

**STRUTT
& PARKER**

BNP PARIBAS GROUP 

Strutt & Parker Farming

SPECIALISTS IN EVERY FIELD





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INTRODUCTION

With a commitment to understanding what matters most to our clients, the Farming Department at Strutt & Parker has a proven track record of working with farmers to make a lasting positive impact.

The agricultural industry is facing a period of significant change as the UK prepares to leave the European Union. Brexit will inevitably bring challenges, but also opportunities, and making sure your farm business is resilient and prepared for the future has never been more important.

Working with unrelenting energy, our aim is to help farmers, from the smallest through to the largest, achieve that resilience through a clearly defined strategy that enables business objectives to be met through the optimal use of the assets available to them.

We have an experienced and knowledgeable team, committed to excellence in everything they do, who

can help make you become more profitable and efficient by offering progressive, practical and realistic farm management advice.

Whether you are looking for a team to manage the day-to-day running of your farm, need specialist advice on areas such as budgeting, cropping decisions or grants, or you are looking to solve strategic issues such as succession planning, our Farming Department can help.

Our bespoke service means you can come to us for as much or as little assistance as you wish, and we can tailor our service accordingly.



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SERVICE ACCORDINGLY”

The Farming Department is one of the largest specialist groups of its kind. All of our people are from farming backgrounds and combine practical experience with technical expertise, giving us a real understanding of the issues faced by today's farming community.

Our advice is underpinned by dedicated research that keeps us up to speed on developments in legislation, regulations, agronomy, support schemes and commodity markets, as well as land values and property trends. This ensures that any recommendations we make are well-informed.

As well as tried and trusted agricultural advice, we also provide access to the expertise of the wider Strutt & Parker team. Our farm agents can help with the sale, purchase or valuation of farmland. Planning experts can advise on the planning implications of taking your business in a new direction. We also have expert land management, taxation, bookkeeping and accounting teams.

The following pages outline our core farming services – for a fuller picture of how we would work with you, please do not hesitate to contact us.



FARM BUSINESS REVIEWS

Independent, insightful advice, built on practical experience and technical expertise, is the key to unlocking the potential of your farming operation.

A fresh pair of eyes, taking a thorough and constructive look at your business, helps to identify how the farm is performing and where it might need adjustments.

We have a great deal of experience in carrying out detailed, one-off reviews of clients' businesses and have data at our disposal that allows us to benchmark your farm business with comparable farms, rather than the industry average.

Reviews can be prompted by a desire to change the strategic direction of a farm, the challenge of bringing in the next generation or simply a wish to carry out a 'health check'.

We start by sitting down with you to gain a clear picture of the business and of your aims for the future. We then spend time 'on the ground', observing the farm at work, and carry out an in-depth assessment of the business, from



“Regular formal reviews have been a vital business tool at Ragley Home Farms. They’ve played an essential part in keeping our business focused on delivering profit while improving the sustainability within the estate.”

Alan Granger, Ragley Estate, Warwickshire

the financial to the operational. This is followed by a concise report, which sets out a summary of our findings and a detailed action plan.

Our focus is on providing practical advice, so we do more than simply identify problem areas; we will work with you to identify practical solutions and new opportunities. We are also available to guide you in implementing our recommendations.



GRANTS & BASIC PAYMENT SCHEME

We have a detailed knowledge of the Basic Payment Scheme and other rural development grant schemes and can navigate the application process on your behalf to take away the strain.

Strutt & Parker is a registered agent, fully briefed by the Rural Payments Agency and the other payment bodies, and is ready to deal with all aspects of Basic Payment Scheme work.

Our team has over 20 years' experience in completing the work necessary to make a claim, whether that is using an online application system or a paper form.

We can act as an agent to make a claim on your behalf and deal with any queries that may arise from it, including an inspection.

We offer advice on a range of issues such as how to meet greening requirements or deal with cross-compliance queries.



“The expertise offered by Strutt & Parker for the application and management of initially the Single Payment Scheme and now the Basic Payment Scheme has enabled us to concentrate on what we do best, without worrying about the complexities of the forms and constant changes in legislation. They ensure that we are kept aware of other grants as they become available and assist us in applying for them, thereby maximising our opportunity to benefit from such schemes.”

Phil Holt, Underdown Farm, Devon

The team is able to identify other grant funding opportunities for your business, and can construct an application so that it has the best possible chance of being accepted.

Our research group is constantly tracking any changes in the rules, or their interpretation, to make sure that our clients have access to the latest practical guidance on the different schemes.

Whether you need to know about the implications of changes in agricultural policy or the very latest on rural development grant funding, we ensure that we are at the forefront of all new developments, so that our clients don't have to be.



FARM MANAGEMENT

Our farm management service combines our practical know-how, technical expertise and business management skills to produce the best possible results for our clients.

We can manage the day-to-day running of your farm while keeping you fully informed and as involved as you wish to be.

For some farmers, this service allows them to retain their in-hand farming business without having to commit the time. For others, it's a way to keep a farm profitable when it cannot justify the expense of a full-time, on-site management team.

It is also suited to people who may have purchased farmland alongside a property and are looking for guidance and help with management.

Our farm managers all have considerable experience of running a wide range of farms, and can apply that knowledge to make sure your business is performing at, or above, industry benchmarks, and is running as efficiently as possible.



“Strutt & Parker has been managing our business for four years. During this time, they have provided us with careful financial planning combined with their expert knowledge of practical farming, to allow our business to be as efficient as possible and to take a proactive approach to the challenges that we face in the industry today.”

David Backhouse, South Farm Products Limited, Gloucestershire

Our experience equips us to handle everything that goes into running a modern farm, from budgeting and running the bank account, through to ordering chemicals, buying machinery, selecting crop varieties, making marketing decisions, recruiting staff and navigating the ever-changing maze of regulations.

Our farm management clients benefit from the Strutt & Parker Best Buys buying group, which offers significant discounts on key inputs.



STRATEGIC CONSULTANCY

Strategic consultancy is about identifying what matters most to you and putting a plan in place to make it happen.

Our ongoing consultancy service is designed for farmers who want day-to-day control of their farms, but are seeking additional operational and strategic advice.

We can advise on everything from balancing the books and setting budgets through to livestock selection, cropping

decisions and machinery requirements.

At a more strategic level, issues such as succession planning and business structures are some of the areas on which we are regularly called to advise.



“Strutt & Parker has taken the time to understand our business, people, aspirations, and the challenges we face on a daily basis, consequently bringing their farming experience, knowledge and technical awareness to bear in assisting us to achieve our aims. This has made them not only a source of sound and straightforward advice, but also a vital and integral part of our farm and estate management team.”

Jason Jordan, Luton Hoo Estate, Bedfordshire

Our input can be on a monthly, quarterly or ad hoc basis, and this relationship gives you access to our experienced team of specialists.

We build long-term relationships with our clients, working closely with you to gain a clear understanding of your business and your objectives.

We draw on our diverse agricultural expertise and knowledge of the wider property industry to advise on the performance of your business. We can then make recommendations and implement any changes that might need to be made.



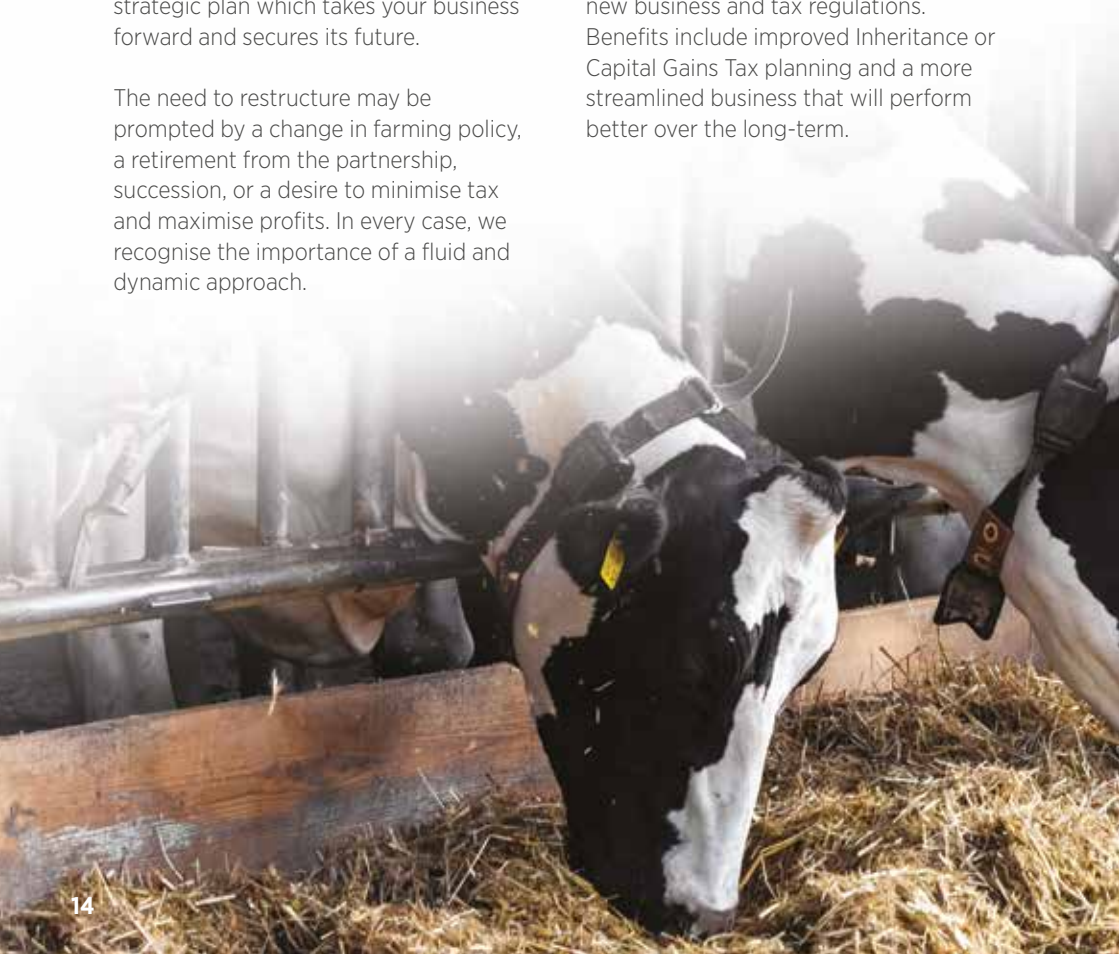
FARM BUSINESS RESTRUCTURING

All farms need to evolve, adapting to anything from new taxation rules through to the next generation taking ownership. However complex the situation, our team can help.

Whatever your circumstances, we can help you define and implement a strategic plan which takes your business forward and secures its future.

The need to restructure may be prompted by a change in farming policy, a retirement from the partnership, succession, or a desire to minimise tax and maximise profits. In every case, we recognise the importance of a fluid and dynamic approach.

This allows a farm to tackle challenges that arise and to take advantage of new business and tax regulations. Benefits include improved Inheritance or Capital Gains Tax planning and a more streamlined business that will perform better over the long-term.



"Day-to-day, Strutt & Parker has proved invaluable in helping me run an efficient and profitable farm, but that's only half of what they do. Just as important is their strategic advice that has enabled us to structure our business over the long term."

Robert Law, Thrift Farm, Hertfordshire
Previous winner of Farmer of the Year



CROP MANAGEMENT & AGRONOMY

Our aim is to ensure that our farmers are at the cutting edge of progressive farming. Having the largest team of independent agronomists of any firm in the UK ensures that we achieve this goal.

Unique amongst firms providing business management advice, for the last twenty years, Strutt & Parker has offered a professional and fully independent agronomy service. This offering has developed from providing the agronomy on in-hand managed farms. Increasing demand for independent, trials-based crop management advice has driven an expansion of this service.

Today Strutt & Parker has the largest number of registered independent agronomists of any firm in the UK.

Taking responsibility for crop rotations, marketing, soil sustainability and machinery investment gives us the ability to look at the arable business as a whole, which furnishes us with the background knowledge required to provide sound agronomy advice.



“Strutt & Parker has helped us to plan and structure our business better and to identify the right new business opportunities. Working with their agronomist has been particularly useful in solving logistical problems and keeping us at the cutting edge of progressive farming.”

Peter Kendall, Eyeworth Lodge Farm, Bedfordshire

Our crop management service is tailored to the needs of the individual business, from full weekly crop walking to a more strategic approach supporting BASIS qualified farmers and managers. Our focus is on increasing the profitability of crops, addressing all the factors that are associated with increasing arable margins, not just crop protection.

Supported by competitive, independent chemical and fertiliser sourcing, all members of our Farming Department are BASIS and FACTS qualified and offer a wealth of practical agronomy experience supported by access to all the latest research.



LIVESTOCK MANAGEMENT

As well as advising on the business side of livestock farms, we can also provide a broad range of advice on the many critical technical decisions modern farmers need to make.

Our farming experts can help with all livestock-specific issues such as nutrition, the best forage mixes, breeding policies and management targets. We can assist with investment decisions and the buying and selling of stock.

Modern livestock farming is increasingly complex as precision-farming technology plays an ever-growing role in the management of cattle, sheep, pigs and poultry.



“I’ve worked with Strutt & Parker for over 15 years. In that time, they’ve helped me to improve the technical and financial performance of my dairy business, despite the volatility of the milk price, allowing me to bring my son into the business. Their team helps with everything from grant applications to cash flows.”

Geoffrey Spence, Miresdale Dairy, North Yorkshire

Previous Dairy Farmer of the Year & Winner of the Royal Association of British Dairy Farmers Gold Cup

We can advise on the latest developments and work with you to develop strategies that improve animal health and welfare, and increase efficiencies.

We can manage the complex financial and regulatory side of a modern livestock business, including registration of births and deaths and dealing with all livestock movements on- and off-farm.



FARM BENCHMARKING

With changing farming policy and volatile market prices, understanding how your farm business performance compares to other local farms is an important management tool.

The ability to highlight relative strengths and weaknesses of a business enables proactive changes to be made, ultimately increasing profitability.

Strutt & Parker have extensive experience in carrying out detailed farm benchmarking in a range of formats, ensuring the highest level of consistency to guarantee confidence in the results:

- **Yield benchmarking**
 - comparing to local farms on similar soil types
- **Contract Farming benchmarking**
 - pooling results together from over 75 agreements managed by S&P to assess performance
- **Variable cost benchmarking**
 - analysing costs of seed, fertiliser and spray programmes



"We run an arable joint venture which focuses on reduced fixed costs and efficiency savings. The arable benchmarking offered by Strutt & Parker provided an objective view on all areas of production, highlighting the key areas of weakness and where we could improve."

NDR Arable, Oxfordshire

- **Labour and machinery reviews**
 - a detailed report on how practical improvements can be made
- **Overall farm performance with AHDB Farmbench** – interactive group discussion meetings using the AHDB's platform and facilitated by S&P.

HOW MUCH DOES IT
COST YOU TO PRODUCE
A TONNE OF WHEAT?

DO YOU KNOW YOUR LABOUR AND MACHINERY
COST PER HECTARE?

IS YOUR MACHINERY
FLEET UNDER 1.5 HP/HA?



CONTRACT FARMING AGREEMENTS

For more than 25 years, we have been involved in establishing and managing Contract Farming Agreements, working on behalf of both farmers and contractors.

Contract Farming Agreements can solve different problems for different people. For some, they are a way to become more efficient and to grow their business, by taking on more land.

For others they are a way to ease back from the daily requirements of running a farming business, by bringing in a third party.

Others may look at contract farming as a way of reducing their working capital requirements, as the contractor supplies all the labour and machinery, freeing up capital and time for a diversification project.

Farmers remain involved in decisions such as cropping or varietal selection, while leaving the day-to-day operational



“Strutt & Parker has been instrumental in the management of both of our Contract Farming Agreements. Their involvement, from the tender process, contractor selection and drafting of the documentation, through to managing the agreements, enabled us to pursue our farming operations whilst looking at other business opportunities. Their knowledge and understanding of the agreements, and of our intentions for the farmland, is an essential part of our business management.”

James & Sarah-Jane Nall-Cain, Rarick Ltd, Hertfordshire

running of the farm to their chosen contractor. The amount of land included within the agreement can be adjusted on an annual basis.

We can help a farmer find the right contractor, assess the performance of an existing agreement, or put in place

and manage an appropriate agreement. Alternatively, we can work with a contractor to put together a tender for a new agreement.



JOINT VENTURES

Joint ventures cover a wide range of collaborative business arrangements which can suit people who are looking to expand, cut costs or reduce their day-to-day responsibilities.

Joining forces with another farmer to share resources – whether land, machinery, livestock or even management expertise – can be an effective way to improve business performance, whatever your current scale.

Pooling resources, for example machinery, will minimise the level of capital investment required by each party in the venture, and bring benefits through economies of scale.



“Strutt & Parker’s advice is invaluable because it is based on varying experiences across the country, with different cultivation techniques, different soils and timings. This is all useful to challenge what we do, combined with great comparative data, particularly on fixed costs but also on yields and variable costs. Above all, the attention to detail on the management of the business ensures we meet the challenges we face.”

Matt Solley, Grange Farm, Kent

Alternatively, a joint venture can be a way to develop or expand your business by offering access to land without the need to buy or rent it.

Our team can advise on the right joint venture for your circumstances, and lead you through the process of setting it up.

Our experts understand how to extract the maximum mutual benefit from these arrangements, and help you to organise a joint venture that will enable you to farm in the most efficient, sustainable and profitable way.



AGRI-ENVIRONMENT SCHEMES

Managing over 100,000 hectares of land under agri-environment schemes, our advisers have a practical working knowledge of all types of environmental and woodland grant schemes.

Most of the current schemes are competitive, so getting advice on what makes an application stand out can be the difference between getting funding and not.

Our farming advisers have in-depth knowledge of all the key schemes on offer, who is eligible and how to construct an application, giving it the best possible chance of success.

We can advise on the application process for schemes such as Countryside Stewardship and the Woodland Grant Scheme in England or the Agri-Environment Climate Scheme in Scotland.

Our team can offer guidance on the management of any existing agri-environment agreements.

We pride ourselves on constructing agreements that ensure environmental benefits are delivered, whilst minimising the impact on efficiency of operations, and maximising the profitability of poorer areas of the farm. Equally, we recognise the additional benefits an agreement can bring for sport and conservation.



“Strutt & Parker has assisted us in designing and applying for all of our agri-environment schemes over the past 12 years. Their knowledge of the schemes, coupled with their practical approach and understanding of modern agriculture, has ensured that the agreements have been practical in the field. Importantly, they have also been environmentally beneficial, and profitable in terms of income and cost of management.”

Alastair Hall, Ascott Farms Ltd, Buckinghamshire

Our fully integrated approach considers the environmental and financial benefits, constraints and opportunity costs. This ensures that sustainable and workable agreements are secured, providing mutual benefits for both the environment and farmer without disrupting the efficient farming of the land.



HEALTH & SAFETY

Agriculture remains the deadliest field to work in.

Although just 1.2% of the UK's total workforce is employed in the sector, the fatal injury rate is 18 times that of industry overall. The five-year average rate of fatal injuries is 8.2 per 100,000 employees, compared with 1.8 in the construction industry. In 2017-18, 33 people were killed in farming and 13,000 non-fatal injuries were recorded.

Strutt & Parker are proud members of the Farm Safety Partnership, which aims to reduce deaths by at least 50% by summer 2023.

The Health & Safety at Work etc. Act 1974 says that all employers shall ensure – so far as is reasonably practicable – the health, safety and welfare of employees at work. Employers must have a written statement outlining their health and safety policy and the organisation and arrangements for carrying this out.

The Management of Health & Safety at Work Regulations 1999 also require employers to conduct assessments of the risks to which employees are exposed, and the risks to persons not in employment arising from the work activity.

Our team includes a NEBOSH (National Examination Board in Occupational Safety & Health) specialist, allowing us to provide pragmatic, practical advice on all aspects of health and safety.

- NEBOSH qualified IOSH member
- Pragmatic approach based on practical farming experience
- Farm audits and recommendations
- Health and safety policies
- Risk assessments and safe systems of work
- Policy reviews and updates
- Inductions and pre-harvest health and safety briefings
- Training all levels of employees
- Promoting a safe working environment
- Positive impact on clients' businesses and lives



"Strutt & Parker's practical understanding of the agricultural industry and ability to relate to all levels of employees has been crucial in implementing a workable health and safety policy. The guidelines soon became the 'go to' document for both information and guidance across the business. Staff briefings have become essential in reinforcing the importance of health and safety to all and this has enabled individuals to ask questions of an independent expert safe in the knowledge that it is positively encouraged by their employer."

Al Brooks, Estate Director – Faccombe Estates Ltd
Previous Farm Manager of the Year

"Strutt & Parker's pragmatic approach to auditing the farm and implementing our health and safety policy has given us confidence in keeping ourselves and our employees safe at work. Their membership of the Farm Safety Partnership demonstrates how seriously and professionally Strutt & Parker address health and safety, which is hugely encouraging in such a dangerous industry. We are on a journey with Strutt & Parker and know we can always obtain further risk assessments and safe systems of work when required, and ensure a joined up approach to health and safety across our farming and diversified enterprises."

Ed Ford, Childerditch Farms
Previous Chairman of the National Federation of Young Farmers' Clubs



FARM RECRUITMENT

Attracting and retaining the right people is critical to the success of any farm business and we are here to help.

Businesses succeed or fail on the quality and suitability of their employees. Over the years, we have worked with many clients to help them replace key members of their team or recruit new people when they want to expand.

Finding quality staff has become increasingly difficult in a competitive marketplace but, because we are doing it on a regular basis, we know the right places to look and the questions to ask.

Often, we introduce clients to someone from the extensive database of contacts we have built over many years.

Depending on the job, it might be necessary to advertise, particularly for more technical roles where the right person might currently be working outside the industry.



“Using the Strutt & Parker recruitment service was extremely worthwhile; not only was a good candidate selected, but the process was smooth and hassle free. Their wider farming knowledge helped in making the right decision and confirming our thoughts in exactly the role we needed.”

Edward Parsons, Waddesdon Farm, Buckinghamshire

Whatever the vacancy you wish to fill – from farm manager to key operator, herdsman to general farm worker – we will take the time to understand your needs before advising on the best way to recruit.



TRAINING & EDUCATION

We offer a range of interactive training sessions and events for businesses associated with agriculture.

Keeping up to date with the latest industry thinking is important for any business.

With our practical experience in farming and the range of individual specialisms within our team, we can provide bespoke events on a wide variety of topics – from in-depth studies of financial trends through to understanding the latest business models and how they can be applied to today's farming businesses.

We have a proven track record in staging training events for farmer groups, large farming businesses, and agrochemical and machinery manufacturers to help develop attendees' understanding of agricultural issues, enabling them to deliver better performance.



“In an increasingly integrated world, it’s clear that the best decisions are made by not only having specialist knowledge but also a breadth of expertise. Strutt & Parker’s Farming Department brings those skills and hands-on experience into training programmes for our teams, so that they are up-to-date on the needs and demands of the modern farming business.”

Robin Bentley, Dow AgriSciences, Norfolk

We run regular technical briefing sessions where we invite clients on farm with our specialists, and other invited speakers, to hear about the latest developments in husbandry techniques.

Our team can deliver specialist training for farm staff, including health and safety briefings or induction days for students or harvest casuals.



FUNDING FUTURE INVESTMENTS

Investing in new equipment or diversifying your business will help you stay competitive. Working closely with our colleagues at BNP Paribas Leasing Solutions, we will support you in securing the funding you need in order to future proof your business. This includes a range of leasing solutions and funding for special projects that will give you the competitive edge.





BNP PARIBAS LEASING SOLUTIONS

You might be expanding your business or you might need to upgrade your equipment. Either way, a lease arrangement can make it easy to access assets.

It's a flexible funding option that allows you to decide the repayment amount and frequency. And because all terms are agreed upfront, you'll be protected against any increase in interest rates during the life of the agreement.

For more specific projects such as a grain installation or a milking parlour, BNP Paribas Leasing Solutions can offer a cost-effective loan on monthly payment plans of up to 5 years. This is a debt-based funding arrangement available for farm and core business projects and assets. The application process is simple; all that's required is a rationale to approve the request and an invoice to process the payment.



ABOUT STRUTT & PARKER

From its network of 60 offices throughout England & Scotland, Strutt & Parker offers a breadth of services within rural property and across the wider property industry.

LAND MANAGEMENT

Working with private estates and other landowners to manage the full range of their property assets in an efficient and rewarding way, Strutt & Parker's land management team manages more than 1.5 million acres of land across the UK.

We provide strategic business advice and practical management services to clients including private estates, local authorities, charities, institutional investors and utility companies.

FORESTRY

John Clegg & Co is Strutt & Parker's forestry arm, advising on all aspects of commercial forestry and woodland.

ESTATES & FARM AGENCY

Strutt & Parker have been at the forefront of the estates and farms market for over 125 years, handling all types of sale from pony paddocks to commercial dairy farms, to best in class, trophy estates.

PLANNING

Strutt & Parker's National Planning Team is one of the fastest growing planning consultancies in the United Kingdom. In a complex and everchanging political landscape the planning team unlock development opportunities for our wide range of clients. The team works within the National Development business delivering real planning solutions.

John Clegg & Co

THE FORESTRY DIVISION OF STRUTT & PARKER


AddingtonFund
a farming charity that means business

“STRUTT & PARKER’S LAND MANAGEMENT TEAM MANAGES MORE THAN 1.5 MILLION ACRES OF LAND ACROSS THE UK.”

DEVELOPMENT

Strutt & Parker’s Development Team helps landowners, developers, funds and local authorities to capitalise on their development opportunities. We have experts working across London and the UK, with specialist teams working within residential, commercial and mixed-use developments.

COMMERCIAL

Strutt & Parker is now part of BNP Paribas Real Estate UK (BNP PRE), whose comprehensive range of services cover all commercial property types including offices, industrial and logistics, retail and leisure, and the full range of alternative real estate assets, across the UK.

RESIDENTIAL SALES & LETTINGS

Strutt & Parker is renowned for being an expert in selling a wide range of residential property. Sellers benefit from the inside knowledge of our local teams and a database of over 27,000 active buyers shared by our national network.

Our lettings team aims to maximise our landlords’ investment return by letting to good quality tenants.

PROFESSIONAL SERVICES

BNP PRE offers professional services including rating, building consultancy, infrastructure and compulsory purchase, lease advisory, real estate occupier solutions, valuations, and property management.



**BNP PARIBAS
REAL ESTATE**

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