as a student at the RAC in 1868, famously and wisely wrote:-

'That part of the Estate of a farmer or landowner that pays best for cultivation is the small estate within the ring-fence of his skull; let him attend to his brains and it shall be well with his grains.'

The Book of Proverbs 4:23 says, **'Keep your heart with all diligence for out of it are the issues of life'...**

THE HEALTH AND WELL-BEING OF OUR FARMING COMMUNITIES

It has almost become a cliché to say that UK farming is going through the most radical reforms for 70 years but it also happens to be true. At the end of the agricultural transition the operating environment for UK farmers will be very different to what they have been used to. Adapting to such significant change can be a challenge at the best of times and will be even harder for the many farmers, farm workers and farm family members experiencing poor physical or mental health.

Large numbers of the farming community experience depression, anxiety and poor physical health. Our agricultural community operates in a sector well known for its high rates of suicide, fatal and non-fatal accidents. ONS data for 2019 indicates that more than one farmer a week takes their own life. Data from the Health and Safety Executive (HSE) indicates that the rate of fatal injury in agriculture is the worst rate of the main industrial sectors and is 20 times higher than the all industry rate

The poor H&S performance of UK agriculture is not because farming is an inherently more dangerous sector, but is down to a range of factors including a failure to implement H&S policies. It is also likely that tiredness due to long working hours, isolation and, for some, a low sense of self-worth plays a role. HSE also report that musculoskeletal injury is over three times the rate for all industries.

These headline figures (particularly in the case of suicide) are really only the 'tip of the iceberg'. Under the surface, and therefore often less visible, are high rates of depression, stress and anxiety and low levels of subjective well-being, with many farmers reporting that they feel misunderstood, unwanted and unsupported.

High levels of physical pain can also contribute to stress, anxiety and depression.

This matters not just due to concern for fellow humans but also because farmers are on the 'front line'. They are key workers in delivering not only our food, but a range of environmental goods and services that are increasingly valued by society.

Lone working, lack of a close confidant and limited social support networks have all been linked to poor mental health in farming. Indeed, having someone to talk to is one of the most common coping strategies in response to stress across a wide range of occupations and workplace situations. In agriculture, the absence of social support is often compounded by gendered notions of farm work and masculine stoicism, which can deter farmers from asking for help.

The Farming Help charities, agricultural chaplains and other providers of support are doing good work but need to be better resourced. Health professionals need a greater understanding of farmers and the realities of farming life, including the factors that can deter seeking help. A range of regular farming contacts such as vets and farm assurance scheme officers can play an important role in spotting where help is needed.

The challenges faced by farming are multifaceted. So must be the solution. We all have a stake in safeguarding the health and well-being of our farming communities. We need to ensure that farmers are fit to farm as they face the challenges of the agricultural transition and life outside of the EU.



MARK ROBINS PFIagrM, STRUTT & PARKER RURAL

BRADFORD ESTATE HOSTS 2022 NATIONAL FARM WALK

With the formalities of the IAgRM AGM over, the floor was given over to Alexander Newport and his farm manager, Oliver Scott, to set the scene for the Institute's 2022 National Farm Walk.

How refreshing to have two passionate individuals painting a picture of the future. A future and a vision that has been properly mapped out, with time and effort clearly having been taken to articulate it for all to see and against which, in the future, they both can be judged and held accountable.

How refreshing too, to hear that farming is at the heart of that vision. Yes, the farming story and the move to regenerative agriculture will of course provide the cover and credibility whilst development opportunities are exploited across the Estate. But it is clear that farming will be the backdrop to the future of the Bradford Estate.

Out and about, aboard three trailers, the discussions continued in small groups. Stopping off at various locations along the way gave a chance for a leg stretch and to talk, to be nosey and to listen. The passion so evident in the village hall was not lost out in the beautiful countryside.

Yes, there was too much to see in too short a time. But even despite this, the little things to me shone through. When we stopped to look at the forestry works, for example, the small interpretation sign that the Estate had bothered to display for members of the public told me the passion for stewardship of the land was real and far, far more than a PowerPoint. It was genuine and from the heart.

As with every farm walk I have ever been on with the Institute, the stop off at the hub of the farming activity, the home farm yard, complete with shiny kit quickly drew the crowds off trailers. A sign of changing times within the farming sector, was the robot on display being put through its paces.

The robot is used for planting wildflowers that are grown for wildflower seeds without the use of herbicides. According to Oliver it has transformed the job of growing wildflowers. It knows exactly where every seed is planted and therefore can inter-row and inter-plant hoe meaning the hoeing process can be started before seeing any sign of the flowers, allowing him to get on top of the weeds.

Fascinating to watch and a lovely nod to the future.

Sadly, time was against us so the planned last destination couldn't be reached.

Returning to the village hall for tea and cake, as fellow members drifted away, it was with some sadness that this was the last event that I was to preside as Chair; that sadness short lived and soon replaced with pride that the end of my tenure had ended on such a high.

Our thanks, of course go to Alexander and Scott for their time, honesty and openness in hosting the Institute.



BRADFORD ESTATES



INTERNATIONAL FARM MANAGEMENT CONGRESS

IAgrM members Tim Cotterill SIAgrM & Paul Brennan PMIAgrM were sponsored by IAgRM to attend the International Farm Management Congress, hosted by the University of Copenhagen. We hear from them below their thoughts on the Congress...

TIM COTTERILL,
SIAgrM, HARPER ADAMS UNIVERSITY

Having not previously heard of the International Farm Management Association (IFMA) until just months prior to the tour, it's safe to say my limited experience of 'Ag Travel' was soon to be broadened and all thanks to the sponsorship from IAgRM.

June 2022 marked the 23rd International Farm Management Congress hosted this year at the University of Copenhagen. With a global pandemic and a war in Ukraine having a major impact on food production, trade and prices since the last conference, 'Strategic Farming in Scandinavia' was the theme aptly chosen for this year's Congress.

My study tour commenced with a Next Gen Workshop at Lanthotell Lögnäs Gård near Laholm, Sweden. Focussed on developing the management skills of future farmers and professionals, the 2-day programme was centred around farm business strategy and the importance of competitive advantage to deliver vision and mission statements.

To contextualise the theories and techniques covered throughout the workshop, a farm case study was introduced at the beginning of the session with a view to presenting a strategic plan for the business to all workshop attendants and facilitators by mid-morning on day two. Following a whistle stop tour around a nearby 600ha organic arable and dairy farm, we split into groups to design a strategy that aligned with the stakeholders' personal and business objectives over the next 5-10 years.

Internal and external analysis of the business sat at the core of this activity but the five pillars of farm management - market, finance, leadership, production and strategy - remained our focus points throughout the workshop and subsequent Congress. This exercise was particularly valuable and prepared the younger members adequately for the main conference in Copenhagen. After catching a train back, we arrived at Frederiksberg Campus in time for a welcome event to kickstart the 5-day Congress, where we had the opportunity to meet the wider tour delegates over a Danish hog roast and some beer.

The week comprised a mix of presentations from expert speakers, plenary sessions, two days of outstanding farm tours and numerous social events in the evenings, including a meal at the world-famous Tivoli Gardens. The entire week was packed full of highlights, however, visiting a 5,700 hectare share farm agreement land management business in Denmark, along with a multi-thousand-acre Swedish pre-pack potato enterprise, were stand out moments for me. Furthermore, having the opportunity to present our findings from the Next Gen Workshop to the wider tour delegates and taking part in a panel discussion on the final day were equally fantastic experiences.

I am hugely thankful to IAgRM for their sponsorship and support which allowed me to join this year's Congress and gain a wealth of international farm business management contacts as well as insight into agriculture in so many different parts of the world. For now, it's back to complete my final year of studies as I prepare for the next stop with IFMA - Saskatoon, Canada 2024.

PAUL BRENNAN,
PMIAgrM ANIMAL HEALTH AND WELFARE
INSPECTOR

I recently had the opportunity to travel to Copenhagen to attend the 23rd International Farm Management Congress. The theme for this congress was Strategic Farming in Scandinavia.

On our first day at the Congress, we were invited on a boat tour of Copenhagen. We had a guide who explained the history of the city and pointed out some interesting facts. After the tour we joined other delegates at a BBQ. This gave us an opportunity to introduce ourselves.

Monday was our first day of talks. We were introduced to the presidents of the Farmers Unions of Denmark, Norway and Sweden. Each president talked about the issues they were facing in their specific countries. These issues are the same that the whole world is facing, including environmental issues, increases in energy costs and trying to get young people into the industry. It was interesting to learn that the issues that the small country of Northern Ireland faces are being faced all over the world.

We then had a talk about how the world is evolving. Since 2013 the percentage of the world that is malnourished has risen from 8.3% to 9.9% with over three billion people unable to afford a healthy diet. This then prompts the question 'can we feed the world and still meet our environment targets?'

On the second day we travelled into Sweden where we had the opportunity to visit a potato farm, an arable farm that also had a brewery and then finally to Nordic Genetic Resource Centre. At the centre they are successfully saving all plant, farm animal and forest species that are either found in the Nordic area or are of historical significance to the area. These species are grown again, and their DNA saved in three different areas of the world to make sure it can never be lost.

We had another day of talks on Wednesday where the debate headed towards the topic of feeding livestock and the humanitarian impact it has as we could be using this food to feed people. In the afternoon we had people from all over the world discussing papers on different topics. I was very interested in the paper from the South African delegates who had studied the affects of backgrounding on livestock. That evening we had a meal in the historic Tivoli gardens. We also had the opportunity to see the presentation of the Tour de France cyclists and take time to walk round the amusement park.

Thursday was our last full day of the Congress and this time we were again on field trips. I choose to go to the large machinery show in Sweden. The show was excellent with lots of new machinery and technology. The most interesting exhibit was one called 'the pit'. As you can image it was a large hole dug into the field, but on the top of the ground they had different crops planted with different levels of tillage and fertilizer sowed. We could then see what was happening underground with root systems and drainage.

At the Congress dinner, the baton was passed on to the University of Saskatchewan in Canada who will hold the next Congress in 2024. On our final day we talked about what we had learned and what the industry needs to do to meet our new goals. We exchanged numbers and emails with other delegates and parted ways hoping to meet again.

On a personal note, since attending the Congress I have contacted many of the members as I hope to be applying for a Nuffield scholarship and may contact them for information. This Congress has been a highlight of the year and I would strongly recommend everyone to attend one when possible.

2022 CONFERENCE GOES FROM STRENGTH TO STRENGTH

The Annual IAgRM National Farm Management Conference is one of the most eagerly awaited events in the Institute calendar.

This year the theme was 'Balancing Food and Environmental Security' which clearly resonated with members and the wider industry. In a new development to the build up to the conference, we carried out a member survey ahead of the conference to canvass some headline opinions which showed that:

- Over 80% of respondents are concerned about our level of food security
- A similar proportion agreed that balancing food and environmental outcomes was not being properly addressed
- Again, over 80% thought agriculture had a significant role in climate mitigation, and
- 45% agreed that alternative approaches to food production such as a svertical farming would become more important.

The interest in the topic and the challenges it presented resulted in over 400 delegates, significantly more than in 2021, making their way to the QE11 Exhibition II Centre in Westminster, and the breadth of speakers did not disappoint. Topics covered included integrating food and environmental security; food production and food security; valuing out natural capital, and integrating food and environmental security into business operations.



Minette Batters

Helping open the conference, NFU President Minette Batters defined food security as when all people, at all times, have physical and economic access to sufficient safe and nutritious food that meets their dietary needs and food preferences for an active and healthy life. (FAO). She urged that food, energy and the environment have to be in harmony, identifying a number of factors that need to be met for these areas to be in balance.

Physical availability to food requires understanding of stock levels and what we need to produce. Economic and physical access to food will be influenced by social policy while meeting dietary needs will require education about consuming a balanced and health diet. Finally she stressed that stability of food supply is crucial being influenced by the climate, by economics and the geo-political situation.

As current examples of these forces in operation she cited the war in Ukraine as a geo-political event catastrophically affecting food security, while the rampant inflation of farm input costs is already having repercussions for several sectors of UK agriculture with producers cutting back or halting production.

She concluded that Government, NGOs and all involved in UK farming need to come closer together to embrace change and opportunities as we strive to work better to drive a plan for British Agriculture.



Tim Lang

Professor Tim Lang from the University of London told delegates that the 2021 Defra food security report was full of contradictions and failed to even define food security. He said the often quoted figure that we are 54% self-sufficient in food is misleading as this is 54% by value, not self-sufficiency in terms of tonnage or nutrients, both of which are lower. He said the British reflex that 'others will produce the food to feed us' is dangerous.

He told delegates that food sustainability and security are linked encompassing society, environment biodiversity, culture and gender. Change on a big scale will be required to achieve sustainability and security. This will include changes in diet, lower input food systems, shortened food supply chains and a reduction in food processing. Ideally we need a Food Act but questioned the political will to deliver one.



Lord Deben

Lord Deben, Chairman on the Committee on Climate Change stressed the need to take climate change very seriously as it is here now and affects our ability to produce food.



He says we should not under-estimate the consequences on African famines, as they will increase migration while also reducing availability of the food we look to import.

He says diet changes can help with climate change. He proposed eating less meat, but eating better meat such as pasture-based. The UK should focus on producing a quality product, not producing poorer quality to be exported.

He concluded by stressing that climate change is the single biggest threat we have, but we won't address it until we address food security, food safety and food quality.

During the rest of the day, speakers explored these points in more detail and stimulated considerable discussion. The overriding conclusion from an excellent and stimulating day is that the whole of the UK society, and not least, the agricultural sector is going through a period of huge change. Some of the changes being experienced in the sector today have been impacting on farmers for some years already. The effect of climate change is making agricultural production more difficult and uncertain

This is challenging the position of the UK's food security and has brought agriculture and its role in society to the forefront of the debate on this.

Any effort to improve our food security, must have sustainability at its core. This is not only about the environment, but also includes important social factors such as development, health and culture.

To achieve sustainability goals, improve food security and improve current market conditions requires collaboration across the full supply chain. The government must also provide a clear policy and framework on which producers, processors, retailers and consumers can make well informed decisions.

The positive message is that with change come opportunities. The next challenge is to make the most of them.

All the feedback suggests the conference was well-received, and a popular and worthwhile part to our programme of events. As ever we are indebted to our sponsors and supporters, Hutchinsons, Albanwise Farming Ltd, Figured, FCN, Chavereys, Promar International, Roythornes, Craigmores Sustainables, Barclays, Openfield, Safety Revolution, Wilson Wraight, Agri Epi Centre, Farmplan, Kleffmann Digital, Ceres Rural, Writtle University College and Terravost without whom the event would not be possible. A big thank you to the organising committee for their hard work and enthusiasm in making the event such a success. The challenge is building on this year's conference next year which will take place again at the QE11 Centre, London on Thursday 2nd November 2023.



UK HORTICULTURAL SUPPLY CHAINS ARE WE AT A TIPPING POINT?

We are currently facing a combination of global, regional and local challenges which impact UK farming and food directly and indirectly: the strength of the US\$; conflict in Ukraine; climate change; energy issues; the ongoing impact of Brexit, COVID and then our own UK economic/food policy, local food culture and industry capacity/capabilities.

UNCERTAIN TIMES

This all makes for an unusually high degree of uncertainty in the agri-food supply chain. In some cases, we could be feeling the effects of these factors for up to 5 - 10 years from now. These are not short-term issues we are dealing with. As a result, the 'new normal' we are experiencing is probably here to stay for some time.

Input costs for the last 12 months and more have continued to soar in all areas, including labour, energy, packaging, transport, seeds, fertiliser, crop protection products, machinery and equipment. In some, but not all cases, these costs have eventually been passed on to retailers, but it never seems to be enough to keep pace with the staggering increases being seen. Input prices, especially for fertilisers, might well stay high for the next 2 - 3 years, unless a resolution to the situation in the Ukraine is found soon.

If these cost increases are not passed on to customers, then some horticultural growers will cut production in the future, if they have not already, maybe reduce the number of SKUs being provided, switch to other crops where returns are felt to be better (i.e. OSR and wheat) and/or in extreme circumstances, will stop production altogether.

NOT JUST COSTS

But these are not the only challenges facing the UK horticultural sector. Alongside all of this, the Net Zero ambition of the NFU by 2040 is very ambitious, and quite rightly so. The NFU and other key industry stakeholders also need to ensure that the horticultural sector is fully involved in ELMS work going forward.

The current seasonal workers scheme was not fully agreed until December of last year, and while there was some sense of 'better late than never' it has now been agreed for three years. Problems in processing visa applications, means there is still an unwelcome bottle neck and for the additional 10,000 places agreed, so it is vital that there are no further delays. There are also ongoing discussions with the DWP on the employment of local labour, but there are still issues with both the typical location of work and the motivation for it, not least, with such low levels of unemployment.

UK government policy though appears to be giving off mixed messages: on one hand, encouraging local production, but in another way, opening up the UK market to increased competition, from the EU, US, Canada, India and Oceania suppliers. In the next 12-18 months, the subject of food security will come very much to the fore.



IMPORTANCE OF PRICE

There is still a need for growers to understand more about their own costs of production. In some cases, they need to get better training on how to deal with supermarket customers and be able to explain to them why cost increases are justified. Price for retailers is still key, but so is the actual availability of produce and the concept of provenance is probably more important to some types of consumers than others. Many growers have been geared up to supplying the leading retailers, but should also think about other opportunities, in areas such as foodservice, the wholesale sector and in some cases, direct selling to consumers.

Supply chain margins are still too thin. The ability to withstand further shocks as we have experienced in the last few years (Brexit, COVID, the situation in the Ukraine etc.) means that business confidence for many is still open to question. It is clear that farmers need better/fairer prices going forward. There has to be a better distribution of reward/remuneration through the chain. Consumers will, ultimately, have to be prepared to pay more for food, but with the relatively poor appreciation of how food is produced and what it costs to do this by many, this is a major mindset challenge. It also impacts on food processors and retailers too.

THE NEED FOR CHANGE

The changes needed to produce this situation in the supply chain are often quite idealistic, are not easy to bring about and maybe even involve unpopular/difficult decisions. They may even require an element of generational change, but in the mid to long term, both market regulation and consumer behaviour needs to alter if we are to genuinely create a sustainable food chain and not one that lurches from crises to crises.

The UK supply chain is still often very 'transactional' and/or commercial in its nature, but is increasingly being required to consider issues around sustainability which test the ability and willingness to invest, just not for profit, but also for resilience. We have already probably reached something of a tipping point on this with the supply chain shocks we have seen in the last few years,

Change in the supply chain cannot be achieved by taking a 'silo' based approach. It needs the full supply chain to work together on this, in order to build a more resilient future. It may well be led just as much by strong industry players as by government policy and objectives.



John is a Divisional Director of Promar International, the consulting arm of Genus plc, serves on the Council of the IAGRM and is deeply involved with the Thames Valley branch.

NEW RESEARCH FINDS SUPERMARKETS' BUSINESS MODEL IS ON KNIFE EDGE

A new report from the Food Research Collaboration, based on analysis by Professor Lisa Jack (University of Portsmouth Faculty of Business and Law), one of the few accountancy academics to focus on the food system, shows why the supermarkets' business model is surprisingly fragile. The report sheds light on why producers and suppliers bear the brunt, because the only genuine economy of scale that supermarkets have is bargaining power.

The new report finds that adding scale actually adds to supermarkets' expenses. In other words, supermarkets face the costs of running their businesses (stock, premises, IT systems, staff, enticing displays, sophisticated logistics), but need to keep prices down to remain attractive to consumers and keep them coming through the door. The supermarkets therefore keep prices low by enticing customers to buy additional items and by looking to their suppliers, as members of the IAGR M are only too aware. Bargaining power is the one real advantage that size and scale give the supermarkets, but it risks putting financial and emotional burdens onto their suppliers.

One way supermarkets keep costs low, as many readers will know, is by charging volume discounts, charging suppliers fees for marketing and selling their products, generating 'commercial income' which can equal or exceed supermarkets' bottom-line profits. Without the commercial income generated by charging supplier fees, British supermarkets would be running at or near a loss. The signs are though that this source is stretched to its limit. Unless other costs are cut by supermarkets and in the supply chain, then however contentious, the only other option left is to increase prices for consumers.

Supermarkets have been fantastically successful by selling what are called 'bundles of convenience' to shoppers – low prices, convenience and even entertainment. The report though, raises important questions about how such a finely balanced model can make the big changes that may be necessary – and are often demanded by campaigners and suppliers – to achieve a more sustainable food system.

This 'supermarketing' model of low prices, wide choice, expert marketing and slim margins, although finely balanced and expertly run at the supermarket end, risks unbalancing the rest of the food system. The unintentional consequences are a food system characterised by over-purchasing, over-eating, over-production and waste. The report ends with suggestions of how things might be done differently – such as ending the reliance of supermarkets on commercial income – to make food fair, affordable and sustainable for all.

WHAT CAN THE AGRICULTURAL SECTOR DO IN THIS SITUATION?

- Continue to work together to ensure that prices paid to farmers include costs of management and overheads to reflect their expertise and necessary investment, and to push back against requests for additional payments.
- Work to have better forecasting and planning based on avoidance of waste throughout the supply chain.
- Look for opportunities to be part of alternative ways of providing low-cost food for consumers, such as through buying groups linked to independent stores that creatively manage other economies of scale.

None of these are easy or clear cut, and they are all politically fraught, but they could help to transform our food systems for good.

Access the report *The secrets of supermarketing: A model balanced on a knife-edge* here: <https://foodresearch.org.uk/download/16383/>

CONTACT FARMING A SCOTTISH ALTERNATIVE

Agriculture is facing uncertain times. I say this reluctantly as it's something we have heard frequently in recent years when discussing external factors like Brexit and Ukraine. But also, it's a phrase that does a disservice to an industry that constantly has to evolve to maintain a certain level of resilience.

It's still prudent to monitor these external factors to ensure farming remains resilient, especially in Scotland. The political landscape north of the border has been dominated by independence for many years, but with the SNP in charge at Holyrood, Land Reform is never far from the spotlight. This coupled with the limited progress being made on a new Agriculture Bill means farming businesses, and particularly landowners, are looking to protect their position short-term. Consequently, tenancy agreements are not attractive propositions. At Edwin Thompson we are seeing a renewed interest in Contract Farming Agreements as an alternative business structure.

Over the last year we have been involved with creating several new agreements, allowing farmers to either free up capital, streamline their business, or take a step back whilst retaining control. Arable contracts are still the norm, but most new agreements have focused on livestock-based businesses.

These work on a similar basis to arable contracts. The Contractor provides the labour and machinery (albeit it in some cases a bike, dog, and stick), with the Farmer provides the land, buildings and working capital. The party providing the stock depends on the situation, but returns are calculated on the value of the trading stock produced.

This suits the Farmer as it protects their 'Active Farmer' status and the ability to claim subsidies. It also provides an opportunity for the Contractor, who may not have the capital required to compete for an increasingly rare tenancy.

Including subsidies within the returns calculation depends on the situation. There is an argument that any farming enterprise should stand on its own two (or four) feet without subsidies, but on marginal land this is increasingly difficult. In any case, a new Scottish Agricultural Policy is expected by 2025, so I recommend that any new agreement has an end date that coincides with the launch of the new policy, allowing the following agreement to factor in any changes to the subsidy regime.

Overall, these agreements offer a high degree of flexibility, meaning they can be adapted to meet the needs and goals of both Farmer and Contractor. Before entering into any agreement, it is always important to seek professional advice.



FARM BUSINESS STRUCTURE CONSIDERATIONS

With a changing climate, farm structures are undoubtedly under review as farms and estates assess their relationships in their future strategies. Many agreements are available, but the key is to ensure that the agreement is fit for purpose.

Determining the drivers of the relationship is crucial to make certain the most appropriate choice is made which includes the level of input required by each party, the income expected, the farming method employed, tax considerations, length of the agreement but most importantly, how much risk you wish to expose yourself to.

Currently where land is let, landlord/tenant relationships often rely on Farm Business Tenancies, which are generally low risk to the Landlord. They need to be drafted by a professional with a good understanding of the background legislation especially in regard to repairs, improvements and dilapidations. Generally rights and responsibilities can be agreed, but in the current climate determining a fair rent to both parties can often be the biggest issue with significant changes in commodity and input prices affecting profitability. Such agreements are treated as let income and thus have associated tax disadvantages, but they have little to no risk to the Landlord.

So, what do the alternatives such as Contract Farming Agreements (CFAs) and Share Farming (SF) have to offer? CFAs and SF certainly present greater risk, requiring far greater involvement by both parties. CFAs have a basic relationship between a farmer, providing the land and inputs, whilst the contractor offers their growing expertise and machinery.

The farmer takes a first charge for the land, historically being the Basic Payment Scheme, which is radically changing, whilst the contractor takes a contracting fee. But determining the first charge, a rental equivalent, can be difficult and good budgeting is necessary. After costs the profit is then split on a pre-agreed level and both parties have a mutual goal. It is tax efficient as the farmer is trading and often allows efficiency of scale.

So how does SF compare to a CFA? Share Farming is a partnership, a specific type of joint venture where two (or more) are farming in their own right on the same land. It has more involvement but is likely to become a more prevalent agreement as parties work together to create profit in more ingenious and flexible ways. It is perhaps not as prescriptive as a CFA but has a common goal of creating an output. Trust and skills from each party are imperative, and the working capital introduced to the agreement can be more variable. Of course, the financial return to each party needs to reflect the inputs.

Whichever structure is chosen, there are new considerations which should be incorporated into any fresh agreements as the agricultural landscape changes. Aspects such as the intellectual property rights (e.g. the digital information now gathered on farms), income from Natural Capital Assets (e.g. carbon and soil fertility), the new grant schemes (e.g. Sustainable farm incentive and ELMs payments), energy production from farm and biodiversity net gain opportunities all need to be fully understood and fairly apportioned.

Whichever agreement is chosen there is a lot to consider!

AGRICULTURAL MANAGEMENT AWARD

The Institute of Agricultural Management, Agricultural Management Award is given to somebody who in the view of IAgRM 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 any person connected with farm management in the broadest sense. The 2022 recipient of the award is Alan Spedding FIAgRM.

Alan was one of four sons born to a farming and milk retailing family in Clitheroe. He was the clever one and his parents thought farming was no place for boys of his intelligence so he went to Sutton Bonington, graduating with a B.Sc. (Agric) in 1962.

His first job was with the Southern Counties Beef Recording Society, part of Hampshire Cattle Breeders, an independent AI company and he trundled around the south and south-west of England towing a cattle weigher. This was shortly after the first importation of Charolais Cattle and breeds and crosses were being argued about at marts and meetings. Also, at the time the Rowett Institute's Reg Preston had launched barley beef feeding. It had its problems as did the Charolais, but it was obvious that these innovations promised more profitable production but facts and figures were needed.

The beef recording groups merged, eventually to become part of the new Meat and Livestock Commission and Alan found himself at head office analysing results from around the country and from which he identified beef systems and approaches within them that were producing superior results using gross margin analysis.

By the mid 1970's four other continental breeds had entered the country and he was transferred to manage the Beef Demonstration Unit at Stoneleigh. He quickly established a reputation for writing thorough, impartial and concise reports including a regular column in Livestock Farming Magazine. As a result, he was approached by the Royal Agricultural Society of England to join them to handle membership services and conferences and the RASE Journal which he eventually edited.

When Alan retired in 2003 he had a chance conversation with Dr Gordon Gatward, then Director of the Arthur Rank Centre at Stoneleigh Park who was worried about the difficulty rural clergy, often with urban backgrounds, had locating reliable, impartial and concise rural information. This duly gave birth to the RuSource project – which still produces around 5 briefing papers every Thursday and more than 4,000 in total and which will be familiar to IAgRM members.

The Farming Futures project was formed in 2012 with the objective of locating and assembling information to help farmers find information to help them with their strategic decision-making. Alan became its first editor. Now, 10 years later it's the Food and Farming Futures project with over 24 thousand papers in the National Libraries for Agri-Food.

In his time Alan, among other projects, has been Chairman of the British Institute of Agricultural Consultants (BIAC), Secretary of the Amenity Forum encouraging the Amenity Industry to take the herbicides they use more seriously, a judge of the Farmers Weekly Diversification Farmer of the Year Award and a Member of the Harper Adams University Validation Panel for MSc Agriculture courses.



Carl Atkin
presenting the
award to Alan
Spedding

TRAINING AND RECRUITMENT

Agriculture is not unique in having a major issue with training and recruitment as can be seen from recent press articles which highlight there are similar issues for the hospitality and transport sectors. Usually, discussion focuses on the employees and especially the shortage of trained people with the correct work ethic. However, in this article I want to focus on employers and consider what actions they can take.

In larger businesses it would be normal to have a detailed job description and person profile with essential and desirable qualifications and experience for every role. In smaller businesses this essential step is often not given enough consideration and without a clear job description and person profile you are in danger of not appointing the appropriate person. Do not be too rigid on the person profile. Staff with different backgrounds can bring a valuable new perspective to a business.

A recent review of job adverts in the farming sector showed that there were some excellent adverts which provided all the relevant information. However, there were some awful adverts which gave minimum information and would certainly not attract people to find out more about the opportunity. Employers need to realise that the balance has changed and that they need to work to stand out to attract high quality staff and the first step is a good job advert.

Interviews are not now just the opportunity for employers to decide who they want to employ; employers need to be attractive to potential employees.

A useful approach is to plan on the basis that people who are not offered the job are still really impressed by the business. In many family businesses the interviewers have never themselves been interviewed for any job, so it is worth asking current employees, or friends who are employed, what they were looking for at an interview. Also, there are several good websites with information on how to conduct an interview.

Recruitment is only the start of the process and employers also need to consider training. Training is the responsibility of everyone in the sector and not just colleges. Remember employees will not be fully trained on their first day and will need to continue with training as new equipment and systems are introduced. Training can be formal qualifications but can also be learning on the job. The Institute of Agricultural Management meetings often focus on recruitment and staff management and there is also the Farm Management Skills Programme (details on IAGrM website).

Continued Professional Development (CPD) sounds like something a solicitor or accountant may do, but if we want a professional workforce in agriculture then we also need to have CPD throughout everyone's career in our sector.

It is clear that the supply of labour to the agriculture sector is going to remain under pressure for the foreseeable future, influenced by low levels of unemployment generally and government policy determining the supply of labour from overseas. In these circumstances, businesses that can successfully fill vacancies will be those that put recruitment and staff development as a core business process, and fully understand what they can do to nurture and retain the staff they have.

BASIS ENVIRONMENTAL ADVISERS REGISTER



Managing the farmed landscape to both produce food and deliver for the environment is becoming increasingly important. From a legislation point of view the challenge is meeting government targets for biodiversity, water quality, woodland planting and net zero. From a business point of view, the goal is being able to ensure maximum environmental potential from the farm. Finally, there is the social objective for you and the local community, with the joy of seeing a new species flourishing, organic matter levels increasing and margins buzzing with pollinators.

In addition to this, with current agri-environment schemes finishing within the next year, and SFI now open for applications, we all need to start looking at the opportunities available for entering new schemes.

As an agricultural manager, with a huge amount of knowledge to draw from, you are perfectly placed to advise farmers and landowners on their next steps. You can share your technical environmental knowledge and understanding, along with an appreciation of farm business economics to advise clients on how to effectively manage integration of practices with production.

BASIS recognise that farmers and land managers will require more advice than ever before in this area and want to support those with the relevant qualifications and experience to be able to demonstrate their competence. Working with stakeholders and organisations from across the sector, BASIS have developed the Environmental Advisers Register.

This provides professional recognition of the role agricultural managers play in working with farm businesses to achieve environmental outcomes.

Advisers joining the Register will demonstrate their knowledge and understanding of environmental land management by either completing a qualification to entry, currently the BETA Conservation Management course, or by applying for acquired rights, based on the significant experience they have gained whilst working in the industry.

In addition, there will be the requirement to combine this with ongoing Continuous Professional Development every year, which ensures all members of the Register have the up-to-date knowledge and skills to deliver advice which meets the needs of farmers and land managers.

Members of the Register will also be able to appear in a public, online directory, which farmers, land managers and advisers can use to find expertise on a particular subject in their local area – perhaps to put together a new agri-environment scheme application, carry out a survey or create a new management plan.

The aspiration of this Register is that it will create an industry standard for integrated advice delivery, raise standards across the industry and support farmers and land managers to enable sustainable productive and profitable, farming businesses, whilst delivering against national environmental ambitions.

For more information, please visit: www.basis-reg.co.uk/ environmental-advisers or contact jade.prince@basis-reg.co.uk.

MAKING SENSE OF PUBLIC AND PRIVATE ENVIRONMENTAL MARKETS

The development of private markets for land management outcomes is a direct consequence of the shift to 'public money for public goods'. Defining what is a public good is only one part of the equation. The other is that creating demand for environmental outcomes from the private sector by definition makes that outcome a private good. The role that private market demand can play in releasing pressure from public finances is obvious.

Government can play three roles in regulating the delivery of environmental outcomes. The first is to stay out of the way and let the market innovate. The principles of natural capital mean that nature is a cost-effective solution to many modern problems, such as improving water quality and securing carbon storage. Relationships between buyers and sellers of these services have emerged in an ad hoc fashion, for example in nascent voluntary carbon markets and in water companies paying for winter cover crops. Arguably the long-existing market for organic food is also a good example of private market innovation for private goods (organic food) from high quality environmental systems. These markets have been impactful, but critics would argue they have not produced the systemic change need to transform land management.

The second role is through creating demand-side drivers. Several of the more advanced private markets have been created by regulation requiring businesses to secure offsets to ameliorate economic activity elsewhere.

The regulated carbon markets and biodiversity net gain are examples of this, as well as the now well-established renewable energy market. Government identifies the market rules and has a key role to play in encouraging suppliers to offer solutions to meet market demand.

The third role is by directing public investment to pay farmers to deliver the primary private good from land (i.e. food) in a way that delivers indirect value (carbon drawdown, habitat management, pollination, water filtration etc) to the public at no additional cost. Arguably this is most cost-effective to society, as the additional services are priced in to the core delivery model, but potentially most unfair to the farmer, who remains underpaid for the value of the services provided. It is also the simplest to administer, as there is a single point of contact for the farmer and a single source of regulatory enforcement. Private contractual influences on land management outcomes are avoided.

Looking at the status of the home nations agricultural policies, England seems to be concentrating on demand side drivers, such as BNG. In comparison, Wales has almost explicitly excluded the private markets through adopting a controlled public goods model in its Sustainable Farming Scheme, and Scotland so far suggests it would like to welcome private investment as much as possible, subject to effective 'principles of responsible investment' and heavy social safeguards. For those banking on private markets scaling, the different approaches of these three countries will prove a fascinating study of regulatory baselines, additionality and market effectiveness.



SUSTAINABILITY THROUGH ENVIRONMENTAL PROFESSIONALISM

In a world of climate, environmental and biodiversity emergencies, the work of professionals with sound environmental knowledge is becoming ever more vital. As a member of IAgRM, you can demonstrate your knowledge and experience of environmental planning, protection and enhancement by becoming registered as a Chartered Environmentalist (CEnv).

This opportunity to stand out from the crowd and lead the way in agricultural management contributes to our wider goal of sustainability through environmental professionalism. CEnv is a cross sector mark of achievement and offers an instant identification of knowledge to those in related sectors – mechanical engineering, ecology, water supply, forestry and more.

Current Chartered Environmentalists emphasise the value of being part of a 7,500 plus strong network of registered environmental professionals across a diverse number of sectors and disciplines. They also point to the benefit of holding an internationally renowned professional registration, giving them greater confidence in their environmental credentials, and boosting credibility within their organisation and profession.

Five Professional Members of IAgRM have become CEnv registrants since the start of 2021, resulting in a total of 36 current CEnv members. Given the importance of agriculture to biodiversity, water quality, carbon reduction, soil health, pollution and more, the expertise of agricultural managers is paramount and will continue to increase in value. You could join the leaders and inspire change in a sector of such significance.

As a CEnv, you could also submit an entry to be recognised as the 2023 Environmental Professional of the Year, as well as contribute to our EnvCast podcasts, profiles and webinars. To find out more about these CEnv opportunities, please visit socenv.org.uk or contact sarah.ridgeon@socenv.org.uk.

For a dedicated guide explaining how to become a CEnv via your IAgRM membership, a free webinar recording is available here: socenv.org.uk/resource/iagrm-spotlight-webinar-your-journey-to-cenv

To those who are already dedicating time, effort, and expertise towards protecting and enhancing the environment, a sincere thank you.

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- **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

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

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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 (Velcourt Ltd.) & Alan Spedding (Food and Farming Futures & RuSource)

Tilly Abbott	SIAgrM
Shona Abernethy	SIAgrM
Abubakar Abubakr	SIAgrM
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Jakob Buchreiter	SIAgrM
Glen Buckingham	MIAgrM
Jennifer Buckle	SIAgrM
James Buckle	MIAgrM
Andrew Buckley	MIAgrM
Matas Budreckas	SIAgrM
Michael Bullen	FIAgrM
Edward Bullock	SIAgrM
Samantha Burder	MIAgrM
David Burgess	MIAgrM
Colette Burke	MIAgrM

Frank Burley	SIAgrM	Andrew Charlton	PMIAgrM	Richard Cooksley	PFIAgrM CEnv	Graham Dalton	FIAgrM	Claire Donaldson	SIAgrM	Seedy Faal	SIAgrM
Eleanor Burn	SIAgrM	Bhupesh Chauhan	SIAgrM	Leanne Cooper	SIAgrM	Ian Damms	PMIAgrM	Elizabeth Donnelly	PMIAgrM	Will Falkingham	SIAgrM
Kevin Burree	PMIAgrM	Tom Cheer	MIAgrM	Timo Cooper	SIAgrM	Jonathan Darby	MIAgrM	Archie Dowson	SIAgrM	David Farley	PMIAgrM
Jack Burt	SIAgrM	Joni Cheshire	SIAgrM	Giles Cooper	PMIAgrM	Jon Dare	MIAgrM	Samuel Driessen	SIAgrM	Megan Farmer	SIAgrM
Robert Burtonshaw	PMIAgrM	David Christensen	MIAgrM	Nicholas Cooper-Hicks	MIAgrM	Patrick Darling	MIAgrM	Morgan Drinkwater	SIAgrM	Jamie Farr	SIAgrM
Gemma Burvill	SIAgrM	Paul Christian	FIAgrM	Richard Copas	MIAgrM	Oliver Dascombe	SIAgrM	James Drysdale	SIAgrM	John Farrar	MIAgrM
Dan Bussey	MIAgrM	Charles Clack	GMIAgrM	James Copas	FIAgrM	Ross Davenport	MIAgrM	Beth Duchesne	PMIAgrM	Tom Farrar	SIAgrM
Roger Buswell	MIAgrM	Ben Clark	SIAgrM	Geoffrey Copas	MIAgrM	Henry Davey	SIAgrM	Robert Duggan	SIAgrM	Alice Farrow	SIAgrM
Rodney Butler	MIAgrM	Roy Clark	SIAgrM	Timothy Cope	SIAgrM	Richard Davey	MIAgrM	Shannon Dunbar	SIAgrM	Marcus Faulkner	PMIAgrM
Chris Butler	MIAgrM	Richard Clarke	FIAgrM	Jenna Copp	MIAgrM	Lauren David	SIAgrM	James Dunn	MIAgrM	Kathryn Fawcett	SIAgrM
David Butler	MIAgrM	Jonathan Clarke	MIAgrM	William Corlett	SIAgrM	Tim Davidson	SIAgrM	Chloe Dunne	SIAgrM	Edward Fearnall	SIAgrM
Lewis Butlin	PMIAgrM	Ashley Clarkson	PMIAgrM	Rachel Cornthwaite	SIAgrM	Martin Davies	PMIAgrM	Gordon Dunsmuir	SIAgrM	Arthur Fearnall	MIAgrM
James Henry Butt-Evans	MIAgrM	Andrew Clay	CMIAgrM	Piers Costley	MIAgrM	Ryan Davies	PMIAgrM	George Dunster	SIAgrM	John Fegan	PMIAgrM
Harry Buxton	SIAgrM	Mike Clementson	CFIAgrM	Tim Cotterill	SIAgrM	Tim Davies	SIAgrM	Shane Durham	SIAgrM	Natalia Fekete	SIAgrM
Victoria Bywater	MIAgrM	Alice Clews	MIAgrM	David Cotton	FIAgrM	Gareth Davies	MIAgrM	Jeremy Durrant	MIAgrM	Susie Felix	MIAgrM
Tom Cackett	PMIAgrM CEnv	David Cliffe	PMIAgrM CEnv	Felicity Coulson	SIAgrM	Harry Davies	SIAgrM	Tom Dye	MIAgrM	Annis Ferrey	SIAgrM
Gordon Cairns	PFIAgrM	Kane Clow	SIAgrM	Charles Course	FIAgrM	Graham Davies	MIAgrM	Alex Dyke	MIAgrM	Felix Field	SIAgrM
Finlay Cairns	MIAgrM	Conor Clowes	SIAgrM	Annis Cousins	SIAgrM	Andrew Davies	FIAgrM	Andrew Dyke	PFIAgrM CEnv	Davina Fillingham	PMIAgrM
Peter Caley	MIAgrM	Olivia Coates	SIAgrM	Ruairi Cousins	MIAgrM	Jack Davis	CMIAgrM	Lisa Eagles	MIAgrM	Brian Finch	PMIAgrM
Michael Calvert	PMIAgrM	William Cobbett	SIAgrM	David Cousins	FIAgrM	Oliver Davis	SIAgrM	Isobel Eames	SIAgrM	Simon Finn	CMIAgrM
Jack Camina	SIAgrM	Kerri Coffey	SIAgrM	Charles Cowap	PFIAgrM CEnv	Mark Davison	FIAgrM	Rhona Earnshaw	SIAgrM	Rosie Finney	SIAgrM
Graeme Campbell	PMIAgrM	Alexander Coggon	SIAgrM	Roy Cox	PMIAgrM	Shannon Dawes	SIAgrM	George Eaton	SIAgrM	Jeremy Finnis	FIAgrM
Karen Campbell	SIAgrM	Jeremy Cole	PMIAgrM	Emma Cox	MIAgrM	Deborah Dawkins	SIAgrM	Andrew Edwards	PFIAgrM	Jolene Fitzpatrick	MIAgrM
David Cannie	PMIAgrM	Guy Coleman	PFIAgrM	Joshua Cox	SIAgrM	Akinfermi Dawodu	SIAgrM	Joseph Edwards	MIAgrM	Stephen Flanagan	CMIAgrM
Adrian Cannon	PFIAgrM	Alex Coles	PMIAgrM	Keayana Cragwell	SIAgrM	Caroline Dawson	PMIAgrM	Lucinda Edwards	SIAgrM	Martin Flood	SIAgrM
John Cappalonga	SIAgrM	Ellie Colling	SIAgrM	Jane Craigie	PFIAgrM	Cressida Day	SIAgrM	David Edwards	FIAgrM Cenv	Paul Flynn	PMIAgrM
Tom Carr	MIAgrM	Daniel Collins	MIAgrM	Richard Crane	MIAgrM	Philip Day	FIAgrM	Ian Edwards	MIAgrM	Julie Foot	SIAgrM
Lizzie Carr-Archer	MIAgrM	Luke Collins	SIAgrM	Peter Craven	MIAgrM	Dan De Baerdemaecker	MIAgrM	Robert Edwards	CMIAgrM	Joe Foottit	SIAgrM
Paul Carrott	PMIAgrM	Martin Collison	MIAgrM	Martyn Crawley	MIAgrM	Alice De Soer	MIAgrM	Phoebe Eglington	SIAgrM	Dougie Ford	SIAgrM
Johan Carslaw	SIAgrM	Gabriel Comanescu	SIAgrM	Andrew Crossley	PFIAgrM	Nathan Dellicott	PMIAgrM	Patrick Eichelmann Spinolo	SIAgrM	Gareth Foulkes	PMIAgrM
Meghan Carson	SIAgrM	Scott Combes	GMIAgrM	Amelia-Rose Cullen-Loftus	GMIAgrM	James Dick	PFIAgrM Cenv	P Elayakumar	SIAgrM	Andrew Francis	PMIAgrM
Alexander Carson-Taylor	PFIAgrM Cenv	Mohamed Conde	SIAgrM	Angus Cuming	SIAgrM	Alexander Dick	MIAgrM	Laura Ellis	SIAgrM	Nick Francis	FIAgrM
John Carter	FIAgrM	Lia Connell	SIAgrM	Laura Cureton	PMIAgrM	Luppo Diepenbroek	MIAgrM	Harry Elsworth	SIAgrM	Jeremy Franks	FIAgrM
Jake Caston	SIAgrM	Dearbhla Connell	GMIAgrM	Matthew Currie	PFIAgrM	Roger Dines	MIAgrM	Max Elwes	SIAgrM	Andrew Fraser	MIAgrM
Angus Chalmers	FIAgrM	Olivia Conner	SIAgrM	Lauren Curry	CMIAgrM	Henry Doble	MIAgrM	Harley English	SIAgrM	Jack Frater	MIAgrM
Charlie Chamberlain	MIAgrM	Grant Connor	MIAgrM	Amy Curtis	SIAgrM	Oliver Dobner	SIAgrM	Ajala Esther	SIAgrM	Jack Friar	CMIAgrM
Tim Chamberlain	MIAgrM	Ben Conway	PMIAgrM	Charlotte Curtis	PMIAgrM	Sarah Dodds	MIAgrM	Henry Etheringron	SIAgrM	Anna Frick	SIAgrM
Rachael Chamberlayne	MIAgrM	Florence Conway	SIAgrM	David Curtis	MIAgrM	Geoff Dodgson	FIAgrM	Freddie Evans	SIAgrM	Andrew Fromant	MIAgrM
Edward Chaplin	SIAgrM	George Cook	PFIAgrM	Aidan Cushnahan	PMIAgrM	Jennifer Dodsworth	SIAgrM	Aaron Evans	SIAgrM	Matthew Fuller	MIAgrM
Marcus Chapman	SIAgrM	Poppy Cook	SIAgrM	Hannah Cuthbert	SIAgrM	Philip Dolbear	MIAgrM	Tony Eve	SIAgrM	Julian Fuller	FIAgrM
Marie Charles	MIAgrM	Benjamin Cooke	SIAgrM	Ed Dale	MIAgrM	Adrian Dolby	FIAgrM	Craig Ewart	SIAgrM	Graham Furey	MIAgrM

Izzy Fussell	SIAgrM	John Goodchild	MIAgrM	Alistair Hall	PMIAgrM	Kevin Henry	PMIAgrM	John Hunt	SIAgrM	Steven Johnston	PMIAgrM
Tinley Fynn	SIAgrM	Harry Gooding	SIAgrM	Alex Hall	MIAgrM	William Henry	MIAgrM	Lauren Hunt	CMIAgrM	Albert Johnston	PMIAgrM
Yiorgos Gadanakis	MIAgrM	James Goodson	MIAgrM	Allen Hall	CMIAgrM	Simone Herbst	SIAgrM	Anna Hunt	MIAgrM	William Johnston	PMIAgrM
Julian Gaffaney	MIAgrM	Lewis Goodwin	SIAgrM	William Hall	MIAgrM	Megan Herriot	SIAgrM	Mary Hunter	MIAgrM	Eilish Johnston	SIAgrM
Harry Gaisford	SIAgrM	Amy Goose	MIAgrM	Tracy Hall	MIAgrM	Jill Hewitt	PFIAgrM	Jane Hunter	MIAgrM	Alastair Johnston	PMIAgrM
Eamon Gallagher	PMIAgrM	Ailsa Gordon	SIAgrM	Nicola Hall	CMIAgrM	Laura Heyes	SIAgrM	Stuart Hutchings	MIAgrM	Daniel Jolly	MIAgrM
Ciaran Gannon	MIAgrM	Nigel Gould	PMIAgrM	Tim Hall	MIAgrM	Robert Heywood	MIAgrM	Rory Hutchings	MIAgrM	Katy Jones	SIAgrM
Raphael Ganoo	SIAgrM	Alex Gowen	PMIAgrM	Anna Hallos	SIAgrM	Rebecca Heywood	SIAgrM	Georgina Hutchinson	SIAgrM	Edward Jones	SIAgrM
Pamela Gardiner	PMIAgrM	Louise Grant	MIAgrM	David Hamer	SIAgrM	Simon Hickling	MIAgrM	Edward Hutley	MIAgrM	Aisla Jones	MIAgrM
David Gardner	FIAgrM CEnv	Stephen Graves	MIAgrM	Ciaran Hamill	PMIAgrM	Gordon Hickman	MIAgrM CEnv	Annie Hutton	SIAgrM	Will Jones	MIAgrM
Charles Garrard	MIAgrM	Katie Gray	SIAgrM	Susannah Hamilton	SIAgrM	Philip Higginson	CMIAgrM	Anthony Hyde	MIAgrM	Daniel Jones	MIAgrM
Charles Garrard	MIAgrM	John Gray	MIAgrM	Clive Hancock	FIAgrM	Jeremy Higgs	MIAgrM	Dimitrios Iakovidis	SIAgrM	Emma Jones	SIAgrM
Grace Garrett	SIAgrM	Robert Gray	SIAgrM	Edward Hanson	SIAgrM	Anna Hiley	SIAgrM	Mohammed Ibrahim	SIAgrM	Cerian Jones	SIAgrM
Michael Gauntlett	MIAgrM	Edward Green	SIAgrM	Alison Harbottle	SIAgrM	Annabel Hill	SIAgrM	Godwin Idoje	SIAgrM	Adam Jones	MIAgrM
Harry Gavan-Major	SIAgrM	Nick Green	FIAgrM CEnv	Hester Hardy	SIAgrM	Connor Hillsden	SIAgrM	Chimbusonma Ikeyi	SIAgrM	James Jones	MIAgrM
Robert Gazely	PFIAgrM	James Green	MIAgrM	Lindsay Hargreaves	FIAgrM	Thomas Hind	CMIAgrM	Konstantinos Iliakis	SIAgrM	Wynne Jones	FIAgrM
Rupert Geering	MIAgrM	David Green	MIAgrM	Stephen Harris	MIAgrM	Graham Hislop	MIAgrM	Alicia Ingram	SIAgrM	Naomi Jones	CMIAgrM
Chris Gemmill	MIAgrM	Joe Greenfield	PMIAgrM	Aimee Harrison	SIAgrM	Robin Hobson	FIAgrM CEnv	James Ireland	SIAgrM	Samantha Jones	SIAgrM
Will Gemmill	FIAgrM	Toby Greenhalgh	SIAgrM	Lucais Harrison	SIAgrM	Daniel Hobson	SIAgrM	Ross Irvine	PMIAgrM	Linda Joyce	SIAgrM
Kathryn George	PMIAgrM	Robert Greenshields	SIAgrM	Rob Hartley	MIAgrM	Philip Holdsworth	PMIAgrM	Bryan Irvine	PMIAgrM	Aeden Kaggwa	SIAgrM
Wendy George	PMIAgrM	Imogen Greenway	SIAgrM	Gary Haslem	PMIAgrM	Laura Holmes	SIAgrM	Tim Isaac	PFIAgrM	Emmanuel Kamera	SIAgrM
Alistair Gibb	MIAgrM	Mike Greetham	FIAgrM	Andrew Haslock	MIAgrM	Tracey Hooper	SIAgrM	Laura Isherwood	SIAgrM	Brian Kaye	MIAgrM
Philip Gibson	PMIAgrM	Amy Gregory	SIAgrM	Mohamad Hassona	SIAgrM	Christine Hope	MIAgrM	Lisa Jack	FIAgrM	Seke Kazuru	SIAgrM
Richard Gibson	CMIAgrM	Thomas Gregory	SIAgrM	Jon Hatt	MIAgrM	Alan Hopps	PMIAgrM	Andrew Jackson	PMIAgrM	James Keir	SIAgrM
Alison Gibson	SIAgrM	Rachel Grierson	SIAgrM	William Haupt	MIAgrM	James Hopwood	PMIAgrM	William Jackson	MIAgrM	Samuel Kelly	PMIAgrM
Ellen Giffen	SIAgrM	Lucy Griffiths	SIAgrM	Michael Haverty	PMIAgrM	Nicola Hosford	SIAgrM	Elizabeth Jackson	MIAgrM	Olivia Kelly	SIAgrM
John Giles	FIAgrM	John Grisedale	SIAgrM	Mark Hawe	PMIAgrM	Ian Houseman	MIAgrM	Philippa Jackson	SIAgrM	Jerel Kelly	SIAgrM
Tom Gill	PMIAgrM	Jonathan Groenewald	SIAgrM	Lottie Hawson	MIAgrM	Robert Howe	MIAgrM	Stephen Jacob	PMIAgrM	Mark Kelly	SIAgrM
Christopher Gill	SIAgrM	Andy Gubb	MIAgrM	Matthew Hawthorne	MIAgrM	Anna Howie	SIAgrM	P Jaisankar	SIAgrM	Ollie Kelsey	SIAgrM
Liam Gillbard	SIAgrM	Keith Gue	MIAgrM	Rebecca Hawthorne	SIAgrM	Ian Howie	FIAgrM	Philip James	FIAgrM	Bob Kennard	MIAgrM
James Gillen	CMIAgrM	Beatrice Guthrie	SIAgrM	Crispin Hayes	MIAgrM	Victoria Howlett	MIAgrM	Philip Jarvis	PMIAgrM	Aidan Kerr	PMIAgrM
James Gillies	MIAgrM	Jamie Gwatkin	PFIAgrM	Edmund Hayman	SIAgrM	George Hoyes	MIAgrM	Eleanor Jarvis-Cope	SIAgrM	John Kerr	SIAgrM
Ashleigh Gillott	SIAgrM	Istifanus Gyang Davou	SIAgrM	Camilla Hayselden-Ashby	MIAgrM	John Hoyes	FIAgrM	Alison Jeans	SIAgrM	Luke Kerrigan	SIAgrM
Thomas Gilman	MIAgrM	John Haggarty	MIAgrM	Aniela Hayward	SIAgrM	Peter Hoyle	PMIAgrM	M.N. Jelley	MIAgrM	Anandita Ketkar	SIAgrM
Chloe Gimson	GMIAgrM	Matthew Hague	MIAgrM	Andrew Hazelton	SIAgrM	Nazmul Huda	SIAgrM	Alex Jemwa	MIAgrM	Kerri-Anne Khan	SIAgrM
Derek Girdler	MIAgrM	Lauren Haining	SIAgrM	Andrew Hazelton	SIAgrM	Harry Huddart	MIAgrM	Martin Jenkins	FIAgrM	Abubakr Khan	SIAgrM
Peter Gittins	SIAgrM	William Haire	MIAgrM	Simon Head	MIAgrM	Cheryl Hughes	SIAgrM	Philippa Jessop	SIAgrM	Joseph Kidd	SIAgrM
Benjamin Glasswell	SIAgrM	Ben Hale	SIAgrM	Immy Heath	SIAgrM	Eleri Hughes	SIAgrM	Carol Johnson	PMIAgrM CEnv	Andrew King	SIAgrM
Thomas Godfrey	SIAgrM	Keelan Hale	SIAgrM	Sally Heath	SIAgrM	Alana Hughff	SIAgrM	Darcy Johnson	SIAgrM	James King	SIAgrM
Julian Gold	PFIAgrM	Simon Haley	MIAgrM	Graeme Hector	FIAgrM	Robert Hull	PMIAgrM	Harry Johnson	MIAgrM	Tony King	FIAgrM
Anna Goldie	SIAgrM	Joylon Halford	SIAgrM	William Henderson	MIAgrM	Alice Hunns	SIAgrM	Adrian Johnson	MIAgrM	Simon King	MIAgrM

Simon King	MIAgrM	John Lennon	PMIAgrM	Louise Manning	MIAgrM	Innes McEwen	MIAgrM	Ruth Moore	PMIAgrM	Phillip Norden	MIAgrM
Joe Kinnear	SIAgrM	Chris Leslie	PMIAgrM	Afnan Manqarah	SIAgrM	James McFarlane	PMIAgrM	John Moore	PMIAgrM	Keith Norman	PMIAgrM
David Kinnersley	FIAgrM	Richard Levin	PFIAgrM	Julian Marks	PMIAgrM	Ellie McGowan	SIAgrM	Cara Moore	SIAgrM	Katie Norman	SIAgrM
Scott Kirby	PFIAgrM	Mervyn Lewis	MIAgrM	Oliver Maromo	PMIAgrM CEnv	Paul McHenry	PMIAgrM	Duncan More	MIAgrM	George Norris	SIAgrM
Emma Kirkland	MIAgrM	Yuan Li	SIAgrM	Joe Marsden	SIAgrM	Sean McIntyre	PMIAgrM	Guy Moreton	MIAgrM	James North	PMIAgrM CEnv
Sarah Kirungii	SIAgrM	William Lightfoot	SIAgrM	Adrian Marshall	MIAgrM	Ciaran McKeague	SIAgrM	Karl Moreton-Jones	FIAgrM Cenv	James North	MIAgrM
Kamal Kishor	SIAgrM	Paul Lindop	MIAgrM	Freaya Marshall	SIAgrM	Tom McKenny	MIAgrM	Gregor Morgan	SIAgrM	Harriet Nott	SIAgrM
Robert Knight	MIAgrM	Iain Lindsay	MIAgrM	Peter Martin	SIAgrM	Teddy McKenzie	SIAgrM	Sarah Morgan	SIAgrM	Mitchell Nyatondo	SIAgrM
Adena Konadu	SIAgrM	Craig Livingstone	PMIAgrM	John Martin	PMIAgrM	Shannon McLauchlan	SIAgrM	Wyn Morgan	CMIAgrM	Luke Oakley	SIAgrM
Aravindh Kumas S	SIAgrM	Jonathan Lloyd	MIAgrM	Jo Martin	MIAgrM	Rebecca McNaughton	SIAgrM	Elliana Morgan-Rogers	SIAgrM	Mark Oddy	MIAgrM
Poppy Lagor	SIAgrM	Matt Loble	MIAgrM	Giles Martin	FIAgrM	Robert McNeil Wilson	MIAgrM	Stuart Morris	SIAgrM	Kevin O'Donnell	MIAgrM
Senara Laity	SIAgrM	Harlen-Alfie Loft	SIAgrM	Andrew Martin	MIAgrM	Noel McNeill	CMIAgrM	Emilia Morris	SIAgrM	Grace O'Dwyer	PMIAgrM
Christopher Lamb	SIAgrM	Frederic Long	PMIAgrM	Harold Martin	MIAgrM	Hannah McNelis	CMIAgrM	Callum Morrison	SIAgrM	William Ogle	SIAgrM
Nicolas Lampkin	MIAgrM	Heidi Longthorp	SIAgrM	Oliver Martin	GMIAgrM	Emily McVeigh	MIAgrM	Don Morrow	PMIAgrM	Justus Ogunbayode	SIAgrM
Gavin Lane	PMIAgrM	Janet Loosemore	MIAgrM	Natalie Martins	PMIAgrM	Iain McVicar	MIAgrM	Alan Morrow	PMIAgrM	Lesley O'Hara	SIAgrM
John Lane	SIAgrM	Nick Low	SIAgrM	Carl Martins	PMIAgrM	Richard Means	MIAgrM	Hannah Morten	SIAgrM	Linda O'Hara	SIAgrM
Ben Lang	MIAgrM	Kate Lowcock	SIAgrM	Dominic Mason	PMIAgrM	Andy Meecham	PMIAgrM	Hannah Mortimer	SIAgrM	Chris Older	FIAgrM
Frederick Langdale	MIAgrM	Alasdair Lowe	PFIAgrM	Peter Mason	MIAgrM	Tara Meeke	PMIAgrM	Emily Mosley	GMIAgrM	Alexandra Olivant	PMIAgrM CEnv
Reggie Langton	SIAgrM	Joshua Lowe	SIAgrM	Alice Masters	SIAgrM	Rachel Megarrell	PMIAgrM	Alexander Moss	SIAgrM	Rory Oliver	SIAgrM
Tamisan Latherow	SIAgrM	Robert Loxton	FIAgrM	Sinéad Mathers	PMIAgrM	Tom Mellor	SIAgrM	Michael Mottram	PMIAgrM	Will Oliver	PMIAgrM
Simon Latter	MIAgrM	Roger Lucken	MIAgrM	George Mathers	PMIAgrM	Alice Midmer	PMIAgrM CEnv	Simon Mountjoy	FIAgrM	James O'Mahony	MIAgrM
Noel Lavery	PMIAgrM	Jordan Lugg	SIAgrM	Henry Matthews	FIAgrM	Mark Miles	MIAgrM	Martin Mulholland	PMIAgrM	Lucy Osborne	SIAgrM
Lydia Law	SIAgrM	Jessica Lunsford	SIAgrM	Nicola Matthews	SIAgrM	James Miles-Hobbs	FIAgrM Cenv	Frederik Muller	SIAgrM	Mark Osman	FIAgrM
Robert Law	FIAgrM	Ian Lutey	PFIAgrM	Molly Matthews	SIAgrM	Kenneth Millar	SIAgrM	Narendar Munagala	SIAgrM	Andrew Osmond	FIAgrM
Michael Lawford	MIAgrM	Timothy Lyne	SIAgrM	William Matthews	SIAgrM	Emily Miller	SIAgrM	Mary Munro	MIAgrM	Paul Oughton	MIAgrM
Robert Lawrence	PFIAgrM	John Lynn	PMIAgrM	Thomas Matthews	SIAgrM	Kathryn Millin	SIAgrM	Jack Munro	SIAgrM	Matthew Page	GMIAgrM
Georgina Lawson	SIAgrM	David Lyth	MIAgrM	Elspeth Matthews-Scott	SIAgrM	Glynnis Mills	MIAgrM	Daniel Murphy	MIAgrM	Ash Page	MIAgrM
Christopher Lay	MIAgrM	James MacCartney	MIAgrM	Charles Matts	PFIAgrM	Georgina Milne	SIAgrM	Nigel Murphy	MIAgrM	Emily Pain	SIAgrM
Catherine Layberry	SIAgrM	Alastair Mackenzie	SIAgrM	Rosalie Maunder	SIAgrM	Robbie Milner	SIAgrM	Mairead Murphy	MIAgrM	Stephanie Paini	SIAgrM
Becki Leach	PMIAgrM	David Mackey	PMIAgrM	Michael Maxwell	FIAgrM	Helen Minnice-Smith	PFIAgrM	Frazer Murray-Hall	MIAgrM	David Parker	MIAgrM
Alastair Leake	FIAgrM	Steve Mackison	PFIAgrM	Geraint May	PMIAgrM	Fergus Miskelly	PMIAgrM	Praise Tariro Mushore	SIAgrM	Simon Parker	MIAgrM
Mark Leaman	FIAgrM	William MacLennan	MIAgrM	Tim Mayhew	MIAgrM	Charlotte Mitchell	SIAgrM	Chloe Nadin	SIAgrM	Gemma Parkinson	SIAgrM
Keith Leddington-Hill	FIAgrM Cenv	Clare Maddison	SIAgrM	Ujama Mbunguha	SIAgrM	Lily Mitchell	SIAgrM	Saddhathissa Nawarathna	SIAgrM	Mervyn Parr	CMIAgrM
Harriet Lee	SIAgrM	John Maginn	PMIAgrM	Myra McBirnie	SIAgrM	George Moffett	PMIAgrM	Alex Neason	SIAgrM	Henry Parrish	SIAgrM
Thomas Lee	SIAgrM	Aoife Maher	SIAgrM	Stewart McCallum	MIAgrM	Raymond Mokofo	SIAgrM	Stuart Nelson	SIAgrM	Jac Parry	SIAgrM
Molly Lee	SIAgrM	Hannah Main	SIAgrM	Jude McCann	MIAgrM	Elaine Molton	MIAgrM	Eric Newton	SIAgrM	Ellis Parry	SIAgrM
Jack Legg	SIAgrM	Tapiwa Makororo	SIAgrM	Leigh McClean	PMIAgrM	Thomas Molton	SIAgrM	Damian Ng	SIAgrM	Madrun Parry-Jones	SIAgrM
Zoe Legg	SIAgrM	Kirsty Malcolm	SIAgrM	Tom McClymont	SIAgrM	Chris Molyneux	MIAgrM	Torin Nicolson	SIAgrM	Nigel Parsons	PFIAgrM
David Lemon	MIAgrM	Anay Malhotra	SIAgrM	Stephen McCrossan	PMIAgrM	Rhianna Montgomery	SIAgrM	Am Nicosia	SIAgrM	Harry Parsons	SIAgrM
Peter Lemon	MIAgrM	Hannah Malpass	GMIAgrM	Natasha McDonagh	SIAgrM	Annabelle Moody	SIAgrM	Jake Nixon	SIAgrM	Hunter Parsons	SIAgrM
Chris Leney	PMIAgrM	Chris Manley	MIAgrM	Andrew McDonald	MIAgrM	Jayne Mooney	PMIAgrM	Samuel Nobbs	GMIAgrM	Navaratnan Partheeban	PMIAgrM

Sam Paske	CMIAgRM	Amelia Preston	SIAgRM	Alice Robbins	SIAgRM	Francis Saul	SIAgRM	Freya Smith	SIAgRM	Peter Stroude MRAC NDA	MIAgRM
Ailsa Paton	SIAgRM	Richard Price	PFIAgRM CEnv	David Roberts	FIAgRM	Julian Sayers	FIAgRM	Oscar Smith	PMIAgRM	Stephanie Sturrock	SIAgRM
Robert Patterson	CMIAgRM	Mia Price	SIAgRM	Jodie Robertson	SIAgRM	Robin Schofield	SIAgRM	Ryan Smith	MIAgRM	Rachelle Suffolk	SIAgRM
Emma Patterson Taylor	MIAgRM	Tieren Price	SIAgRM	Mark Robins	PFIAgRM	Henry Scholefield	SIAgRM	Benjamin Smith	MIAgRM	Robert Sullivan	PMIAgRM
Thomas Pattison	SIAgRM	Kate Pritchard	SIAgRM	Danielle Robins	SIAgRM	Oliver Scott	PMIAgRM	Jack Smith	MIAgRM	Olenska Sullivan-Harris	SIAgRM
John Pawlyn	FIAgRM	Tom Proctor	SIAgRM	Alex Robinson	PMIAgRM	Louise Scott	SIAgRM	Jamie Smith	SIAgRM	Scott Sutherland	SIAgRM
Rachel Pearce	MIAgRM	Hannah Proctor	MIAgRM	Judith Robinson	MIAgRM	Mark Scott	PMIAgRM	Jake Smith	CMIAgRM	Mark Suthern	PFIAgRM
Michael Pearson	SIAgRM	Joseph Provan	SIAgRM	Luke Robison	MIAgRM	John Scott	CMIAgRM	Ian Smith	FIAgRM	Anna Swinson	SIAgRM
George Peart	PMIAgRM CEnv	Warwick Pryor	SIAgRM	Dannielle Roche	SIAgRM	Simon Scott	GMIAgRM	Andrew Smurthwaite	MIAgRM	Nick Tapp	MIAgRM
Olly Pemberton	MIAgRM	Will Pugh	SIAgRM	Sam Roderick	SIAgRM	Helen Scott	SIAgRM	David Smythe	MIAgRM	Jonathan Tapp	MIAgRM
Austen Penfold	MIAgRM	Cameron Purdham	SIAgRM	Sasha Rodgers	SIAgRM	Emma Scott	SIAgRM	Ian Snowden	MIAgRM	Katie Taris	SIAgRM
Andrew Penton	PMIAgRM	Laura Purdie	SIAgRM	Lucy Rodriguez-Laranjo	SIAgRM	James Sedgwick	MIAgRM	Oluwafemi Sobitan	SIAgRM	Emily Taylor	SIAgRM
Tom Penty	SIAgRM	Maxwell Pybus	SIAgRM	Megan Rogers	SIAgRM	David Selway	PMIAgRM	Inthira Soinak	SIAgRM	Robert Taylor	SIAgRM
Julian Perowne	MIAgRM	Jack Pybus	SIAgRM	Evie Rogers	SIAgRM	Jane Semple	CMIAgRM	Beth Speakman	MIAgRM	Ellie Taylor	SIAgRM
David Perrin	SIAgRM	Ian Pye	MIAgRM	Amelia Rome	GMIAgRM	Yenisha Senaweera	SIAgRM	Alan Spedding	FIAgRM	Richard Taylor	MIAgRM
Megan Perryman	SIAgRM	Jin Qin	SIAgRM	Louis Rose	SIAgRM	Hannah Senior	MIAgRM	Rachael Speed	SIAgRM	John Taylor, The Rt Hon Lord Taylor of Holbeach CBE	
Roger Persey	Member	Sophie Quick	GMIAgRM	Andrew Ross	SIAgRM	Leah Serle-Sandy	SIAgRM	Claudia Spence	SIAgRM	Mike Tebbit	MIAgRM
Emmanuel Peter	SIAgRM	Mary Quicke	FIAgRM	Jenna Ross	PMIAgRM	Tom Sewell	MIAgRM	Clare Spendelow	SIAgRM	Michaela Tener	CMIAgRM
Ben Pettifer	SIAgRM	Rosemary Quinn	PMIAgRM	Nigel Routlege	SIAgRM	Chipo Shanengeta	SIAgRM	Robert Spriddell	PMIAgRM	Debbie Thatcher	MIAgRM
Sarah Pettitt	SIAgRM	Angus Raby	SIAgRM	Alys Routley	CMIAgRM	Matthew Sharp	MIAgRM	Kitty Stainsby	SIAgRM	Tom Thatcher	MIAgRM
Roderick Philips	SIAgRM	Emma Ralph	MIAgRM	David Rowan	SIAgRM	Amy Sharpe	MIAgRM	James Standen	FIAgRM	Keith Thomas	PMIAgRM
Thomas Phillips	CMIAgRM	Richard Rampton	MIAgRM	Neil Rowe	PMIAgRM	Henry Shaw	PMIAgRM	Harry Stanley	SIAgRM	Joshua Thomas	SIAgRM
Lewis Pickering	SIAgRM	Cindy-Lou Ramsay	SIAgRM	Ella Rowe	GMIAgRM	Chris Sheldon	MIAgRM	Ruth Stanley	PMIAgRM	Mark Thomas	MIAgRM
Herbert Pickford	SIAgRM	Sandy Ramsay	FIAgRM	Ella Rowe	SIAgRM	Robert Shepherd	PMIAgRM	Joe Stanley	MIAgRM	Aled Thomas	CMIAgRM
Jack Pierce	GMIAgRM	Stephen Ramsden	MIAgRM	Stuart Rowlands	SIAgRM	Harry Shepherd	SIAgRM	Alan Stannett	MIAgRM	Richard Thomas	MIAgRM
Mark Pine	MIAgRM	Dinesh Kumar Ravi	SIAgRM	Emily Ruck	SIAgRM	Siobhan Sheppard	PMIAgRM	Daniel Starnes	SIAgRM	Andrew Thompson	PMIAgRM
Philippa Piotrowicz	SIAgRM	Sophie Read	SIAgRM	Lauren Rucklidge	SIAgRM	Stephen Shields	PMIAgRM	Leanne Steele	SIAgRM	Gary Thompson	MIAgRM
Joe Pitt	GMIAgRM	Mark Reader	PMIAgRM	Ruth Ruddell	PMIAgRM	Jalal Shiralizade	SIAgRM	Samuel Steggles	MIAgRM	Joshua Thompson	SIAgRM
Henry Platts-Martin	CMIAgRM	Chris Redfearn	MIAgRM	Tim Russ	FIAgRM	Nick Shorter	PMIAgRM	Grahame Stephens	MIAgRM	Rob Thorne	SIAgRM
Guy Plenderleith	PFIAgRM	Martin Redfearn	FIAgRM	Kate Russell	PMIAgRM Cenv	Duncan Sinclair	FIAgRM	Mark Stevenson	PMIAgRM	Rosie Thornton	SIAgRM
Henry Plumb	FIAgRM	Graham Redman	PMIAgRM CEnv	Lesley Russen	MIAgRM	Adita Singh	SIAgRM	Rory Stewart	SIAgRM	James Thornton	SIAgRM
Milly-Jo Ponsillo	SIAgRM	Lorna Redpath	SIAgRM	Elisha Rutherford	SIAgRM	Gurpreet Singh	SIAgRM	Faith Stewart	GMIAgRM	Lynn Timmins	PMIAgRM
Lexie Porter	SIAgRM	Martin Reel	CMIAgRM	Matt Ryan	MIAgRM	David Slack	PFIAgRM	Hamish Stewart	MIAgRM	Xavier Titley	SIAgRM
Cedric Porter	FIAgRM	Tahir Rehman	FIAgRM	Oscar Saharoy	SIAgRM	Chris Slater	MIAgRM	Harley Stoddart	PMIAgRM	Gemma Tonner	SIAgRM
James Pottow	SIAgRM	Stuart Renfree	PMIAgRM	Edward Salisbury	SIAgRM	Benjamin Slawson	SIAgRM	Barry Stonard	MIAgRM	Jade Toone	SIAgRM
Madeleine Pow	SIAgRM	John Renner	PMIAgRM	Emily Salisbury	SIAgRM	Katie Slawson	SIAgRM	Rebecca Stone	SIAgRM	Edward Towers	MIAgRM
Charles Powell	SIAgRM	Charles Reynolds	PMIAgRM	Ian Salmon	MIAgRM	Rebecca Smalley	SIAgRM	Roland Stonex	MIAgRM CEnv	Grigor Towns	MIAgRM
Joe Powell	SIAgRM	Lewis Reynolds	MIAgRM	Alikwe Samuel	SIAgRM	Alec Smith	PMIAgRM CEnv	Jonathan Storey	SIAgRM	James Townshend	FIAgRM
Marie Powell	SIAgRM	Edward Rhodes	SIAgRM	Daniel Sandars	FIAgRM Cenv	John Smith	PMIAgRM	Caitlin Strang	SIAgRM	Patrick Trainor	PMIAgRM
Badde Prasanna Kumar	SIAgRM	Jim Richards	MIAgRM	John Sands	CMIAgRM	Natalie Smith	PMIAgRM	George Strawson	MIAgRM	Richard Tranter	MIAgRM
Roger Pratchett	FIAgRM	Mark Richardson	MIAgRM	Abubakar Sani Ali	SIAgRM	Rebecca Smith	SIAgRM	Rebecca Stretton	MIAgRM		

Grace Trebble	SIAgrM
David Trimble	PMIAgrM
Anna Truesdale	CMIAgrM
Jade Tubb	SIAgrM
Emily Tuckwell	SIAgrM
Harriet Tudor	CMIAgrM
Donald Tuke	MIAgrM
Jonathan Tulloch	MIAgrM
Jason Turnbull	PMIAgrM
Thomas Turner	MIAgrM
Sandy Turner	SIAgrM
Ted Turner	SIAgrM
Richard Turner	FIAgrM
Richard Turner	MIAgrM
David Turner	MIAgrM
George Turpin	SIAgrM
Charles Twinberrow	SIAgrM
John Twyford	SIAgrM
Rosie Uden	SIAgrM
Chloe Unwin	SIAgrM
Gillian van de Meer	MIAgrM
Christina van Midden	SIAgrM
Rod Vaughan	MIAgrM
William Vaughan-France	MIAgrM
James Venning	SIAgrM
Michael Verner	PMIAgrM
Georgina Wager	SIAgrM
Madeleine Wagstaff	SIAgrM
Benjamin Wainwright	SIAgrM
Martin Waite	PMIAgrM
David Waite	PMIAgrM
Roger Waite	FIAgrM
Johnny Wake	MIAgrM
Melissa Walker	GMIAgrM
Digby Walker	MIAgrM
Michael Wallace	MIAgrM
Sophie Waller	SIAgrM
Danielle Walters	SIAgrM
Doug Wanstall	MIAgrM
Simon Ward	PFIAgrM
Andrew Ward	PMIAgrM

Tilly Ward	SIAgrM
Stephen Ward	MIAgrM
Mark Ward	MIAgrM
Nicola Warden	CMIAgrM
Tom Warren	PMIAgrM CEnv
Martyn Warren	FIAgrM
Matthew Warrington	SIAgrM
William Waterfield	FIAgrM
David Watson	PFIAgrM
Stephen Watson	MIAgrM
Emma Watson	MIAgrM
Emily Watson	SIAgrM
Philip Watson	MIAgrM
Quentin Watson	SIAgrM
John Wattam	MIAgrM
Norman Weatherup	PMIAgrM
Shannon Webb	SIAgrM
Heather Webb	PMIAgrM
James Webb	MIAgrM
James Webster	MIAgrM
Paul Webster	FIAgrM
Thomas Wedd	MIAgrM
Ewan Weetch	SIAgrM
Maxwell Weighell	SIAgrM
Andrew Welch	PMIAgrM
Zoe Welch	GMIAgrM
Angus Wells	MIAgrM
Simon Wells	FIAgrM
Baily Welsh	SIAgrM
Richard West	FIAgrM
Rupert Weston	MIAgrM
Ally Wharton	PFIAgrM
Bridget Whell	MIAgrM
Senan White	PMIAgrM
Paul White	MIAgrM
Adam White	MIAgrM
Olivia Whitford	GMIAgrM
Kayla Whittaker	SIAgrM
Amy Whittington	SIAgrM
Claire Whittle	MIAgrM
Jennifer Whitton	MIAgrM

John Wibberley	FIAgrM
Robert Wild	MIAgrM
John Wildman	PMIAgrM
Martin Wilkinson	PFIAgrM
Jack Wilkinson	SIAgrM
Rob Wilkinson	MIAgrM
Tobias Williams	SIAgrM
Alex Williams	SIAgrM
Hannah Williams	SIAgrM
Boyd Wilson	SIAgrM
Chris Wilson	MIAgrM
Oliver Wilson	SIAgrM
Paul Wilson	MIAgrM
Richard Wilson	FIAgrM
David Winnard	FIAgrM CEnv
Chris Winney	PMIAgrM
Paige Winters	SIAgrM
Simon Withers	MIAgrM
Ellie Womersley	SIAgrM
Robert Woodhouse	SIAgrM
Forbes Woodland	MIAgrM
Alfie Woolcock	SIAgrM
Patrick Wrenn	CMIAgrM
Felicity Wright	PMIAgrM
Alison Wright	MIAgrM
David Wright	MIAgrM
Helen Wyman	MIAgrM
Philip Wynn	FIAgrM
Robert Wytchard	MIAgrM
Xu Xia	SIAgrM
Eric Yates	MIAgrM
Mark Yearsley	PMIAgrM
Christopher Young	MIAgrM
Tim Young	PMIAgrM
Roderick Young	MIAgrM



INSTITUTE OF AGRICULTURAL MANAGEMENT

IMPORTANT DATES FOR 2023

NATIONAL FARM WALK

Tuesday 23rd May
Welbeck Estate, Nottinghamshire

FELLOWS & PROFESSIONALS LUNCH

Wednesday 13th September
Sandringham Estate

LEADERSHIP DEVELOPMENT PROGRAMME

February/ March/ April
Royal Agricultural University

60 MINUTE CPD SESSIONS

Wednesday 18th January
Wednesday 1st February
Wednesday 15th February
Wednesday 22nd March

FARM MANAGEMENT SKILLS PROGRAMME

27th, 28th, 29th , 30th Nov
Modules 1-4
4th, 5th, 6th, 7th December
Modules 5-8

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





INSTITUTE OF AGRICULTURAL MANAGEMENT

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