

# Booking Form

Simply book online at [www.blenheimpalaceconferences.co.uk](http://www.blenheimpalaceconferences.co.uk) or return this form to: Blenheim Palace Conferences, PO Box 251, Chipping Norton, OX7 9BR or telephone: 01869 347874.

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Title:	First Name:	Surname:
Job Title:		
Organisation:		
Address:		
		Postcode:
Telephone:	Email:	
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Dietary Requirements:		

## Invoice/Payment Details

Course fee per delegate:  
Early Bird Discounted Fee £299 plus VAT (ends 31/10/07)  
Full Delegate fee £349 plus VAT

Please invoice me/my organisation  
I enclose a cheque made payable to Blenheim Palace Conferences  
Please enclose or please debit my Mastercard/Visa/Maestro/Solo with

£	:	Card Number:
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NB: Invoice(s) will be sent to the contact and each delegate will receive joining instructions by email approximately 21 days before the date of the event. Payment must be made in pounds sterling. Please note that payment is required on booking. Blenheim Palace Conferences reserve the right to refuse admission if payment is not received. If you are sending a purchase order kindly attach a copy of this booking form.

# Speakers

## Alick Jones

*The Agricultural Mortgage Corporation*

Alick Jones joined The Agricultural Mortgage Corporation (AMC) as a Regional Agricultural Manager in 2005, after 21 years experience with the Lloyds TSB Group. He currently looks after a substantial portfolio of AMC's larger borrowers including a number of estates across the South of England where he has used his expertise to work with the owners and managers in arranging finance for a wide range of agricultural and diversification projects.

## Henry Aubrey-Fletcher

*President, Country Land & Business Association*

Henry Aubrey-Fletcher is a company director responsible for a number of rural businesses active in farming, property management and development, leisure and care for the elderly. He spent over 30 years working in broadcasting both for the BBC and independent radio. Henry is President of the CLA and has been involved with the CLA nationally as well as in Buckinghamshire for many years.

## Terry Bradfield

*South East England Development Agency, (SEEDA)*

Terry Bradfield is responsible for managing those elements of the RDPE that are within the remit of the South East England Development Agency. He's has 30 years experience of the farming and food industries and has previously worked in the UK and Eastern Europe with ADAS and Defra.

## Jason Borthwick

*Earthy Ideas, Diversification, Environmental and Marketing Advice*

Jason Borthwick is partners with his father, Alister, in Deepdale Farms. They've taken a 1000 acre farm and heavily diversified the farm into an eco-friendly tourism destination including a backpackers hostel, campsite, tourist information centre and retail site. Although Jason is still involved with this business, carrying out the marketing and developing further ideas, he has stepped away from the day to day running of the business to offer advice to other businesses who want to change directions and become eco-friendly.

## Anne Holt

*VAT & Indirect Taxes Senior Manager, Grant Thornton UK LLP*

Anne Holt is a member of Grant Thornton's rural business taxes committee and advises a broad range of Grant Thornton's Agri business clients in respect of VAT matters, particularly those relating to shoots, diversification, the single farm payment, land and property and partial exemption.

## Stewart Scull

*Head of Gamekeeping and Wildlife Management, The British Association for Shooting & Conservation (BASC)*

The British Association for Shooting and Conservation (BASC) is the largest shooting organisation in the UK with over 123,000 members. Stewart joined the organisation in 1993 and has been Head of Gamekeeping and Game

Shooting since 1997. Prior to joining BASC he worked as a gamekeeper for over 20 years working on a number of private and commercial estates throughout England.

## Graham Cory

*Chief Executive, The British Horse Society (BHS)*

Graham Cory is Chief Executive of The British Horse Society, an organisation of nearly 105,000 members which works in the areas of Access, Safety, Welfare, Education, Exams, Competitions, the Approval of equestrian establishments and Riding Clubs.

## Professor Brian Ilbery

*Professor of Rural Studies, University of Gloucester*

Brian Ilbery is a Professor of Rural Studies in the Countryside and Community Research Unit (CCRU) in the University of Gloucestershire. He is a rural/agricultural geographer whose research interests lie in agricultural change and policy, rural development, alternative farm enterprises, short food supply chains and local/regional speciality food and drink products. Brian has published over 100 refereed journal articles, over 30 chapters in books and 9 books. He has secured research funding from bodies such as the European Commission, DEFRA (and the former MAFF), ESRC, DFID and the Countryside Agency.

## Charles Campion

*Head of Rural Practice, Western Region, Savills*

Charlie Campion has been Director of Savills (L&P) Limited since October 2004. He advises on the management and strategy of rural estates; in-hand and let farms; residential property; commercial and light industrial units; development; minerals; sporting lets; woodland and other alternative enterprises. He covers a wide variety of professional matters including minerals and landfill, compulsory purchase, pipelines and other wayleaves/easements, and the valuation, purchase and sale of agricultural land and other rural property.

## Mr Steven Thomson

*Agricultural Economist, Scottish Agricultural College*

Steven Thomson is an Agricultural Economist within SAC's Research Division, although he still has considerable advisory input as SAC's farm diversification expert. As part of this programme he provides specialist advice to advisors, farmers and agencies and developed the SAC diversification database to provide readily available, succinct, overviews on over 50 different diversification topics.

## Julie Butler, FCA

*Founder, Butler & Co*

Julie Butler founded the firm of Butler & Co in 1986 having qualified as a chartered accountant in 1980 and now has a number of offices and approximately 40 staff. In addition to her role of managing partner she specialises in all areas of pro-active tax planning. She has built up an extensive knowledge of tax issues affecting high net worth individuals including farmers, landowners and equestrian activities.

# About Blenheim Palace

## Blenheim Palace

Blenheim Palace, home to 11th Duke of Marlborough and the birthplace of Sir Winston Churchill, offers a memorable day out.

Set in 2100 acres of beautiful parkland landscaped by 'Capability' Brown, the exquisite Baroque Palace is surrounded by sweeping lawns, formal gardens and the magnificent Lake.



Inside, the scale of the Palace is beautifully balanced by the intricate detail and delicacy of the carvings, the hand painted ceilings and the amazing porcelain collections, tapestries and paintings displayed in each room.

Situated in Woodstock, just 8 miles from Oxford, the Palace was created a World Heritage site in 1987.

We look forward to welcoming you to Britain's Greatest Palace very soon.

## Our Sponsors and Supporters



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CLA Country Land & Business Association  
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**Blenheim Palace Conferences**  
PO Box 251, Chipping Norton, OX7 9BR  
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**STOP PRESS!**

Diary Date: One Day Conference  
Rural Property & Business Tenancies  
"Reap the rewards, avoid the pitfalls"  
Wednesday 27th February 2008



Presents

# Farming and Estate Diversification

Securing the Future  
A one day conference

Wednesday 30th January 2008

Sponsored by



# Now is the time to diversify

In recent times depressed agricultural markets, adverse weather conditions and livestock epidemics seemed to have brought the British countryside to its knees. Today, with recovery underway, traditional rural management is being replaced with thought provoking and innovative enterprise which encourages diversity and builds a sustainable rural economy.

Globalisation, agricultural commercialisation, market forces and increasing trade liberalisation are impacting significantly on rural livelihoods. Changing times require novel approaches to business management and development. While the changes are leading to new opportunities, neglecting your business's existing activity to establish or run a new business is one of the inherent dangers. Ignoring the danger will inevitably lead to reduced returns in the interim period. You may even jeopardise your livelihood or the ongoing viability of the farm's core business.

This practical one day conference is aimed at those working at the grass roots of the rural business industry and will provide a platform for debating the issues involved in ensuring best practice for current

management whilst supporting moving your business forward.

The 2008 Farming and Estate Diversification Conference is the essential guide for the modern rural business manager.

## The conference is aimed at:

- Farmers and smallholders who are looking to diversify
- Those involved in managing rural property from private farms to estates who want to capitalise on their assets
- Those managing the landholdings of public and private institutional bodies
- Those working in rural business who want to explore opportunities open to them
- Rural Business Advisors

## Conference Venue

Blenheim Palace  
Hospitality Suite  
Woodstock  
Oxon OX20 1PX

# Programme

09:30 – 09:35	<b>Welcome by chair</b> Alick Jones, The Agricultural Mortgage Corporation.
09:35 – 10:15	<b>Overcoming the barriers to farm diversification</b> Henry Aubrey-Fletcher will take a look at the barriers to diversification in relation to the conversion of redundant farm buildings to office use.  These barriers include governance, business structure, finance, planning, highways, car parking, environmental impact, NIMBYism, poor design, connectivity, poor marketing knowledge, single agency, and tenant support amongst others. <i>Henry Aubrey-Fletcher, President, Country Land &amp; Business Association</i>
10:15 – 10:55	<b>Funding and the new Rural Development Programme</b> The presentation will cover the new Rural Development Programme for England (RDPE) which has a total budget of about £400m, in the South East region, for the period 2007 to 2013. This programme provides support to land managers, farmers, growers, foresters and rural communities. Terry Bradfield will explain how the funding works and the types of activities that will be eligible for support. <i>Terry Bradfield, South East England Development Agency, (SEEDA)</i>
10:55 – 11:10	<b>Coffee</b>
11:10 – 11:50	<b>Income Stream Diversification – Deepdale A Case In Point.</b> <ul style="list-style-type: none"><li>• Explanation of the diversification we've carried out at Deepdale (<a href="http://www.deepdalefarm.co.uk">www.deepdalefarm.co.uk</a>)</li><li>• The reasons behind the diversification</li><li>• Explanation of the routes we've taken</li><li>• The barriers we faced</li><li>• The reasons why we took the eco-friendly route and the barriers</li><li>• Explanation of some of our marketing techniques, successes and less successful ventures</li></ul> <i>Jason Borthwick, Earthly Ideas, Diversification, Environmental and Marketing Advice</i>
11:50 – 12:30	<b>VAT Issues arising from diversification</b> The session will provide an overview of opportunities and pitfalls for the diversifying farmer, covering the scope of VAT, VAT recovery, partial exemption and establishing your VAT strategy. <i>Anne Holt, VAT &amp; Indirect Taxes Senior Manager, Grant Thornton UK LLP</i>
12:30 – 13:00	<b>Game Shooting, how to maintain economic viability and enhance biodiversity</b> Game shooting can provide valuable extra income to a farm or estate but it is important that it is managed sustainably to avoid adverse impacts and enhance biodiversity. In this session Stewart will look at how to marry economic viability with conserving both game and wildlife. <i>Stewart Scull, Head of Gamekeeping and Wildlife Management, The British Association for Shooting &amp; Conservation (BASC)</i>
13:00 – 14:00	<b>Lunch</b>
14:00 – 14:30	<b>Equestrian Diversification – Possibilities and Practicalities</b> With more than a million horses in Britain ridden by some 4.3 million riders - seven percent of the British population - and an estimated annual spend of around £2.6 billion on horses and riding (including £732 million on lessons) there are clear attractions to the farmer who is considering diversifying into equestrianism. But if this were a goldmine with inexhaustibly rich

seams the number of riding schools and livery yards in this country would be expanding at a prodigious rate. They are not. In his presentation, Graham Cory will contrast the opportunities with the problems.

*Graham Cory, Chief Executive, The British Horse Society (BHS)*

## 14:30 – 15:10 The impacts of CAP reforms on the diversification activities of tenant farmers in England

- Farm tenancy in England: from FAT to FBT
- CAP reforms, Single Farm Payments and entitlement
- The DEFRA survey of tenant farmers
- Defining farm diversification
- Current diversification activities and attitudes of tenant farmers
- Possible future plans (business pathways) for tenant farmers
- Conclusions - who is diversifying: landlords or tenants?

*Professor Brian Ilbery, Professor of Rural Studies University of Gloucester*

## 15:10 – 15:50 Property development - unlocking the value

- Setting the objectives
- Identifying opportunities
- Understanding and navigating the planning system
- Options, Conditional Contracts and Joint Ventures
- Are you a Landlord or Developer - Do you Sell or Retain or both?
- Finance & Taxation
- Plan, Implement, Review - Setting a framework

*Charles Champion, Rural Valuation Partner, Savills UK*

## 15:50 – 16:05 Tea

## 16:05 – 16:45 Novel Crops and Livestock

- Livestock case studies: buffalo, alpacas and worms
- Crop case studies: garlic, willow
- Start-up issues: capital, equipment, market, expertise
- Critical success factors in diversification

*Mr Steven Thomson, Agricultural Economist, Scottish Agricultural College*

## 16:45 – 17:25 Tourism & Accommodation, traps for the unwary

- Furnished Holiday Lets - Tax Heaven
- Furnished Holiday Lets - Isolated Rural Development
- Furnished Holiday Lets - As part of the Rural Estate/Farm
- Tourism and the Horsey Culture
- Bed and Breakfast
- The Attack on Shooting
- Heritage Property
- The Stately Home Business
- Woodlands and Forestry
- The Hole created by Gravel

*Julie Butler, FCA, founder, Butler & Co*

## 17:25 Roundup and Close

# About Blenheim Palace Conferences

## Welcome to Blenheim Palace Conferences

In association with Blenheim Palace, Blenheim Palace Conferences provides a series of key practical conferences on a range of rural business development issues, presented by some of the top industry speakers within the magnificent surroundings of Blenheim Palace in Woodstock, Oxfordshire.

*Richard Good and Jo Ross, Directors, Blenheim Palace Conferences*

## Why choose a Blenheim Palace Conferences' event?

Changing times require novel approaches to rural business development. Blenheim Palace Conferences offers an intensive and innovative insight into a variety of key issues and topics affecting the farming

## Terms and Conditions

**Fees:** The fee for this event covers all written materials and refreshments. A VAT invoice will be sent once your booking has been made. Please contact us if you do not receive this within fourteen days of booking. Joining Instructions will be sent approximately three weeks before the event. This includes a full statement of our terms and conditions and a venue location map which may also be found at [www.blenheimpalaceconferences.co.uk](http://www.blenheimpalaceconferences.co.uk)

**Cancellations/substitutions:** Cancellations made up to 21 days before the course will receive a refund of 80% of the booking value. Cancellations less than 21 days before the course will not be refunded but a replacement delegate may be sent. No transfers to other events will be accepted. Cancellations must be received in writing.

**Important note:** This booking form constitutes a legally binding contract. It may be necessary for reasons beyond the control of Blenheim Palace Conferences to change the content and timing of the programme, the speakers, the date or the venue. In the unlikely event of the programme

industry today whilst ensuring time away from the farm and estate is kept to a minimum.

Our one day events focus on:

- Improving your business profitability,
- Ensuring you are up to date with the latest regulatory challenges
- Current environmental issues and thinking

*"We are delighted to work with LRM Consultancy (UK) Ltd to create "Blenheim Palace Conferences" and to stage a series of key practical conferences on a range of rural business development issues here at Blenheim Palace into 2008 and beyond. It is vital for all of us to keep pace with change and these events should provide an ideal platform for stimulating debate as well as offering a valuable networking opportunity in inspiring surroundings"*

*John Hoy, Chief Executive, Blenheim Palace*

being cancelled, Blenheim Palace Conferences will automatically make a full refund but disclaim any further liability.

**Early Bird discounts:** The early bird discount can be used by the stated date only. After this date the full fee is applicable.

**Disability:** We check our venues for accessibility. Please let us know if you have any access, or other, requirements by calling 01869 347874

**Data Protection Act 1998:** By returning this form you agree to Blenheim Palace Conferences processing and storing your data for the provision of products and services, analysis and administration purposes. This information may be shared with other companies in the LRM Consultancy (UK) Ltd group. In the future we may contact you by mail, telephone, email, fax or other means for marketing purposes. If you do not wish to receive further marketing communications, please contact the data administration team at the registered address.

